

Leadership Matters

The elimination of fatalities



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The Senior Leader is ultimately responsible for providing the leadership, systems and processes for the prevention of fatalities.

The actions of Senior Leaders are fundamental to the elimination of fatalities. Strong and consistent leadership that demonstrates – every day – a continuous commitment to safe and fatality free production will drive us to zero fatalities.

Investigations of fatal incidents around the world have demonstrated that in order to achieve safe and fatality free production the following elements are essential:

- Maintaining a sense of vulnerability – complacency built on past success blinds us to warning signs
- Ensuring continuous improvement in environment, equipment, strategy and systems
- Applying the hierarchy of controls¹ – eliminate the risk and reduce the chance of human error
- Increasing the focus on high potential near fatal events
- Recognizing the personal – fatal accidents are not just statistics
- Maintaining operating disciplines – combating the gradual shift to unsafe behaviours
- Maintaining alertness to increased and unexpected risks during abnormal operating conditions
- Addressing culture and leadership through objective assessment and, where required, improvement plans
- Providing courageous leadership in leading change and holding each individual in the business accountable for safe and fatality free production.

This document provides a guide for Senior Leaders in their relentless drive to prevent fatalities; both through their personal actions and the processes and activities they should ensure are in place.

¹ See back page

Live the vision of Zero Fatalities

What do I do?

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- Create and communicate a deliverable vision for fatality elimination
- Challenge your own knowledge and that of others on the causes and prevention of fatalities; seek out expertise and share learnings from others
- Set an example for others to follow that shows you genuinely care, and that is consistent, unambiguous and relentless in approach
- Consistently demonstrate that fatalities are unacceptable and hold people at all levels accountable for prevention
- Talk about fatalities as people and make clear your personal commitment to prevention
- Be credible; follow through and do what you say you will do
- Engage in inspections and safety discussions at all levels; focus on fatal risks

What should I ensure is in place?

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- Strategies and plans that specifically encompass the prevention of fatalities
- Measurable indicators of fatality prevention that are regularly reviewed
- A system for providing ongoing education about fatality prevention
- A mechanism to identify and learn from mistakes that regularly and openly shares the lessons learnt
- Defined, measurable fatality prevention actions for all senior levels that are communicated to the workforce
- A mechanism for all levels of the organization to be engaged in the identification of hazards and the elimination, control and mitigation of fatal risk
- Business initiatives that include an assessment of the contribution to fatality prevention

Focus on the 'High Potential' events

What do I do?

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- Personally understand the fatal risk profile of your business and engage in discussions around potential fatal occurrences
- Focus on operational details; during site visits and operational discussions question and verify whether the critical controls to prevent fatalities are in place
- Participate in high potential incident investigations and reviews and lead discussion of high potential events at your meetings
- Question whether the focus of behavioural observation processes also addresses fatality prevention
- Ensure that "root causes" of all high potential events are truly understood, and that they are fully addressed
- Respond to potential fatal events as you would an actual fatal event

What should I ensure is in place?

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- A shifted focus – at all levels of the organization - from low consequence injuries to high potential events
- Comprehensive fatal risk assessment procedures, including the identification of critical controls and performance standards
- A system that encourages full and accurate reporting without fear of consequence
- Leading practice for Management of Change processes
- Systems that capture and classify events that have high potential, even if there is no injury or damage
- Quality investigation, analysis and communication about the causal factors and control of actual and high potential events
- A mechanism for those who report directly to you to demonstrate their continuous commitment to reducing the exposure to fatal risk
- Transparent criteria and processes for determining the consequences of non-compliance with fatal risk critical controls

Recognise fallibility

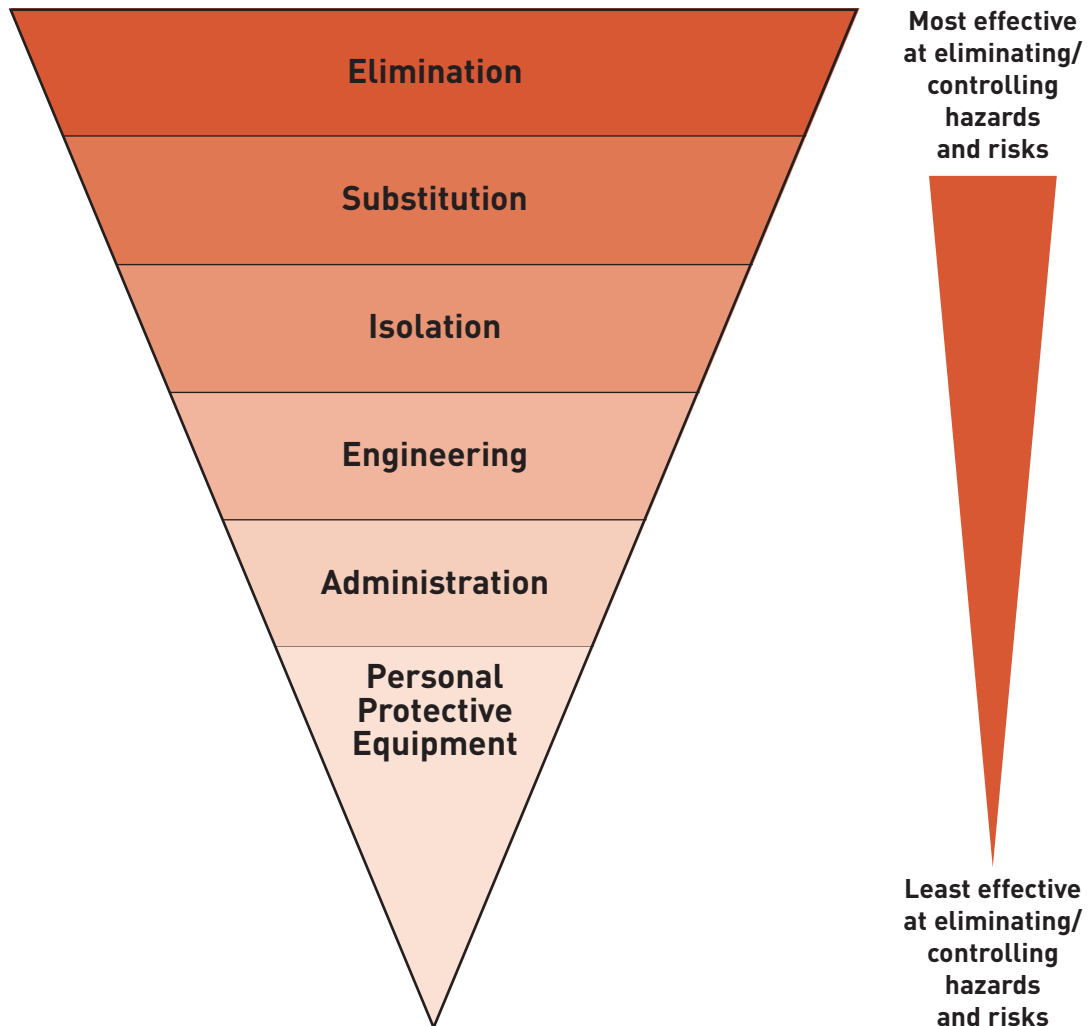
What do I do?

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- Maintain a sense of constant vulnerability; never assume fatalities will not occur
- Challenge the assumptions of others around their understanding and management of fatal risks
- Make no assumptions on critical issues; conduct ad-hoc tests on critical controls and seek expert advice
- Accept no excuses for departure from the operating disciplines associated with fatal risks
- Explore the preparedness of operations to respond to abnormal conditions
- Consider the consequences of strategic decisions on the probability of fatalities

What should I ensure is in place?

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- A system for ongoing education of all leaders in the origins of human error, and ways to reduce its occurrence and impact
- The right people, especially leaders, are in the right jobs – with the competencies, intellect, passion and experience for leading fatality prevention
- Multi-layer barriers to fatal events
- Use of the hierarchy of controls; a continuous process to increase systematic fatal risk controls
- A verification process to validate that critical controls exist and are providing the intended benefit to our employees

Hierarchy of controls



The International Council on Mining and Metals (ICMM) is a CEO-led industry group that addresses key priorities and emerging issues within the industry. It seeks to play a leading role within the industry in promoting good practice and improved performance, and encourages greater consistency of approach nationally and across different commodities through its association members and member companies.

ICMM's vision is for a respected mining and metals industry that is widely recognized as essential for society and as a key contributor to sustainable development.

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