

THIESS

Lake Vermont RS22 Discussion

8th November 2023

Discover • Accountable • Respectful • Empowered



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Presentation brief

Agenda	
Presenter	Colin Mulligan
Expected Duration	15-20 minutes
Why are we here?	Recognized Standard 22: Management Structure for the development and implementation of the Safety and Health Management System
Our Timeline	Integration of RS22 to Lake Vermont Mine
Where did we start?	Organizational Structures and Position Descriptions
Positives that were identified during implementation	The good
Challenges that were identified and faced	The (not good)
The future of our Management structure	What we will do to continue to apply, 2024 and beyond

Pre QGN
24



July 2015:
QGN 24



August
2021: RS22



2022 Cont...



July 2023:
SCP Issued
at LV



2023 Cont...

- Already operating off appointment letters for our supervisor / senior positions
- Position descriptions and responsibilities were clearly defined
- Reporting lines (i.e. ORG Chart) already in place
- Always had senior / stat positions with required competencies as per legislation

- Review of current PDs
- Review of current ORG Chart / Management Structure
- Ensure AQF levels for roles were defined
- Ensure all competencies required as per RII09 for statutory roles were added to PDs / Job Adverts for positions
- Review training / RII requirements
- A TNA / Gap analysis completed to identify the competencies needed, the competencies held and the training gap for each individual against their positions requirements

- Improved our definition of senior positions
- Made our mandatory competencies clear (for senior positions as required by legislation)
- Supported accountability and responsibilities

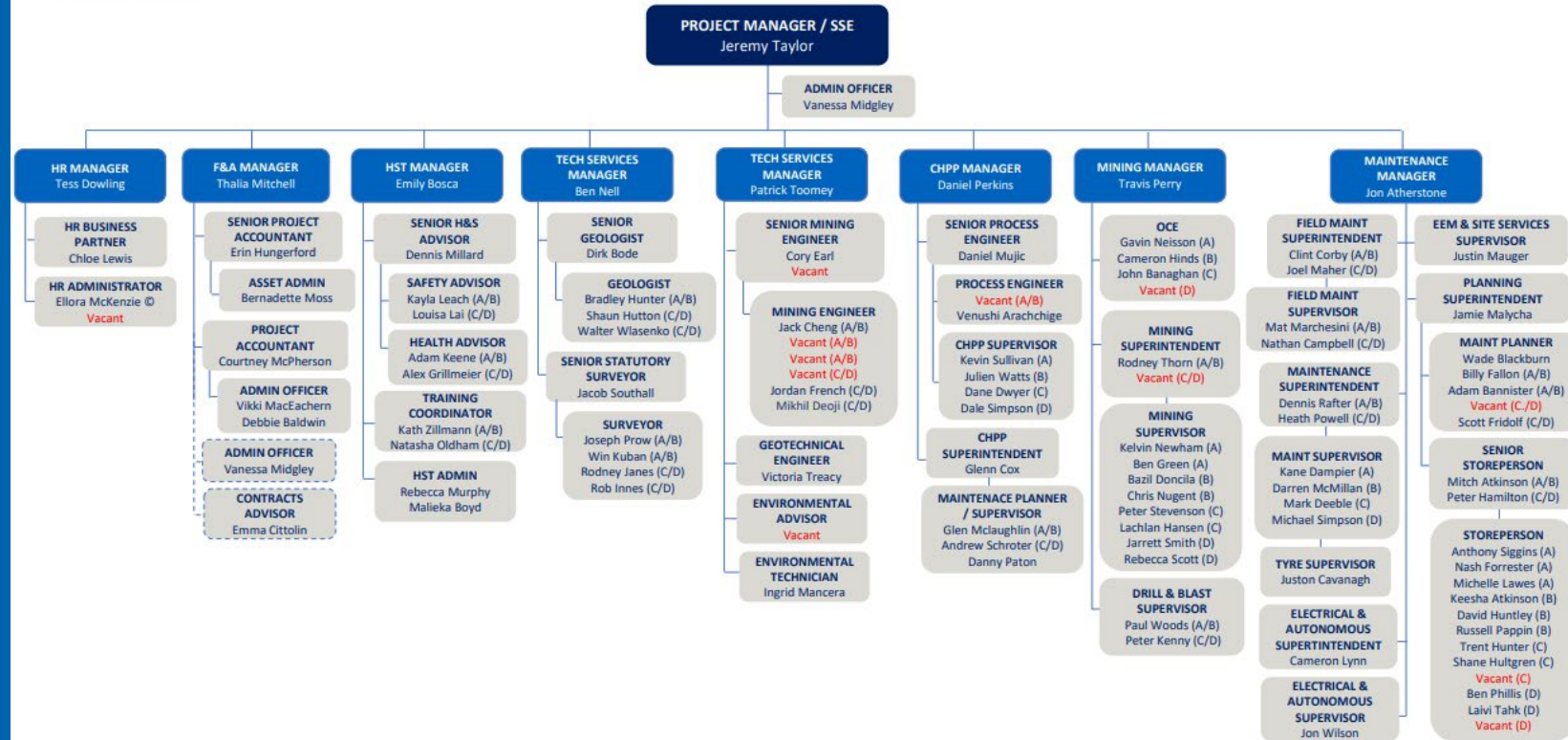
- Management structure procedure rolled out at LV
- Ongoing revisions / assessment required of alignment to RS 22
- Competencies were determined (i.e. mandatory and those of a risk based approach) for positions on site, however at the time were not made clear in the management structure procedure

- Included competencies held
- Completed a gap analysis against competencies held vs required, as per management structure with who was employed on site
- Developed a training plan to bridge gaps

- Completed SCP
- Training plan in progress
- Ongoing management and revision when senior positions change
- Review AQF / RII Requirement sin current procedure

Our Timeline

Where did we start?



- We assessed the standard in line with our current operational capacity
- We developed an organizational chart in line with our (actual) Management Structure
- We have a robust system in place that caters for updating the management structure
- Completed our Risk Management / Assessment practices, to determine the responsibilities and competencies required in the Management Structure
- Attempting to bridge gaps by advertising (for senior positions) with required competencies for role as per Management Structure

Positives that were identified during implementation

Pre RS22:

- Process or structure upheld in leadership accountabilities (in respect to SHMS management) was already in place (to a degree) – RS22 has allowed improvement to this
- Determination process already in place (i.e. positions, competencies, SHMS, experience etc)

Post RS22:

- Improved definition of senior positions
- Forced all sites and clients to review and manage gaps
- Improved alignment of titles
- Mandatory competencies made clear in standard
- Recent acceptance by CI that consultation is required
- Helps divide, share/make clear the responsibilities and accountabilities of workers

Challenges that were identified and faced

- RII's don't of themselves bring health and safety improvement, experience not quantified
- RS22 is mostly administrative
- Direct employment – limits pool of applicants
- Will require much more resources than practicable
- Requires ongoing management and revisions during turnover
- Mandatory competencies (open cut coal mines) vs actual:
 - Competencies are determined from a risk based approach – the RS22 intent was for alignment, however this has brought difficulties in aligning titles and competencies for all senior positions.
 - Other roles with obligations not listed in legislation (i.e. Health and Safety Manager) are not established however position is required for a Mine Site. Focus is on SSE.
 - Client interpretation and focus
- Legal risk – penalties are significant (legal and legislative Risk)

The future of our Management Structure

- Continue to comply with Training Plan developed to bridge gaps
- Retention – maintain persons in the management structure
- Review of current AQF levels in current management structure procedure to ensure that we are able to maintain
- Develop more effective leadership training and statutory officials training (Thiess Group)
- Cross-site auditing regime to be developed to review standards of other Management Structure Processes, including SSE, HR, HST etc...



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