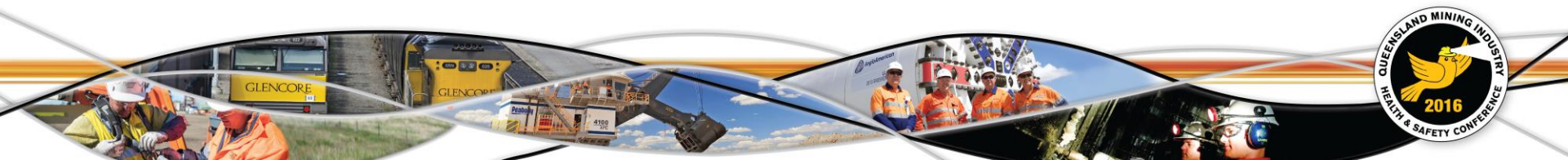


# Why are so many *contractors* involved in fatalities and serious accidents?

Graham Callinan  
Inspector of Mines

Department of Natural Resources and Mines





*A Past forgotten is a future repeated*

*It  
wasn't  
too  
long  
ago ...*

*contractors were treated very differently  
to company employees.*

*They had a separate bathhouse, carpark  
and cribroom.*

*In some mining towns, contractors were  
not welcome in the front bars of hotels.*

*While the general industry appears to  
have changed its acceptance of contract  
employees, evidence suggests we are  
still treating them differently.*





*A Past forgotten is a future repeated*

# The Facts

An analysis of the 7 most recent fatalities and 10 of the most recent high potential incidents revealed that the ***same contributing factors*** can be seen.

It is significant to note that:

**6 out of the 7** fatalities involved **contractors**

**9 out of the 10** HPIs involved **contractors**





*A Past forgotten is a future repeated*

# WHY CONTRACTORS?

- approximately 41% of full time equivalent employees in the Queensland mining workforce
- disproportionate representation in the majority of fatalities and high potential incidents





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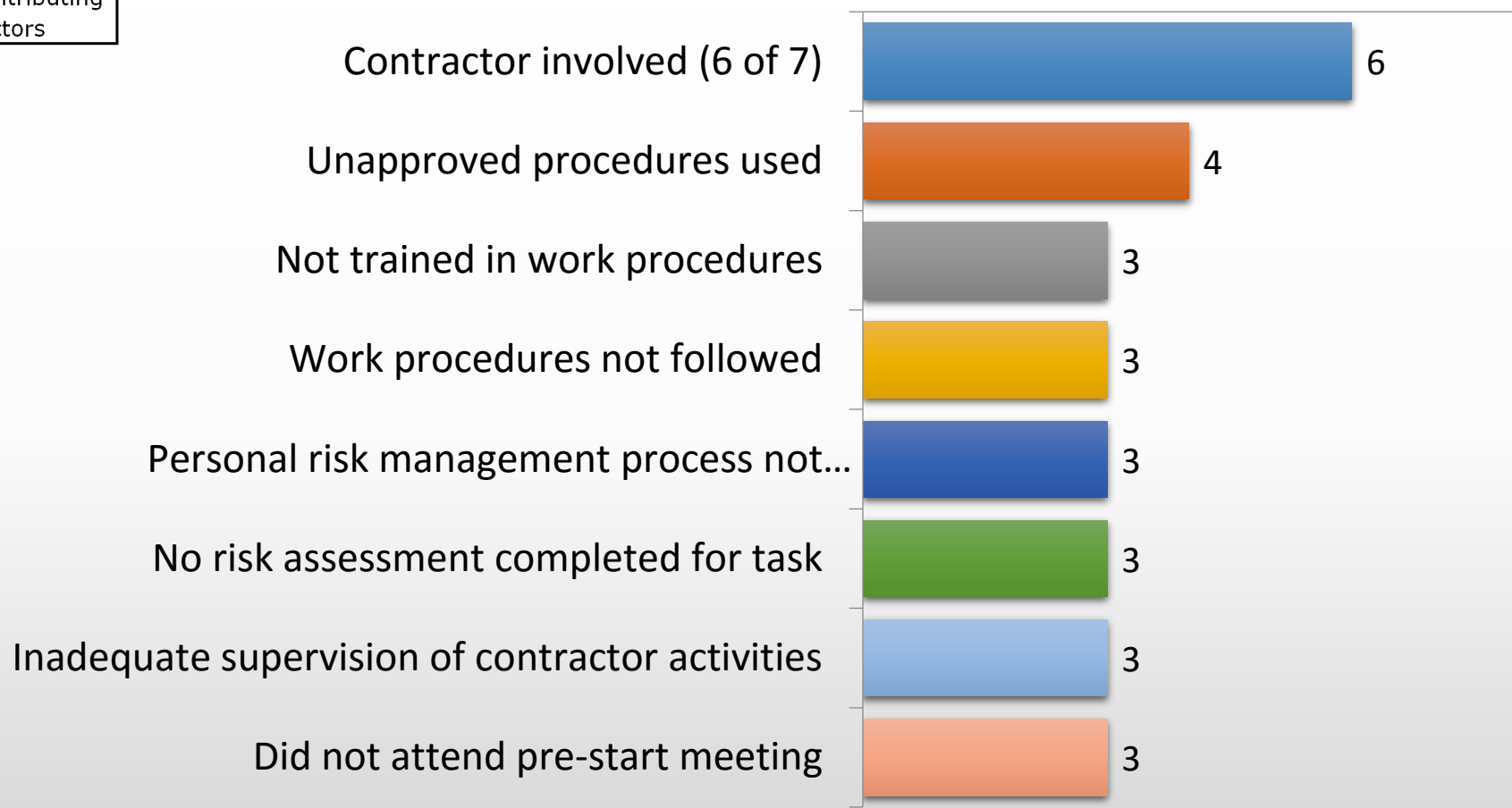
# FATALITY DATA

6 were contractors out of the 7 fatalities

4 occurred at an opencut mines

2 occurred in underground mines









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# HIGH POTENTIAL INCIDENTS

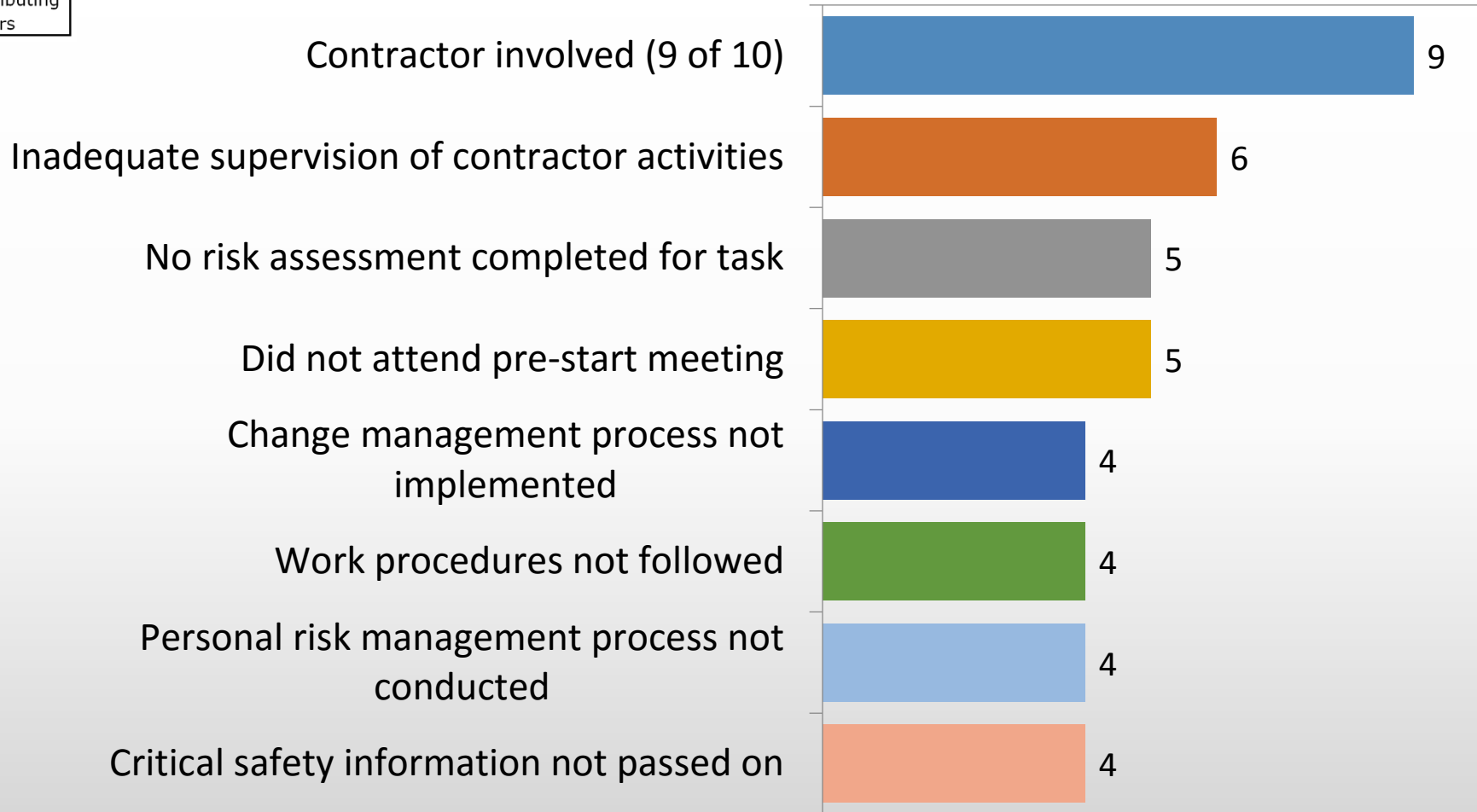


9 contractors out of 10

7 occurred at an open cut mines

2 occurred in underground mines









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- **The Contributing Factors in Detail**
- ✓ **Recommended Actions**





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# Risk Management

- Risk assessments not approved and only conducted by one person
- No risk management process applied to contractor activities
- Personal risk assessments seen as a waste of time and completed in advance

**RISK  
MANAGEMENT**





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# RECOMMENDATIONS

- ✓ Mines **must** have an approval process for risk assessment and work procedures developed by contractors
- ✓ Mines **must** ensure that a risk management process is applied to all contractor activities
- ✓ Mine **must** have a process that ensures contractors conduct SLAMs or Take 5s





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# Change Management

- change management process not followed by the mine
- contract employees were not aware of the change management procedure
- shortcuts taken in process





*A Past forgotten is a future repeated*

# RECOMMENDATIONS

- Mine **must** ensure contractors are aware of change management process
- Mine **must** ensure when there is a change to scope of work the change management process is applied







*A Past forgotten is a Future repeated*

# Work Procedures

- procedures required not identified by training needs analysis
- contractors used their own procedures which had not been adopted by the SSE
- no access to work procedures





*A Past forgotten is a future repeated*

# RECOMMENDATIONS

- ✓ Mines **must** have a system in place to ensure availability of work procedures to contractors. *(Either site intranet access be provided to or a paper copy be available to all shifts.)*
- ✓ Mines **must** ensure the induction process identifies which procedures contractors need to be trained in
- ✓ The contractor **cannot** use their own Safety and Health Management System  
*(unless it's been endorsed by the Site Senior Executive)*







*A Past forgotten is a Future repeated*

# Supervision

- work area not inspected by Statutory Official
- contractors unaware they needed to inform Statutory Official
- contractor employees not aware of Supervisor/Statutory Official





*A Past forgotten is a future repeated*

# Supervision



- supervisor/Statutory Officials  
unaware of contract workers in their area
- contract supervisors lack knowledge and competency
- not authorised by Site Senior Executive





*A Past forgotten is a future repeated*

# RECOMMENDATIONS

- ✓ Mines **should** have a process that identifies the supervisor responsible for the contractors' work area
- ✓ Mine Management **must** have a process to ensure contract supervisors have the required knowledge and competencies
- ✓ Mines **must** ensure all supervisors **are** authorised by the Site Senior Executive. *(This process should include an interview and a review of experience and competencies.)*

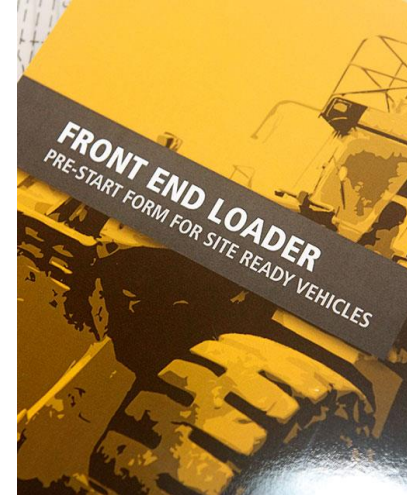




*A Past forgotten is a future repeated*

# Pre-start Checks

- pre-start documents non-compliant with mine standard or from another mine
- No process in place to ensure they are conducted
- defect reporting system not used





*A Past forgotten is a future repeated*

# RECOMMENDATIONS

- ✓ Mines **should** include pre-start requirements in the introductory to site process
- ✓ Mines **should** ensure contractors use the site defect reporting system
- ✓ Mines **should** conduct audits of contractors equipment for compliance





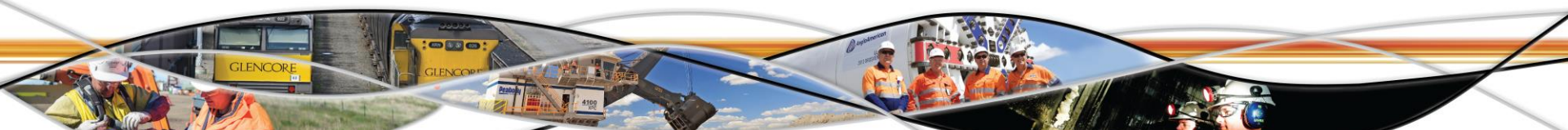




*A Past forgotten is a Future repeated*

# RECOMMENDATIONS

- ✓ Mines **must** ensure that a work area familiarisation is included in induction
- ✓ Mines **should** have a checklist for each work area familiarisation
- ✓ Mines **should** have a refresher process for infrequent contract personnel







*A Past forgotten is a future repeated*

# Communication

- critical safety information not conveyed to contractors
- contractors not attending pre-start meetings
- no documented process for conducting pre-start meetings





*A Past forgotten is a future repeated*

# RECOMMENDATIONS

- ✓ Mines **must** have a process to ensure that contractors attend pre-start meetings
- ✓ Contractors **should** present at pre-start meetings
- ✓ Mines **must** ensure there is an effective communication path





*A Past forgotten is a future repeated*

# Work Planning

- contractors' activities not on daily/ weekly plan
- no process to ensure contractors' activities were included in electronic mine planning system
- mine management unsure where contract activities were being conducted





*A Past forgotten is a future repeated*

# RECOMMENDATIONS

- ✓ Contractors **should** be included in the mine planning meetings
- ✓ Mines **must** have a process that ensures contractors' activities are included in the mine planning system





*A Past forgotten is a future repeated*

# Investigation Follow-up

- investigation recommendations by contract companies not implemented
- findings not passed onto the contract company
- Safety and Health Management System did not ensure that contractor investigations were closed out







*A Past forgotten is a Future repeated*

# RECOMMENDATIONS

- ✓ Mines **must** have a process that ensures investigation recommendations made by contract companies are implemented
- ✓ Mines **must** have a process that ensures investigation recommendations are passed onto contract companies





*A Past forgotten is a future repeated*

# Management Structure

- no integration of contractor management structure into mine management structure
- competencies were not identified for contractor senior managers and supervisors
- ineffective implementation of Safety and Health Management System Management







*A Past forgotten is a future repeated*

# RECOMMENDATIONS

- ✓ Mines **must** ensure there is a clear reporting line between the contractor and the mine management
- ✓ Mines **must** ensure competencies are identified for contractor senior managers and supervisors
- ✓ Mines management structure **must** identify a senior person responsible for managing contractors





*A Past forgotten is a future repeated*

# Contractor Management Plan

- Contractor Management Plan not reviewed or audited
- Contract Holders not trained in Contractor Management Plan
- audits not conducted of contractors





*A Past forgotten is a Future repeated*

# RECOMMENDATIONS

- ✓ Mines **must** ensure contract holders are familiar with the contractor management plan
- ✓ Regular audits of the contractor **must** be performed to ensure compliance with the Safety and Health Management System





*A Past forgotten is a future repeated*

# RECOMMENDATIONS

- ✓ Mines **must** have a single Safety and Health Management System owned by Site Senior Executive
- ✓ Mines **must** encourage contract employees to report incidents without fear of reprisal
- ✓ Mines **should** conduct exit interviews with contractors





*A Past forgotten is a future repeated*

Having a clear strategy  
for how contractors are integrated into the workforce  
is *crucial*.



**Contractors are not different,  
so let's stop treating them  
as if they are.**





*A Past forgotten is a future repeated*

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