

The Next Generation in Health & Safety Leadership – A Case Study from Mount Isa Mines, a Glencore Company

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**Organisation/s: Conexus Consulting and Mount Isa
Mines, Glencore**

Mount Isa Mines, a Glencore company, operates two separate mining and processing streams, copper and zinc, to deliver natural resources that have enduring roles in society. As part of an international company with the largest zinc resource base and the biggest underground network of mines in the world, Mount Isa Mines provide work for almost 3,500 employees and contractors.

In 2011 Mount Isa Mines was faced with a plateau in their safety performance. The leadership team sought a shift in safety culture as they realised the need to engage the whole workforce and reinvigorate safety. The focus of the culture shift was to step up beyond traditional behaviour-based safety and implement a program that shifted hearts and minds and focused on choices and commitment. The Mount Isa Mines Leadership team sought to align corporate strategies, engage leadership and demonstrate the right investment in safety through positive performance and financial return.

Towards the end of 2011 Mount Isa Mines partnered with Conexus Consulting to develop an effective solution.

After collaborating with Mount Isa Mines on their performance requirements, Conexus designed and developed a Safety Leadership program that would improve the safety culture and develop safety performance. The Switch On program was developed to improve both the workplace and home safety by guiding participants to assess what is important in their lives and how their personal beliefs, and the choices they make, are critical to their safety. The purpose of the Switch On program is to tap into the internal or intrinsic motivation of individuals that will more likely create long term sustainable positive safety behaviours.

The program delivered to Mount Isa Mines consisted of the following phases:

- Phase 1 – Two day “Switch On” workshops for leaders (attended by 500 leaders/supervisors to date)
- Phase 2 – One day “Switch On” workshops for crew members (attended by 3000 crew members to date)
- Phase 3 – Embedding Systems
 - Safety Leadership Coaching

The Switch On workshops were tailored for Mount Isa Mines and consists of the following framework – the Core 4:

- Switch On
- Right to Start
- Crucial Conversations
- Zero In

The ultimate goal of the program is to create and reinforce a shift in individual beliefs and behaviours around safety. It also teaches participants the skills for intervening and positively influencing their workmates when they observe an unsafe act; helping to prevent harm to themselves or others.

Other outcomes of the program include:

- Creating a shared belief and commitment that all incidents are preventable
- Providing visible felt leadership in HSEC
- Providing participants with the skills to influence others
- Increasing hazard and near miss awareness
- Extending safety awareness to the home and community
- Creating individual and team safety action plans for the workplace

The embedding strategy employed to ensure sustainability of the training involved three key stages – Engage, Reinforcement and Systems.

The *Engage* stage builds on the managers/supervisors/superintendents commitment to the process, asking them to be an advocate for the program whereby they will encourage their teams/other departments to attend workshops and ensure resultant action plans are progressed.

Reinforcement seeks to refresh key concepts presented in the workshops across a multitude of forums - display of Switch On key models on LCD monitors/hard copy posters around site; quarterly campaigns; recognition awards; home and community campaigns

Systems, the third stage analyses what changes can be made to safety systems in order to sustain the culture shift. A number of initiatives were employed: all future safety alerts were rebadged with the Switch On logo as a prompter; PASS deployment – the smelter reviewed, amended and implemented; revised inductions for new starters.

After partnering with Conexus Consulting to develop a solution that would deliver the site from a stable, but not improving, safety culture and maintain motivation, Mount Isa Mines found evidence of a significant cultural shift through:

- An increase in open communication
- An increase in employee engagement
- An increased ownership/accountability and teamwork