Joseph A. Holmes Safety Association and Holmes Mine Rescue Association

2019 Joint National Meeting and Training Seminar

June 19, 2019
Virginia Beach, VA
Why CORESafety: Contributing Factors

- MSHA compliance is no assurance of good S&H performance.
- S & H dialogue shifted from compliance to best practices.
- A system that is unique to the mining industry
- Continuing statistical improvement, but fatalities and serious incidents still occur.
As an industry, we are only as strong as the slowest ship in the convoy. The public and policymakers treat us as one entity when things go wrong. Good intent is meaningless in the face of poor performance. We must move together and support each other to succeed in advancing mining safety and health.
The Goal

Develop and implement an industry-wide strategic plan for the purpose of eliminating mining fatalities and reducing the injury rate by 50% within five years of CORESafety® implementation (0:50:5).
After 140+ years of safety management knowledge, we know that:

- Prescriptive regulations are helpful but not proactive enough;
- Systematic control of risk offers the best opportunity to reach 0:50:5;
- Systematic risk management works best in management systems;
- Safety leadership is no longer discretionary;
- Leadership drives culture improvement, culture optimizes systems;
- Peer support and accountability reflect an industry’s strength;
NMA CORESafety Guiding Principles

- Promote the safety and health of every employee, contractor and visitor as a core value that is integrated into all areas of our business;

- Strengthen and promote safety leadership and responsibility among all employees;

- Improve safety performance by conducting an assessment of the organization’s safety culture;

- Assess risks and evaluate and implement appropriate controls to improve employee safety and health;

- Involve all employees in continuous improvement activities to enhance safety and health performance;
Provide education and training to ensure employees are knowledgeable of potential work hazards, safe work policies, procedures and practices and their responsibility to personal safety and the safety of their co-workers;

Provide the tools and training required for miners to operate all mines, plants and equipment in accordance with federal and state safety standards; and

Engage in continued development and evaluation of new technologies and processes that will promote the health and safety performance of every employee.
The CORESafety Framework (CSF) includes a safety and health management system based on three core organizational competencies: leadership, safety and health management, and assurance, managed through continual improvement principles: Plan, Do, Check, and Act. CORESafety is a framework from which companies should design safety and health management systems appropriate for their individual worksites, if they do not already have their own.
CORESafety Model SHMS

- Contractor mgt & purchasing
- Training & competence
- Occupational health
- Safe work procedures & permits
- Emergency mgt
- Risk mgt
- Change mgt
- Engineering & construction
- Behavior optimization
- Collaboration & communication
- Reinforcement & recognition
- Documentation & info mgt
- Audit & review
- Incident reporting & investigation
- S&H mgt assurance
- Leadership
- Planning & resources
- Responsibility & accountability
- Mgt system coordination

0:50:5

Plan

Check

Do

Act
Leadership Development Process

1. Define leadership competencies
2. Select participants
3. Baseline competency assessment
4. Program development
5. Develop facilitators
6. Deliver educational program
7. Link to performance management system
8. Integrate with succession planning
9. Repeat competency assessment
10. By invitation?
11. 360° feedback?
12. Train-the-trainer?
13. Experiential learning?
14. Personal action plan?
15. Rite of passage?
16. 18 months later?
Culture Enhancement Process

Who we currently are → Define culture characteristics → Who we want to be

Climate? → Develop confidential perception survey → Customized?

Statistically significant? → Conduct survey → Follow-up interviews?

What is significant? → Conduct survey analysis → Is there a benchmark?

Confirm strengths & weaknesses with senior management

Develop strategy to enhance weaknesses & reinforce strengths

Long-term actions → Deliver strategy → Short-term actions

18 months later? → Repeat perception survey
Management System Implementation Process

1. Complete development of the NMA SHMS
2. Gap analysis
3. Self-assessment
4. Existing company MS?
5. Prioritize gaps
6. Implementation plan
7. Assess risks
8. Internal development
9. Education
10. Sr mgt commitment
11. Support & resources
12. Internal vs NMA vs external

- Plan
- Do
- Check
- Act

- Management review
- Measure performance
- Report
- CEO pledge
- Sr mgt commitment
- Support & resources
- Internal vs NMA vs external
- Education
- Implementation plan
- Assess risks
- Prioritize gaps
- Existing company MS?
- Complete development of the NMA SHMS
- Scalable
- Phased
Sample structure as it relates to risk management and site-specific procedures. Ultimately, behaviors and human error must be addressed. For companies that already have an SHMS, this structure is a point of comparison.

Increasing level of detail.
CORESafety Timeline

Learn about CORESafety
Sign CEO Pledge
Conduct gap analysis
Develop or revise your SHMS*
Report annual metrics
Conduct self assessment
3rd party verification

Contribute to best practice, communicate, support your peers

One-day overview
• Executives
• S&H leaders
Commit to 0:50:5 & Guiding Principles
Against the 'Framework'
Total Implementation
Phased in approach
Integrates MSHA compliance

• S&H metrics
• MS metrics
Ready for 3rd party verification?
Is SHMS in place & working?

*SHMS = Safety & health management system
Where is CORESafety® among NMA’s membership?
9 CORESafety® Certified Companies

- Cloud Peak Energy Resources, LLC
- Coeur Mining
- Dyno Nobel
- Freeport-McMoRan Copper and Gold
- Hecla Mining Company
- Newmont Mining Corporation
- Peabody Energy
- Kinross Gold
- Prairie State Generating Company’s Lively Grove Mine
19 Participating CORESafety® Companies

- Arch Coal, Inc.
- Barrick Gold of North America
- CONSOL Energy Inc.
- Contura Energy, Inc.
- Hallador Energy Company
- J. R. Simplot Company
- Luminant
- Morton Salt
- Navajo Energy Transitional Energy Co.
- North American Coal Corporation
19 Participating CORESafety® Companies

- Rio Tinto Minerals
- Rio Tinto/Kennecott Utah Copper
- Stillwater Mining Company
- Teck American Incorporated
- Trapper Mining Inc.
- Twin Metals
- Usibelli Coal Mine, Inc.
- Warrior Met Coal
- Western Fuels Association, Inc.
CORESafety Results

- 24 of 28 participating companies reduced the MSHA recordables rate from 2014 – 2018
- Each of the 4 remaining companies recorded an MSHA TCIR below 0.50 in both 2014 and 2018.
- Fewer injuries = lower WC costs
- Intangibles
Next Steps:
NMA CORESafety
CORESafety: Keeping it Going

- **Communication & Coordination**
  - Newsletter and CORESafety TV
  - Website updates
  - Industry events

- **Maintaining momentum:**
  - Mentoring, peer-to-peer
  - CORESafety Advisory Committee
  - Increase participation

- **Support**
  - Workshops: CORESafety overview, management systems, risk management
  - Best practices