



A Guide to Visible Felt Leadership

Who is required to apply Visible Felt Leadership?

- 
- **EXCO members** who have sub-ordinate employees in the production sections
 - **Section Leaders**
 - **Section Engineers**
 - **Team Leaders**
 - **Shift Supervisors**
 - **Foremen**

Why do I have to apply Visible Felt Leadership?

- To **observe** employee's behaviours at work, to show employees that you **care** for their safety, to identify behaviours, which could lead to loss or injury (**assess risks**) & also encourage desired production outcomes
- To **analyse** the workplace conditions and the employee's interaction with it, whilst making observations (**analyse risks**)
- To **communicate** your concerns for at-risk behaviours, to praise safe behaviours, apply coaching techniques and to record your findings (**record risks**)
- To **help in removing barriers**, which prevent employees from working safely/make resources available/close the loop (**respond to risks**)

When do I apply Visible Felt Leadership?



- Routine Management by Walkabouts (MBWA)
- Scheduled Business Unit Safety Days
- Scheduled Workplace Inspections
- Ad-hoc workplace visits
- When the situation calls for it
- **Note: Even informal visits to your area can yield a VFL opportunity**

What are the participation targets with Visible Felt Leadership?



- Interact with employees on their S.H.E. behaviours and related conditions, during workplace inspections/visits
- Apply the key communication & coaching techniques identified in the B.B.S. Process
- Encourage employee ownership of behaviours/conditions and outcomes in the workplace
- Reinforce critical behaviours, as per team PACT
- Focus on the repetitive at-risk behaviours/conditions and identify root causes
- Record your findings on a Visible Felt Leadership slip
- Follow-up/action outstanding issues in weekly Visible Felt Leadership reports, to ensure the loop is closed

What are the benefits of applying Visible Felt Leadership?



- It reflects **Management's commitment** to the SHE programme
- You gain **first hand knowledge of the workplace** behaviours & conditions in your area of responsibility
- **Assessing/Analysing/Recording/Responding to risks** (which is a requirement of the Mine Health & Safety Act)
- **Interactive involvement** of employees in Problem Solving
- It **motivates** the workforce
- It serves as **proof of Management's over-inspection** of his area of responsibility
- **Improved labour control & production performances**

Pitfalls with Visible Felt Leadership



- Do **NOT** use Visible Felt Leadership to:
 - replace the current maintenance programme
 - record purely security or production related issues
 - perform a paper exercise – Remember: If you put garbage in you will get garbage out!
 - get even with others (personal vendettas)

Example of VFL Observation



This copy to: Behavioural Data Clerk

1	Date	15-Jun-06		Arnot Colliery				No.								
2	Time	10:00		OBSERVATION REPORT												
3	Area	PLANT		Section	1B Conveyor											
4	Based on	Procedure	<input type="checkbox"/>	Process	<input type="checkbox"/>	Environmental	<input type="checkbox"/>	Health	<input type="checkbox"/>							
		Equipment	<input type="checkbox"/>	Machinery	<input type="checkbox"/>	Tools	<input type="checkbox"/>	Task	<input checked="" type="checkbox"/>	Other	<input type="checkbox"/>					
At-Risk Behaviour		<input checked="" type="checkbox"/>	At-Risk Condition		<input type="checkbox"/>	Safe Behaviour		<input type="checkbox"/>	Safe Condition		<input type="checkbox"/>					
5	Description :	Found an Operator who were cleaning under the conveyor belt, using a spade, instead of a scraper. He also did not wear his hard hat and the shoes he was wearing was not effective for the area he was working in.														
6	Recommendations/Action taken:	Applied Corrective Coaching. The Operator left the work area to find a scraper and his hard hat. I thanked him for his co-operation.														
7	Visible Felt Leadership	SBR	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	DC	Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	CC	Yes	<input checked="" type="checkbox"/>	No	<input type="checkbox"/>
8	Is further investigation required	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>	9	Target Date:	16 June 06								
10	Person to ensure further investigation/remedial action:						P Gouws									
Originator		D Coetzee		Supervisor		<input type="checkbox"/>	Dept. Head		<input type="checkbox"/>	H.O.D.		<input type="checkbox"/>				

ARNOT COAL

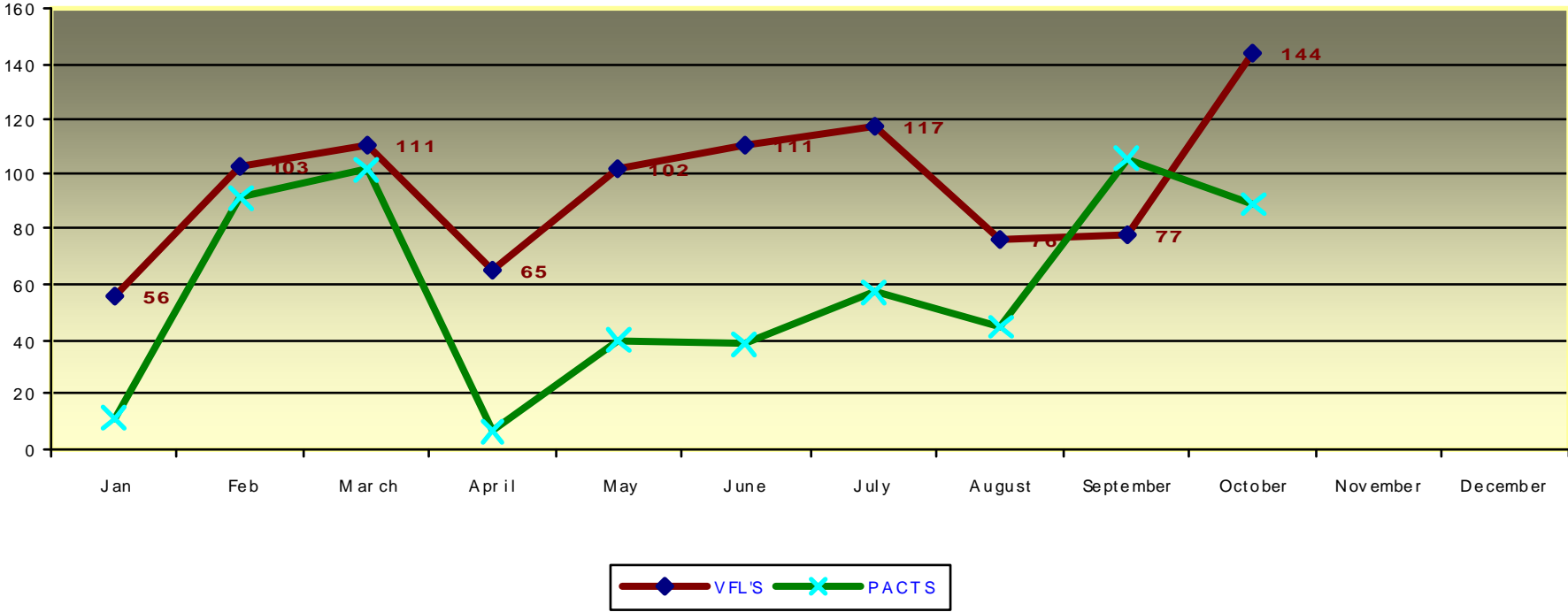


VFL PARTICIPATIONS VERSUS ACCIDENTS

TOTAL PARTICIPATIONS FOR MINE



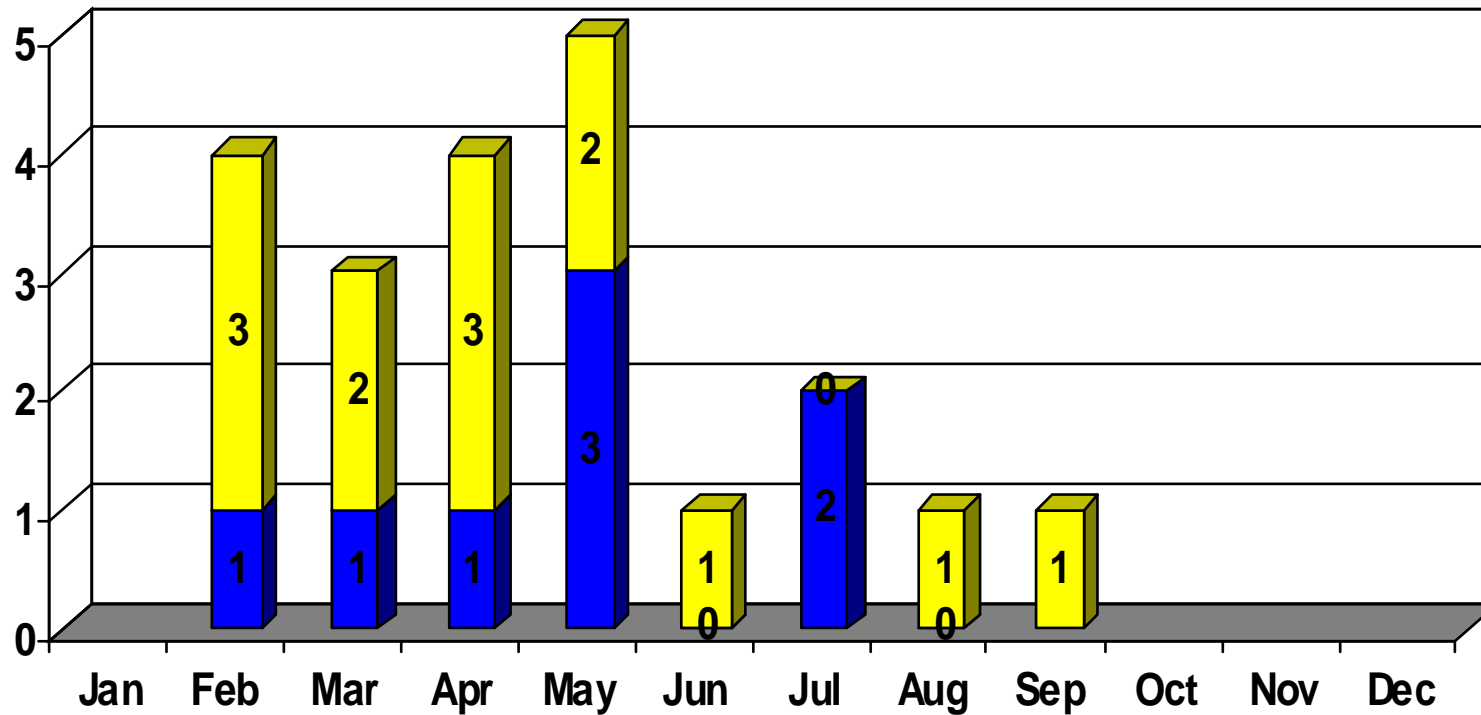
VFL PARTICIPATIONS TOTAL FOR MINE



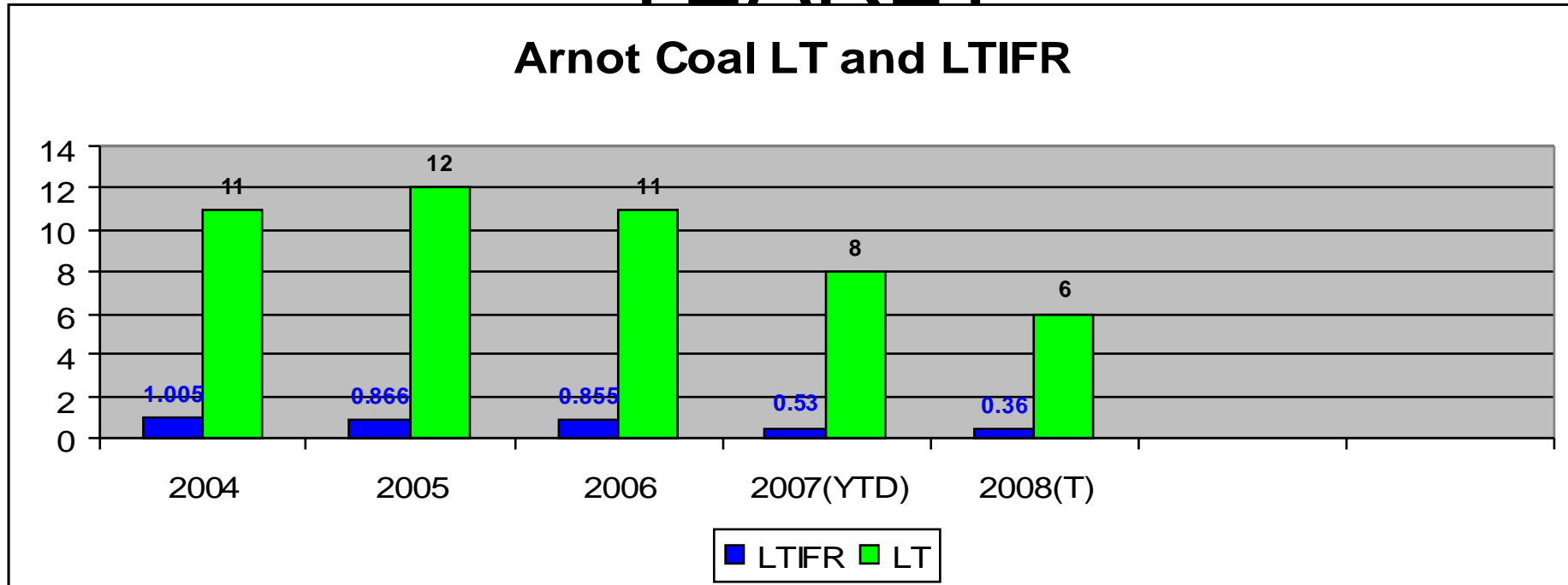
TOTAL ACCIDENTS FOR MINE



Severity



SAFETY LT & LTIFR - YEARLY



Safety:

Zero Fatal Objective for the past 2 years achieved

LTI Targets not achieved

2007 (T) – 5 = 2007 (YTD) - 8

2006 (T) – 7 = 2006 (A) – 11

2005 (T) – 5 = 2005 (A) – 12

Burning Issues:

- Review all Baseline Risk Assessments
- Get Pivot and Document control in place
- Pre-Certification of OSHAS 18001 to be done