

Behaviour Change Field Guide

Behaviours that support healthy and safe ways of working within the mine gate, with a specific focus on COVID-19

Minerals Council South Africa
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For internal use: Minerals Council member companies



INTRODUCTION AND NAVIGATION

This field guide is based on leading practices as described and tested by members of the South Africa mining sector, as well as leading organisations around the world.

The Minerals Council South Africa (the Minerals Council) project team conducted research and gained extensive input from South African mining companies to develop the steps and processes for behaviour change described herein.

Based on this work this document offers practical steps to help member firms establish appropriate behaviours and ways of working that help limit the spread of the novel Coronavirus, SARS-CoV-2 (Coronavirus), and its related disease, coronavirus disease 2019 (COVID-19) and ensure alignment with appropriate legislation.

The processes outlined in this document are focused on steps to take within the mine gate and give specific guidance on coordinating actions by specific roles, such as Miners, Shift supervisors and Mine Captains.

In cases where member companies want to review or refresh their overall approach to Covid-19, this document also details the stages in the design and implementation of a Covid-19 behaviour change programme.

How to navigate this e-book

This e-book is interactive, with buttons that will take you to different sections of the document, and resources available on the internet as well.

- The Frequently asked questions (FAQs) page has links straight to the answers you are looking for within the document;
- Keep an eye on the bottom left corner of the subsequent pages, where you will be able to click “Back to Contents, or back to FAQs” as needed;
- The contents page has links to each section, should you want to jump straight to a specific part.

Downloading linked documents

Throughout this guide, in the sections “Roles and Coordinating Actions” and “Create a Process to Change Behaviour within the Mine Gate”, you will find external hyperlinks to example collateral and material shared by various mining companies which have been uploaded to the Insight Platform. In order to access these, if you are not already signed in to the COVID-19 section of Insight Platform, you will be prompted to Sign-in, either with your existing credentials, or as “Guest”. Once you have done this, the document will automatically download. If you are not sure how to go about this, please go to

FREQUENTLY ASKED QUESTIONS

To enable efficient use of this document, below are a set of links that will help you quickly access the answers to the most common FAQs. *(Hint: Click on the relevant question and answer bubble and you will be taken to the relevant section of the Guide).*





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EXECUTIVE SUMMARY

Purpose and audience

The purpose of this field guide is to support an effective industry wide-response to COVID-19 and deepen the resilience and response-ability of the industry to external shocks, whether from the current Coronavirus challenge or other future external challenges.

As such, this document maintains a clear link between relevance and action in order to provide the user with a practical overview and a starting point for action.

This document is designed to be easily used and adapted by operational leaders and line managers and by HR, Health & Safety and Employee Relations practitioners.

This document is based around the key challenges or questions that an operational leadership team may face. The answer to these questions or challenges are centred in the roles and coordinating actions available to individual executives or line managers, as well as in the overall approach to a behaviour change programme that members may elect to develop.

This document includes the following sections, in order to help member firms adapt and respond to the COVID-19 pandemic.

How to use the Field Guide

This section gives an overview of the tool kit and the overall approach to behaviour change

The ultimate intent of behaviour change in the mining industry is to limit the spread of COVID-19, in order to support the health of mining employees as well as the long-term sustainability of the mining sector.

The employee behaviours identified as essential within the mine gate have been shared with the members of the CEO Zero Harm Forum and are outlined below.

DESIRED BEHAVIOUR CHANGE	DESCRIPTION FOR EMPLOYEE OWN BEHAVIOURS WITHIN THE MINE GATE
Physical distancing	<ul style="list-style-type: none"> Employee adheres to and actively supports physical distancing SOPs throughout the day Employee role-models physical distancing at waiting areas, change rooms, lamp rooms, canteens, etc. Employee role-models physical distancing even when not monitored by supervisors Employee calls out and rectifies lapses in physical distancing by colleagues
Hand hygiene and use of PPE	<ul style="list-style-type: none"> Widespread role modelling of hygiene practices SOPs, throughout the day Employee role-models PPE and hand hygiene even when not monitored by supervisors Employee role-models PPE and hand hygiene even when not monitored by supervisors Employee calls out and rectifies lapses in PPE and hand hygiene by colleagues
Screening, self-reporting and self-isolation	<ul style="list-style-type: none"> Employees understand and are able to recognise symptoms of COVID-19 Employees actively engages in screening and self-screening SOPs during work Employees actively report any symptoms of feeling unwell, especially symptoms related to COVID-19 Employee pro-actively self-isolates at home when feeling unwell Employee calls out and rectifies lapses in screening or self-isolation SOPs by colleagues

Figure 1. Detailed desired behaviours as per programme “to change behaviour within the mine gate”

The challenge of sustainably anchoring these behaviours across all employee groups is dependent on supporting employees with the right skills and capabilities; the right opportunities to demonstrate these behaviours; and the motivation to behave in a way that will limit the spread of Corona Virus. This concept of operations is written from the point of view of the user and describes how the component parts of the approach described in this field guide combine to achieve the desired shifts in employee behaviour.

Gauging your response to COVID-19

[This section outlines how to use the Maturity Model to self-evaluate current initiatives and progress](#)

The South African mining industry has made much progress in establishing the behaviours within the mine gate that can limit the spread of COVID-19.

Never-the-less, establishing these behaviours, and then sustaining them over time is a challenge, and the complexity of the situation means that it is appropriate to periodically review and evaluate the behaviour change effort.

The Maturity Model can be used for this purpose. It allows member firms to quickly assess how they are positioned in terms of those behaviours that can effectively limit the spread of COVID-19, in order to identify priority actions for improvement.

Roles and coordinating actions

[This section offers a set of Aide Memoire templates that can be used to support point solutions for behaviour change](#)

In cases where mining companies are well advanced with their response to COVID-19 but may be seeking to plug specific gaps in how different employee groups are responding or adapting, this field guide offers sets of outcome-based activities that can be utilised or adapted by different personnel.

These Aide Memoires can be utilised in concert, or as standalone guides for individual action within the mine.

Create a Behaviour Change Programme

[This section is a ready-to-go tool kit to develop a behaviour change programme, as and when needed](#)

The field guide describes an approach based on the Behaviour Change Wheel and offers a step-by-step guide on how to identify behavioural problems and then define, implement and monitor measures to effect shifts in employee behaviour.

An outline of the 5 stages in creating and deploying a set of initiatives to influence employee behaviours.

Supporting materials

[Access a repository of always-on leading practices in order to support behaviour change](#)

Throughout this document links are provided to the available collateral and leading practices. The user can follow the signposts and links through to the appropriate documents on the Insights Portal.

HOW TO USE THE FIELD GUIDE



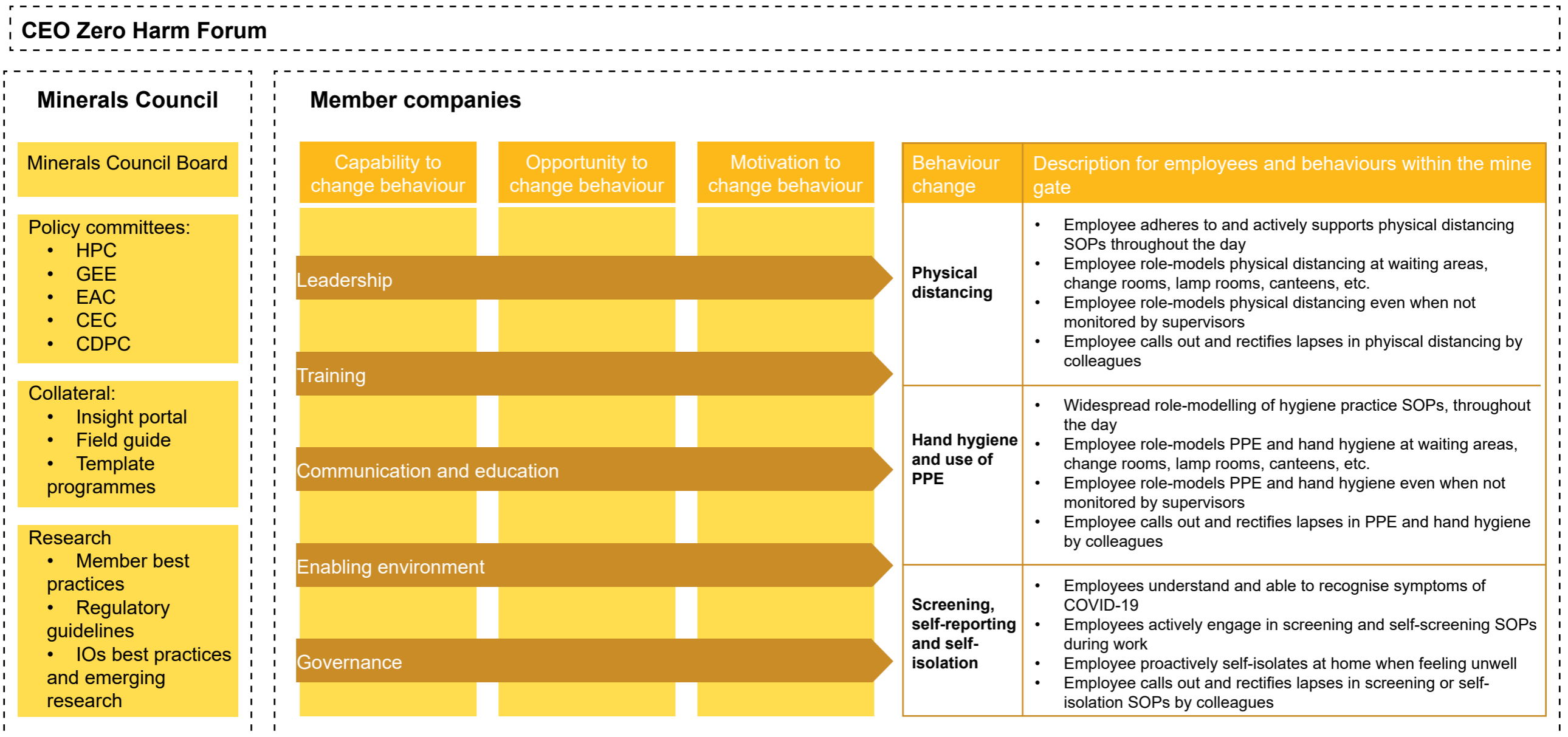
HOW TO USE THE FIELD GUIDE

The overall approach

The ultimate intent of behaviour change in the mining industry is to achieve the shifts in behaviour necessary to limit the spread of COVID-19 in order to support the health of mining employees as well as the long-term the sustainability of the mining sector.

The approach to supporting behaviour change that is outlined in this Field Guide is based on the Behaviour Change Wheel. This is a tested methodology that has been utilised globally and that emphasises the importance of integrating the **capabilities** to allow a change in behaviour, alongside the **opportunities** and the appropriate **motivations** to change.

The approach to supporting behaviour change within the mine gate across in the industry is outlined in the diagram below:



This section includes an understanding the current maturity of the behaviour change effort in an operation; the necessary activities by key personnel to support a behaviour change; and the design and implementation of interventions that can affect the organisational and human changes necessary to enable a change in behaviour.

Throughout the Field Guide there are links to leading practices and collateral in the form of a repository of example documentation that is hosted by The Minerals Council on the Insights Platform.

Finally, the concept of operations also incorporates several 'Golden Threads' that describe the longer-term imperatives that need to be addressed by the mining industry, and that the current COVID-19 response can support and strengthen.

This Field Guide offers 3 practical steps that can be utilised or adapted, in sequence or in concert. Equally users may elect to dip in and out of different resources available within the guide, depending on need.

The 3 steps in this Field Guide are;

1. Gauging the response to COVID-19 and assessing the need for behaviour change;
2. Supporting the skills and behaviours of key personnel with discrete roles and coordinating actions and;
3. Creating a behaviour change programme.

Using Golden Threads to build sustainability and resilience:

Recognising the long-term time horizons within the mining industry, this field guide incorporates several 'Golden Threads' than run through the action steps herein and help align these steps with longer-term considerations across the sector.

These include;

- **Combating stigma** - the approach in this document references measures to address the fear of stigma and the anticipation thereof surrounding COVID-19 as a critical step to effectively change the necessary behaviours.
- **Psychological wellness** - whilst not designed as a standalone resource to support psychological well-being, where practical this Field Guide highlights where action can be taken to address this important issue that is so critical to the long-term health of both individual employees and the wider industry.
- **Holistic health** - Holistic health is a complementary consideration within the narrower COVID-19 context. Adequate support and enabling the management of chronic conditions, access to prophylaxis, and broader well-being such as quality sleep and good nutrition need to be part and parcel of the COVID-19 response for the mine workforce.
- **Safety culture**— with the focus on mitigating the spread of COVID-19, it is imperative to ensure that all previous safety in the workplace precautions are implemented and followed correctly to inhibit physical injury or death on the workers.

1. Gauging the response and assessing the need for behaviour change

This section offers an approach to establish a clear-sighted view of how your organisation is responding to the Coronavirus.

The Maturity Model can be used as a sounding board to evaluate how effectively you believe your organisation is responding to the COVID-19 pandemic. The Maturity Model is based on leading practice measures shared by the mining industry and other leading organisations. As a minimum your organisation should be aiming to achieve and maintain the standards described at Progressing or Advanced.

As helpful, it is possible to plot where your organisation is, versus where you'd like it to be.

It then becomes possible to set out and describe the specific changes in behaviour that you'd like to see in your organisation, as well as identify any behavioural bottlenecks that might hold you back or that might inhibit how you achieve behaviour change in your organisation.

2. Supporting the skills and behaviours of key personnel

This section offers a set of Aide Memoires that describe the roles and coordinating actions of different personalities and functions within the mine.

These Aide Memoires have been assembled from experience and leading practices offered by member firms and other leading sources.

Users can draw on these templates to review the behaviours and actions of key functions and roles within the operation, in order to define specific interventions or points of support as needed.

As with all the resources in this guide, these templates are not intended to be prescriptive, but can be adopted or adapted on an as needed basis.

The intention in offering these templates is as a resource to help develop and align the clear and consistent leadership actions and role-modelling, the clear communications messaging and the skills and capabilities needed for an effective and sustainable response to the COVID-19 crisis.

3. Creating a behaviour change programme

This section offers an off-the-shelf programme approach to behaviour change, targeted at the levels Progressing and Advanced on the Maturity Model.

There are 5 interlocking streams of activity in this programme, all of which are based on experience and examples shared across the mining industry. These streams offer a way of managing and orchestrating an approach to behaviour change and are;

- Leadership
- Training
- Communications
- Enabling environment
- Governance

As with the Maturity Model and the Aide Memoire templates, this programme is not prescriptive and the steps, examples and collateral it includes can be dipped into and adapted as needed.

GAUGING THE RESPONSE TO COVID-19



GAUGING THE RESPONSE TO COVID-19

Using the Maturity Model to understand the challenge

A maturity model is a tool which can be used to both assess the effectiveness of addressing a specific outcome, and determine what capabilities are needed to improve the performance in addressing said outcome.

The maturity model below has been designed to assess the response to COVID-19, specifically focused on behaviour change, to promote COVID-19 mitigating measures. It is based on extensive input from across the South African mining industry, and also references DMRE standards as well as international standards.

The steps to using the model include reviewing your current situation; diagnosing root cause of identified behavioural problems; defining the change in behaviour you want to achieve; spotting any behavioural bottlenecks; and executing a plan.

Review your situation against the Maturity Model; Step through the model above (also available as an appendix) and discuss the types of problems that your supervisors and line managers may encounter in employee groups or on specific operations.

As examples, types of problems may include;

Poor compliance: Inconsistent use of RPE, hand hygiene and physical distancing due to lack of understanding, opportunity or skill.

False beliefs: Beliefs and attitudes that may undermine the effective use of hand hygiene, RPE, physical distancing, screening, testing, self-reporting or self-isolation.

Passive resistance: explicit agreement but tacit disagreement and the non-adoption of measures.

Diagnose root cause; Choose some easy to adapt strategies to deepen your understanding of any root cause to the behavioural problem that you face, if any. Note, not all strategies may be practical or feasible in the specific context of the operation. Examples of different approaches include observing employee behaviour; talking to employees and understanding their perspectives; and using data to explore different patterns of employee behaviour.

Clarify the change you want to see; clearly define the changes you want to achieve. Set these out clearly in a document or an email, so that they can be shared with all stakeholders and tracked as you progress.

Identify potential blockers; clearly define any constraints that may limit HOW employees adopt the new behaviours. There may be “behavioural bottlenecks” or cognitive biases (these can be visible in the predictable ways in which employees seem to make errors in choices or reasoning) that may be contributing to the problem. It may be useful to describe how the behavioural blockers themselves may contribute to the identified problem.

As examples, these blockers may include;

Hierarchy structures: Hierarchies at work and at home may inhibit shifts in behaviour.

Belief and attitudes: Beliefs and attitudes held by different employee groups may inhibit a shift in behaviour.

Employee choices; Specific choices may amplify or inhibit a shift in behaviour. For example, the choices an individual makes around using PRE on an operation; using dense transport; not calling out colleagues that don't wear PPE or use hand sanitiser, etc.

Limited attention: The available band-width of attention employees experience during a busy working day may inhibit a shift in behaviour. It may detract from their attention levels or their ability to absorb new skills or adhere to a health standard.

Optimism bias: The optimism bias may influence or inhibit a shift in behaviour, especially where the relative perception of risk may vary, potentially influenced by underlying beliefs or attitudes.

Set out the steps to move forward:

Define your approach

Having specified the desired behavioural change, the next step is to set out a plan to create the materials and the approach to upskilling, equipping, enabling and motivating those involved in behaviour change.

It may be useful to reference the 3 elements of the Behaviour Change Wheel, in order to accurately define and assure that the plan will have its intended result.

Capabilities: Have you clearly set out the knowledge, skills and capabilities that employees need to have in order to be able to change behaviour, and will your planned approach support employees in gaining the identified skills and capabilities.

Opportunity: Are you able to specify the changes in the enabling environment, both in terms of the operational changes as well as in terms of the cultural and managerial changes needed to provide employees with the right opportunities to change their behaviours.

Motivations: Have you clearly identified the key drivers that motivate employee behaviour, their core attitudes and beliefs, and can you check and validate that your designed approach will influence employee motivation in an appropriate way to achieve a change in their behaviours.

Create the plan

Users of the field Guide may draw on the next section as needed in order to create a full plan.

Elements may include;

Coordination and control; Describe any kick-off meetings, steering groups etc., ensuring that these are appropriately interfaced against any previously identified dependencies and are scheduled as necessary.

Understanding key trade-offs; Describe the process for clarifying and confirming trade-offs that may emerge in the plan, for example, between diligence in healthy and safe ways of working versus operational efficiency and production targets.

Leaders and supervisors; Describe how the user defines and specifies what leaders and supervisors do, how and when.

Training and capability building; Describe the plan, resources, channels and schedule to roll out and assess the impact of the training or capability build interventions necessary.

Communications; Describe the plan, resources, channels and schedule to roll out and assess the impact of the necessary communications.

Enabling environment; Describe the plan, resources and schedule to roll out and monitor the impact of the changes necessary in the enabling environment of the employees.

Use the Maturity Model below to evaluate the initiatives you have underway and your overall response to COVID-19.

SARS-CoV-2 exposure and transmission	High risk of exposure and transmission	Risk of exposure and transmission	Lower risk of exposure and transmission	Low risk of exposure and transmission	Very low risk of exposure and transmission
Maturity grade	Emerging	Developing	Progressing	Advanced	Pioneering
Sustaining employee health; Management of risk to health and alignment with public health protective measures	Low levels of employee awareness of own risk factors (incl other medical conditions) Poor compliance with influenzas and other protective vaccines.	Employees aware of own risk to health (incl. underlying medical conditions) Compliance and influenza and other protective vaccines.	Employers aware and manage individual risk (incl. underlying conditions). Good application of chronic medication practices. Employer has interventions prioritising high risk individuals such as prophylaxis or individualised counselling.	Availability of influenza vaccines and vaccine drives at work and communities, ARV's as per usual HIV/TB industry measures.	Comprehensive monitoring programme for individual health vulnerabilities and follow-ups, including other protective measures such as chronic medication and flu vaccines.
Organisational preventative; Effective isolation & treatment of cases	Employees unsure of the need for self-isolation when feeling unwell. No operational isolation or treatment measures in place.	Employees understand need for self-isolation on early signs of COVID-19. Essential measures in place at work for isolation for positive patients and quarantining for PUI.	Employees understand how to effectively self-isolate and follow early stage protocols. Ready availability of self-isolation and quarantining areas of work, clear clinical care pathway in place with DoH/NICD.	Employees pro-actively self-isolating at home. Availability of self-isolation areas in work and communal environments. Treatment measures in place for positive patients or PUI.	Employees pro-actively self-isolating at home. Availability of self-isolation areas for employees unable to isolate at home. Holistic treatment available for positive patients or PUI.
Organisational preventative; Regular screening & early detection	Employees unable to recognise symptoms and know what to do. Minimal screening in place (questionnaire for symptoms).	Employees can recognise symptoms and know what to do. Temperature checks when arriving and leaving work.	Employees understand the importance of reporting symptoms. All frontline staff is properly trained for screening protocols and equipment usage, proper calibration, use and maintenance of equipment ensured.	Employees timely reporting of symptoms to Supervisors and to NICD/DoH. Measures in place for random testing of employees to mitigate against asymptomatic individuals.	Employees report suspected PUI who display symptoms from broader work force. Testing, contact tracing and systems for temperature checks from home.
Employee preventative; Effective physical distancing behaviours	Low levels of awareness and understanding amongst employees. Few education materials, physical distancing protocols available.	Employees aware of the threat of physical contact and importance of physical distancing. Clear physical distancing protocols in place.	Widespread physical distancing practices inside the mine gate. Workplace operations de-densified inside the mine-gate.	Widespread physical distancing practices inside and outside the mine gate. De-densification practices extended to beyond the mine-gate. (e.g. subsidised taxis)	Employees as change agents in the community, role modelling physical distancing. Employer supporting de-densification measures in the community.
Employee preventative; Effective PPE & hand hygiene practices	Low levels of awareness and understanding amongst employees. Few education materials, PPE, hand hygiene facilities available.	Employees aware of the threat of infection and importance of hand washing/PPE/RPE. Sufficient provision of PPE/ hand hygiene facilities throughout operating environment.	Widespread correct use of PPE and RPE/ masks and regular hand hygiene. Good workstation hygiene practices (trolleys, turnstiles, chairs, etc.).	Widespread role-modelling of practices, even when not monitored. Hygiene practices extended to beyond the mine-gate.	Employees as change agents in the community, role modelling hygiene and use of PPE/ RPE. Employer supporting hygiene practices in the community.
Communications & education	Few communications or education materials available, or poorly designed / deployed.	Comprehensive company specific communications and education in place.	Communications and education well designed and aligned to DMRE, WHO, etc.	Interactive communications and education rapidly updated, including heuristic design.	Interactive communications and education integrated with adjacent communities and agencies.
Risk-adjusted safe Return-to-work (RTW) measures	Employer has a basic risk-based assessment prior to RTW but no risk-adjusted method for sequencing RTW.	Employer has a basic risk-based method in place for sequencing RTW.	Risk-based method of RTW applied and WHO occupational risk categories. the risk assessment is reviewed effectively as per MCOP 8.1.2.	Employer align individual risk factors with at-risk worker categories.	Risk based RTW applied and operations rapidly adjusted to individual risk profiles.
COVID-19 Governance and control	Few specific COVID-19 related accountabilities assigned, few structures or reporting processes established. Some SOPs in place.	Comprehensive COVID-19 related accountabilities assigned, and robust structures & reporting processes in place. Comprehensive SOPs in place.	Active reporting and monitoring, rapid sharing of employee compliance and case tracking allows reactive response. SOPs regularly applied. As per MCOP 8.1.	Advanced scenario planning, reporting and monitoring, lead and lag indicators, allow proactive response to changing situation. SOPs applied and regularly reviewed or updated.	Governance allows rapid collaboration, coordination and alignment with adjacent agencies (community, education, health care, etc.).

ROLES AND COORDINATING ACTIONS



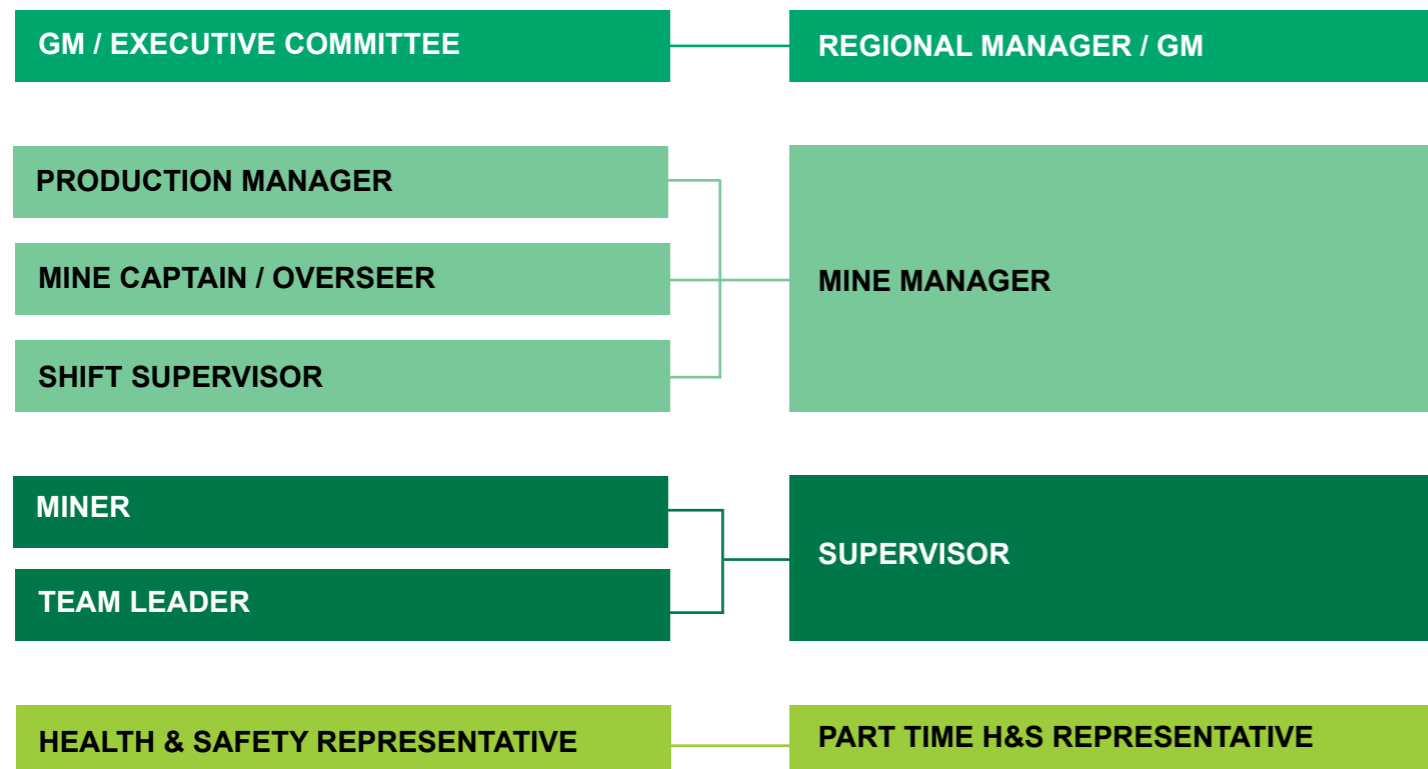
ROLES AND COORDINATING ACTIONS

The intention of these stand-alone templates is to allow rapid problem solving for key behavioural changes that need to be made within the mine, without recourse to the design of a full behaviour change programme.

These Aide Memoires can be adapted, used, or updated depending on local context and can be used in training or communications between roles.

Note: mining operations vary in organisational structure, size, and culture. The below roles and actions are indicative, and can be adapted to the specific context and needs of each organisation. Examples were provided by members where outsourced services, or leaders responsible for more than one operation applied these principles differently. An example was the use of regional “Champions” to effectively roll out changes, for example COVID-19 control measures.

Below is an illustrative example of potential equivalents of roles:



Please see templates per role on the following pages.



An Aide Memoire is an easily digestible summary of key findings and important recommendations.

General Manager and Executive Committee

INTENTION OR OBJECTIVES

- Role model correct RPE, hygiene and physical distancing at all times.
- Display Visible Felt Leadership throughout the day and throughout the operation.
- Ensure accountabilities for PPE, RPE, sanitizers and related resources provision are correctly assigned.
- Ensure accountabilities for the integration of COVID-19 protocol into safety systems are correctly assigned.
- Ensure accountabilities for isolation and quarantining facilities for vulnerable employees are correctly assigned.
- Engage stakeholders to build alignment and buy-in (including Organised Labour).
- Establish synergies through partnerships with other players in the mining ecosystem.

WHO TO WORK WITH

- Production and Section Managers
- Mine Captains
- Shift Supervisor
- Organised Labour

KEY STEPS

- Undergo screening and tests for COVID-19 and be transparent about their results.
- Be visible throughout the operation, engaging with Line Managers and employees and championing the new behaviours.
- Assign accountabilities for behaviour change, reporting, governance structures, safe transportation and ways-of-working and security of supply chain for RPE, sanitizers, and other essential materials, etc.
- Ensure DMRE regulations are incorporated into operating procedures.
- Engage with Organised Labour and other stakeholders.

RESULTS OR OUTPUTS

- Assist in de-stigmatization of screening, testing, self-reporting, and isolation for COVID-19.
- Be recognised by peers and stakeholders for leading by example for the use of RPE, hand hygiene and physical distancing.
- Direct reports all champion and role-model the new behaviours.
- Accountabilities identified and allocated for all COVID-19 work streams.
- Employees are safely transported and are working in a safe and healthy environment within the mine.
- Employees across the mine have adopted the new behaviours.
- Stakeholder buy-in.

TOOLS & TEMPLATES TO USE

- Private testing facilities procured through collaboration efforts of your organisation
- Trigger Action Response Plans for your operation
- Stickers for demarcating physical distancing on transportation ([download an example here](#))
- DMRE [checklists](#) and guidelines (ensure alignment to [Guidelines on Mandatory COPs](#))
- Establishment of a committee including employee representatives and Organised Labour
- Appropriate SOPs for your operation

TIPS AND TRAPS TO WATCH FOR

- Be regularly visible to employees to champion the new behaviours around COVID-19.
- Take steps to support access to public health interventions: prophylaxis, chronic conditions treatments, awareness and support for quality sleep, good nutrition, and substance abuse issues.
- Lead the integration between COVID-19 measures and ongoing Safety Culture early and often, in order to ensure that physical safety of workers is a priority and that the COVID-19 response is embedded with long term zero harm goals.
- Avoid the trap of neglecting your own transparency on screening and testing, and be sure to address stigma, myths and misinformation on COVID-19 as it arises. Remain conscious of the principle 'Words Matter' when talking about COVID-19 and your own experience.
- Avoid the trap of de-emphasising the holistic health and psychological well-being of employees during the busy COVID-19 response period. Ensure that the responsible persons are acting to integrate these considerations into the COVID-19 response.

Production or Section Manager (or Support / Plant services equivalent role)

INTENTION OR OBJECTIVES

- Role model correct RPE, hygiene and physical distancing always.
- Display Visible Felt Leadership throughout the day and throughout the operation, including engaging with and helping to educate and upskill reports.
- Plan the de-densification of ways-of-working through the re-organization of operations and teams, to enable physical distancing.
- Ensure sanitation systems throughout working environment (especially in underground environments).
- The supply of hand hygiene, RPE / PPE equipment is de-risked.
- Production targets are adjusted to account for the new reality of COVID-19.
- Ensure Covid-19 measures and behaviours are integrated into sustainable healthy and safe ways-of-working.

WHO TO WORK WITH

- General Manager
- Mine Captains
- Shift Supervisors
- Miners

KEY STEPS

- Undergo screening and tests for COVID-19 and be transparent about their results.
- Be visible throughout the operation, engaging with Overseers, Line Managers and employees and role-modelling and championing the new behaviours.
- Ensure COVID-19 topics are incorporated into the safety agenda and educate employees, as necessary.
- Delegate and monitor the re-organisation of operations and teams to make physical distancing possible.
- Delegate and monitor the design of new ways-of-working to allow self-declaration, self-isolation, etc.
- Call Line Managers out and hold them accountable for non-compliance.
- Ensure production targets accommodate the new reality and are adjusted to the COVID-19 situation.
- Ensure sufficient provision of sanitizers and other COVID-19 mitigating measures throughout work areas.
- Complete comprehensive COVID-19 risk assessment and mitigation plans.
- Ensure the improvement of sanitisation systems (specifically underground).

RESULTS OR OUTPUTS

- Assist in the de-stigmatization of screening, testing, self-reporting and isolation for COVID-19.
- Be recognised by peers and reports for leading by example for the use of RPE, hand hygiene and physical distancing.
- All direct reports role-model and champion the correct COVID-19 behaviours.
- The enabling measures are in place to allow correct physical distancing across the operation.
- The enabling measures are in place to allow healthy ways of working, self-isolation, etc.
- Line Managers are held accountable for not adhering to COVID-19 mitigating measures.
- Employees are enabled to follow COVID-19 mitigating measures without taking short cuts to meet production targets.
- Adequate access to sanitizers and COVID-19 mitigating measures is provided across employee work areas.
- COVID-19 risks are understood, and mitigation plans can be implemented if necessary.
- Access is available to sanitization systems that limit the spread of COVID-19.

TOOLS & TEMPLATES TO USE

- Private testing facilities procured through collaboration efforts of your organisation
- Managers cascade their own COVID-19 identification and mitigation training down across the operation
- Establishment of hand washing/sanitizer dispensing points across the operation
- Risk bow-ties and TARPs for your operation
- Appropriate SOPs for your operation

TIPS AND TRAPS TO WATCH FOR

- Take the opportunity to be regularly visible to employees to champion the new behaviours around COVID-19.
- Take the opportunity to regularly spot and address any miss-information and rumours that may spread regarding COVID-19.
- Avoid the trap of neglecting your own transparency on screening and testing, and be sure to address stigma, myths and misinformation on COVID-19 as it arises. Remain conscious of the principle 'Words Matter' when talking about COVID-19 and your own experience.
- Avoid the trap of sticking with challenging production targets which potentially compromise COVID-19 related measures, behaviours and lead to employees taking short cuts to meet targets.

Mine Captain/Overseer (or Support / Plant services equivalent role)

INTENTION OR OBJECTIVES

- Role model correct RPE, hygiene and physical distancing at all times.
- Display Visible Felt Leadership throughout the day and throughout the operation, including engaging with and helping to educate and upskill reports.
- Assist with the planning for and operationalise new de-densified ways-of-working through the re-organization, in order to enable physical distancing.
- Assist with the planning for and operationalise revised production targets to account for the new reality of COVID-19.
- Support and enable shift bosses, miners and team leaders to practice effective COVID-19 mitigating measures.
- Ensure sanitation systems throughout working environment (especially in underground environments).
- Ensure that hand hygiene, RPE / PPE equipment is available throughout the operation.
- Plan for and operationalise how Covid-19 measures and behaviours are integrated into sustainable healthy and safe ways-of-working.

WHO TO WORK WITH

- Production/Section Managers
- Shift Supervisors
- Miners
- Team Leaders and Crews

KEY STEPS

- Undergo screening and tests for COVID-19 and be transparent about their results.
- Be visible throughout the operation, engaging with Shift Bosses, Line Managers and employees and role-modelling and championing the new behaviours.
- Informally engage with Miners, Team Leaders and crews - connect and show empathy and consideration for the well-being of the individual and their families.
- Re-organise operations to account for physical distancing including waiting areas, change rooms etc.
- Conduct semi-formal sessions with Miners, Team Leaders and crews - encourage openness in meetings so employees feel encouraged and supported to speak up.
- Encourage and offer positive re-enforcement for individuals showing compliance and best practice COVID-19 behaviours.
- Call Line Managers out and hold them accountable for non-compliance.
- Manage COVID-19 compliance inspections.

RESULTS OR OUTPUTS

- Assist in de-stigmatization of screening, testing, self-reporting and isolation for COVID-19.
- Be recognised by peers and reports for leading by example for the use of RPE, hand hygiene and physical distancing.
- All direct reports role-model and champion the correct COVID-19 behaviours.
- Operations and ways-of-working are effectively de-densified.
- The right balance is struck between production and adherence to the required healthy and safe ways-of-working.
- Shift Bosses, Miners, Team Leaders and crews are enabled to practice effective hand hygiene and physical distancing practices.
- Line Managers feel supported and enabled to openly communicate any challenges they are facing.
- COVID-19 mitigating standards are ensured, at all times

TOOLS & TEMPLATES TO USE

- Private testing facilities
- Use of physical distancing stickers across the operation in waiting areas, change rooms etc. to indicate appropriate physical distance
- COVID-19 assurance checklists
- HR guidelines for supervisors/manager on supporting teams and direct reports_ ([Download an example here](#))
- Guidance on [PPE](#), [RPE](#) usage and other COVID-19 [mitigating protocols](#) and [behaviours](#) (examples can be downloaded on each keyword)
- Appropriate SOPs for your operation

TIPS AND TRAPS TO WATCH FOR

- Take the opportunity to be regularly visible to employees to champion the new behaviours around COVID-19.
- Take the opportunity to remind direct reports (Shift supervisors, other equivalent) to reinforce the health in health and safety, with focus on health interventions available to employees.
- Avoid the trap of focusing on COVID-19 related measures as separate from holistic Safety and Health culture, integrate them throughout education, training and communications wherever possible.
- Avoid the trap of neglecting stigma. Remember that the expression of heartfelt concern and empathy for our colleagues is an important step in combating stigmatisation and countering misinformation. Remain conscious of the principle 'Words Matter' when discussing COVID-19 with colleagues.

Shift Supervisor (or Support / Plant services equivalent role)

INTENTION OR OBJECTIVES

- Role model correct RPE, hygiene and physical distancing always.
- Display Visible Felt Leadership to the Miners and Team Leaders throughout the day, including engaging with and helping to educate and upskill reports.
- Operationalise new de-densified ways-of-working through the re-organization, to enable physical distancing.
- Operationalise revised production targets to account for the new reality of COVID-19.
- Support and enable Miners and team leaders to practice effective COVID-19 mitigating measures.
- Ensure that hand hygiene, RPE / PPE equipment is utilised throughout your part of the operation.
- Plan for and operationalise how COVID-19 measures and behaviours are integrated into sustainable healthy and safe ways-of-working.

WHO TO WORK WITH

- Mine Captains
- Miners
- Health & Safety representatives

KEY STEPS

- Undergo screening and tests for COVID-19 and be transparent about their results.
- Be visible throughout the operation, wear RPE and role model hand hygiene and physical distancing throughout the day, as defined by policies and SOPs.
- Support and enable Miners, Team Leaders and crews to use RPE, hand hygiene and physical distancing in waiting places, safety meetings and throughout the day.
- Help re-organise teams to make physical distancing possible.
- Engage with miners and crews for daily updates and news on COVID-19.
- Ensure that Team Leaders and crews receive regular messages from their Miners and Peer Educators to combat COVID-19 related stigma.
- Ensure appropriate hygiene is in place during the dispatch and delivery of different types of production material to/from underground stores.

RESULTS OR OUTPUTS

- Assist in de-stigmatization of screening, testing, self-reporting and isolation for COVID-19.
- Be recognised by peers and reports for leading by example for the use of RPE, hand hygiene and physical distancing.
- All direct reports role-model and champion the correct COVID-19 mitigating behaviours.
- The Miners, Team Leaders and mining crews understand how to recognize COVID-19 and are enabled to report and self-isolate as necessary
- Line Managers feel supported and enabled and openly communicate any challenges they are facing.
- Miners, Team Leaders and crews feel enabled to self-report and self-isolate.
- The right balance is struck between production and adherence to the required healthy and safe ways-of-working.

TOOLS & TEMPLATES TO USE

- Guidance on [PPE](#), [RPE](#) usage and other COVID-19 [mitigating protocols](#) and [behaviours](#) (examples can be downloaded on each keyword)
- Use of physical distancing stickers across the operation in waiting areas, change rooms etc. to indicate appropriate physical distance
- HR guidelines for supervisors/manager on supporting teams and direct reports_ ([Download an example here](#))
- Guidance on [COVID-19 myth busters](#)
- Appropriate SOPs for your operation

TIPS AND TRAPS TO WATCH FOR

- Take the opportunity to be regularly visible to employees to champion the new behaviours around COVID-19.
- Take the opportunity of providing accurate reliable information on COVID-19 to counteract misinformation, remember “Words Matter”.
- Take the opportunity to remind direct reports (Shift supervisors, other equivalent) to reinforce the health in health and safety, with focus on health interventions available to employees.
- Avoid the trap of focusing on COVID-19 related measures as separate from holistic Safety and Health culture, integrate them throughout education, training and communications wherever possible.
- Avoid the trap of neglecting physical safety barriers and behaviours. Ensure that these are in place and maintained alongside COVID-19 measures to ensure the physical safety and health of workers in the mine.

Miner (or Support / Plant services equivalent role)

INTENTION OR OBJECTIVES

- Always role model correct RPE, hygiene and physical distancing.
- Display Visible Felt Leadership throughout the day to the Team Leaders and crews, including engaging with and helping to educate and upskill reports.
- Manage new de-densified ways-of-working through the re-organization, to enable physical distancing.
- Manage revised production targets to account for the new reality of COVID-19.
- Support and enable Team Leaders to practice effective COVID-19 mitigating measures.
- Ensure that hand hygiene, RPE / PPE equipment is utilised throughout your part of the operation.
- Operationalise how COVID-19 measures and behaviours are integrated into sustainable healthy and safe ways-of-working.

WHO TO WORK WITH

- Shift Supervisors
- Team Leaders
- Crews
- Health and Safety representatives

KEY STEPS

- Undergo screening and tests for COVID-19 and be transparent about their results.
- Be visible throughout the operation, wear RPE and role model hand hygiene and physical distancing throughout the day, as defined by policies and SOPs.
- Conduct training and education sessions, as necessary.
- Manage re-organised teams or shifts to ensure physical distancing, including in the shaft areas, refuge bays and all workplaces and plan daily work to account for physical distancing requirements.
- Ensure employees adopt appropriate RPE and hand hygiene throughout the shift, and especially in areas where they are in contact with surfaces and close to each other - cages, man carriers, chairlifts etc.
- Ensure appropriate hygiene is in place during the dispatch and delivery of different types of production material to/from underground stores.
- Engage with Team Leaders to understand areas where crews are struggling to adhere to COVID-19 mitigating practices.
- Include COVID-19 as a standing topic in workplace safety talks.
- Ensure that crews receive regular messages from their Team Leaders and Peer Educators to combat COVID-19 related stigma, misinformation and gossip.

RESULTS OR OUTPUTS

- Assist in de-stigmatization of screening, testing, self-reporting and isolation for COVID-19.
- Be recognised by peers and reports for leading by example for the use of RPE, hand hygiene and physical distancing.
- All direct reports role-model and champion the correct COVID-19 behaviours.
- Direct reports regularly and openly engage in self-reporting and self-isolation.
- The Team Leaders and crews understand how to recognize COVID-19 and are enabled to report and self-isolate, as necessary.
- Team Leaders feel supported and enabled and openly communicate any challenges they are facing.
- The crews use RPE, hand hygiene and physical distancing.

TOOLS & TEMPLATES TO USE

- Guidance on [PPE](#), [RPE](#) usage and other COVID-19 [mitigating protocols](#) and [behaviours](#) (examples can be downloaded on each keyword)
-
- Appropriate SOPs for your operation

TIPS AND TRAPS TO WATCH FOR

- Take the opportunity to be regularly visible to employees to champion the new behaviours around COVID-19
- Take the opportunity to regularly brief and prep Team Leaders to effectively transmit information regarding health interventions and key actions to the crews.
- Take the opportunity to link COVID-19 awareness and reporting with the tried and tested protocols of safety awareness and reporting, to facilitate Covid-19 mitigation measures. When discussing COVID-19 remain conscious of the principle of 'Words Matter'.
- Avoid the trap of allowing the culture on the crews to slip in corner cutting and following the combined protocols across both safety and Covid-19 counter measures.
- Avoid the trap of neglecting physical safety and behaviour. Ensure that these are in place and maintained alongside Covid-19 measures, to ensure the physical safety and health of workers in the mine.

Team Leader

INTENTION OR OBJECTIVES

- Lead by example, displaying COVID-19 mitigating behaviours at all times.
- Conduct training and education sessions, as necessary.
- Manage de-densified ways-of-working on the operation to enable physical distancing, and ensure physical distancing is adhered to throughout the wider working environment.
- Manage production according to the new production targets, to account for the new reality of COVID-19.
- Support and enable the crew to practice effective COVID-19 mitigating measures, including role-modelling positive re-enforcement for good behaviour and calling out peers in instances of poor compliance.
- Plan the daily work in line with physical distancing requirements.

WHO TO WORK WITH

- Miners
- Shift Supervisors
- Crews

KEY STEPS

- Role model leading practice COVID-19 behaviour in the workplace, lamp rooms, change houses, hostels etc.
- Enforce physical distancing across all work areas including shaft areas, stopes and development ends.
- Encourage crew members who are practicing good behaviour.
- Remind crew members to practice COVID-19 mitigating behaviours and encourage them to speak up if they see instances of poor compliance.
- Engage in heartfelt conversations with crew members to understand any challenges they may be facing regarding COVID-19.
- Ensure RDOs, drivers or operators of drilling or CM Machines use their gloves and adopt appropriate hygiene and RPE practices as they use equipment.
- Report any shortages in hand hygiene facilities, RPE etc.

RESULTS OR OUTPUTS

- Assist in de-stigmatization of screening, testing, self-reporting and isolation for COVID-19.
- Be recognised by peers and reports for leading by example for the use of RPE, hand hygiene and physical distancing.
- All direct reports role-model and champion the correct COVID-19 behaviours.
- Direct reports regularly and openly engage in self-reporting and self-isolation.
- The crews understand how to recognize COVID-19 and are enabled to report and self-isolate as necessary.
- Crew members are motivated to practice good behaviour.
- Crew members feel comfortable communicating any issues they may be experiencing relating to COVID-19.

TOOLS & TEMPLATES TO USE

- Guidance on [PPE](#), [RPE](#) usage and other COVID-19 [mitigating protocols](#) and [behaviours](#) (examples can be downloaded on each keyword)
- Guidance on [COVID-19 symptoms](#) and [social distancing](#)
- Guidance on [COVID-19 myth busters](#)
- HR guidelines for supervisors/manager on supporting teams and direct reports_ ([Download an example here](#))
-
- Appropriate SOPs for your operation

TIPS AND TRAPS TO WATCH FOR

- Take the opportunity to be regularly visible to employees to champion the new behaviours around COVID-19.
- Take the opportunity to regularly brief and prep Team Leaders to effectively transmit information regarding health interventions and key actions to the crews.
- Take the opportunity to link COVID-19 awareness and reporting with the tried and tested protocols of safety awareness and reporting, in order to facilitate COVID-19 mitigation measures. Remain conscious of the principle 'Words Matter' when discussing COVID-19.
- Avoid the trap of allowing the culture on the crews to slip in corner cutting and following the combined protocols across both safety and COVID-19 counter measures.
- Avoid the trap of neglecting physical safety and behaviour. Ensure that these are in place and maintained alongside COVID-19 measures, in order to ensure the physical safety and health of workers in the mine.

Health & Safety Representative

INTENTION OR OBJECTIVES

- Represent employee concerns to management regarding risk management protocols.
- Motivate and support compliance and behaviour change.
- Provide guidance to employees on health, safety and well-being.
- Support employee interests in health and safety.

COUNTER PARTIES

- Miner
- Team leader
- Safety Officer
- Health and being team / on-site health care provider

KEY STEPS

- Contribute to the development of the risk assessment and risk management procedures.
- Distribute information to employees, educate employees on information received from the Health and well-being team.
- Engage with employees and motivate compliance to H&S measures (support and ensure compliance).
- Identify gaps in awareness, skills or knowledge among employees and raise to management to address and resolve.
- Identify issues with PPE supply, or ergonomics and raise to management to address and resolve.
- Role model the health and safety standards and good practices.

RESULTS OR OUTPUTS

- Employee experiences and concerns are well-reflected and included in the risk assessments and risk management procedures.
- Employees are kept up-to-date with all health and safety information.
- Employees are motivated directly by a peer or colleague, compliance is ensured.
- Training, communications and other interventions are fit-for-purpose for employee needs (and updated).
- The enabling environment for H&S compliance (such as availability and comfort of PPE) is ensured

TOOLS & TEMPLATES TO USE

- Guidance on [PPE](#), [RPE](#) usage and other COVID-19 [mitigating protocols](#) and [behaviours](#) (examples can be downloaded on each keyword)
-
- Toolbox talks or talking points
- Appropriate SOPs for your operation

TIPS AND TRAPS TO WATCH FOR

- Take the opportunity to be regularly visible to employees to champion the new behaviours around COVID-19.
- Take the opportunity to regularly brief and prep Team Leaders to effectively share information regarding health interventions and key actions to the crews.
- “Words matter”: Make sure to role model considerate language when discussing COVID-19 with team members. See the fact sheet on Stigma and COVID-19.
- Avoid the trap of allowing the culture on the crews to slip in corner cutting and following the combined protocols across both safety and COVID-19 counter measures.

HR and Trainers

INTENTION OR OBJECTIVES

- Understand the training needs on your operation in relation to COVID-19 skills and behaviour change.
- Prepare and deliver appropriate training on key skills and messaging for COVID-19 IPC within mine gate.
- Ensure training integrates appropriate skills and messages in regard to stigma, psychological wellness and safety.
- Support different managerial and supervisory levels for effective coaching and motivation skills as needed.
- Ensure employees are capacitated to integrate COVID-19 measures effectively into the day-to-day of work and operations.
- Ensure implementation of frontline staff training around COVID-19 (Security personnel, health providers).
- Consider leave and pay policies updates based on COVID-19 concerns (mandatory self-isolation and quarantining, sick leave).
- Ensure working practices align with suitable Terms and Conditions and regulatory requirements.

COUNTER PARTIES

- HR ExCo: Regularly check in with ExCo on key employment relations and human resources implications of COVID-19 response
- COVID-19 compliance officer: engage to identify observed gaps to compliance and revise training required
- H&S and risk management professionals: ensure training material is aligned to SOPs, measures and controls
- Organised labour: engagement and transparent communications on emerging issues

KEY STEPS

- Identify, along with key operational planning and risk management staff, the changes to day-to-day tasks.
- Review any regulatory impact or impact on employee terms.
- Review training material and develop or adapt training material with key messaging for COVID-19 induction.
- Develop and deliver frontline staff training in conjunction with key health and safety professionals.
- Develop and deliver training to Line Managers and employees as necessary.
- Establish coaching support for all key supervisory levels.
- Communicate policy adjustments and address employee concerns around COVID-19, leave and payment appropriate.

RESULTS OR OUTPUTS

- COVID-19 key messaging is accessible to and received by all employees.
- Supervisors, from team leaders to production managers, are empowered to support and coach their team members through COVID-19 concerns.
- Employees are capacitated to conduct their work in a safe way regarding risk of COVID-19.
- Changes to day to day tasks are embedded to ensure health and safe work and production.
- Frontline staff are empowered to undertake high-risk screening and health care safely.
- Employee concerns are addressed in a timely manner limiting risk of resistance to disclosure and reporting around COVID-19.

TOOLS & TEMPLATES TO USE

- WHO Academy mobile app ([Google Play link](#) and [iStore link](#)) and [OpenWHO course](#)
- [IASC Basic Psychosocial Skills: A guide for COVID-19 Responders](#)
- Existing training materials
- Existing HR policies
-

TIPS AND TRAPS TO WATCH FOR

- Take the opportunity to be regularly connect with employees to hear about their skills needs.
- Take the opportunity to regularly connect with and support leaders and managers to guide the development of coaching and employee engagement skills, including how they combat stigma.
- Take the opportunity to link COVID-19 awareness and reporting with the tried and tested protocols of safety awareness and reporting, to facilitate COVID-19 mitigation measures. Remain conscious of the principle 'Words Matter' when discussing COVID-19
- Avoid the trap of allowing training to become a tick box exercise.

CREATE A PROCESS TO CHANGE BEHAVIOUR WITHIN THE MINE GATE

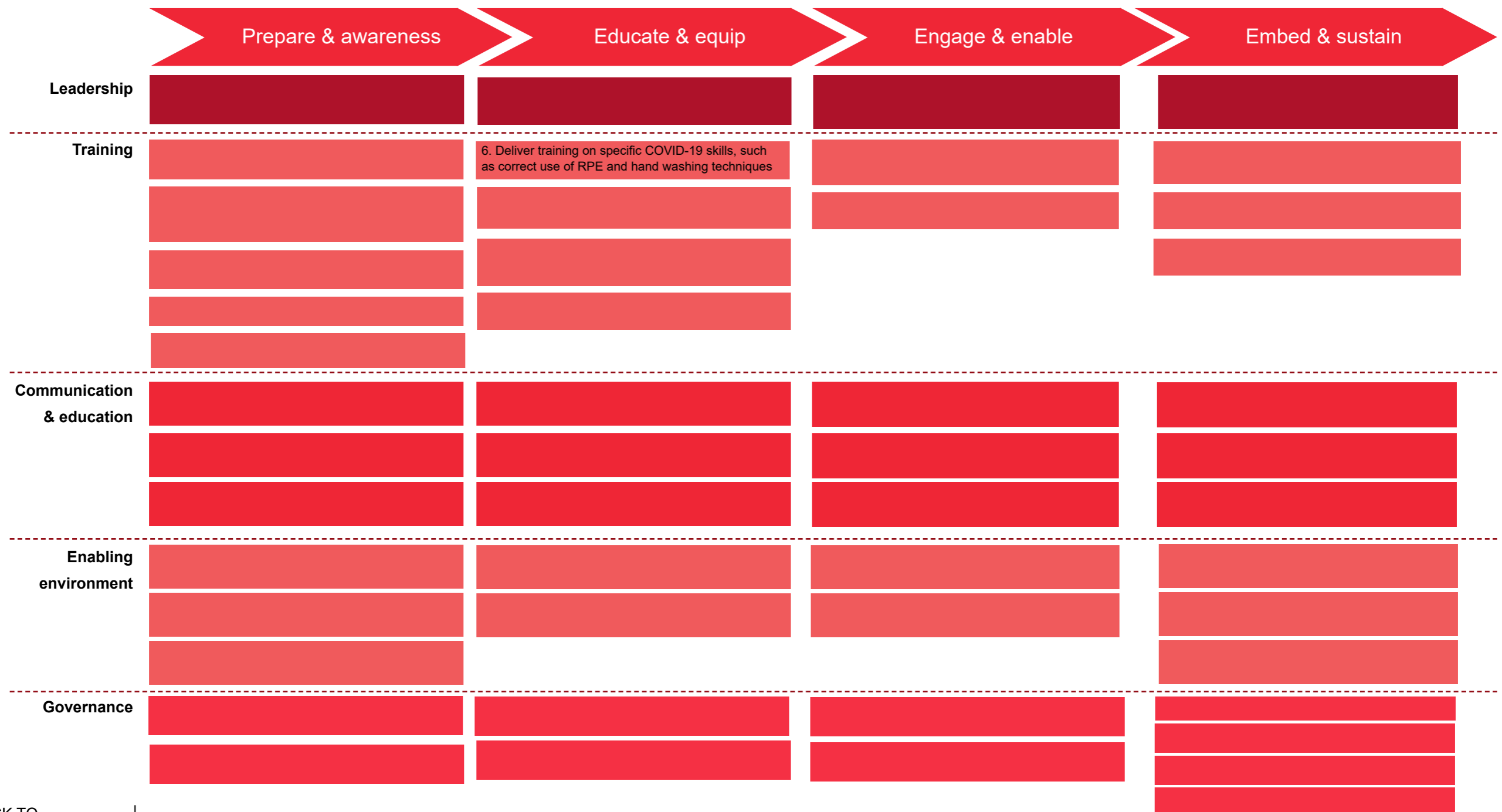


CREATE A PROCESS TO CHANGE BEHAVIOUR WITHIN THE MINE GATE

The section 'Gauging the response to COVID-19' outlines a process to diagnose and prioritise updates to your approach to COVID-19 using the Maturity Model. Use this process - or a similar process of your choice - to evaluate your current approach to the control of COVID-19 and identify priority next steps. Once this evaluation is complete, then the steps below describe an approach and a set of interventions to achieve the minimum standard for a response to COVID-19, as identified by members of the Minerals Council and aligned with standards as defined by the DMRE.

The minimum standard required is visible at levels 'Progressing' and 'Advanced' on the Maturity Model.

The collateral and leading practices that support this approach, and on which it is based, can be accessed on the Insight Platform. The hyper-links are included throughout the sections. **(Hint: Click on each box below to go to that specific step)**



Prepare and awareness



Leadership

Leaders are critical in helping prepare employees to change their behaviour

Mining company members described the importance of leaders stepping forward visibly and early in the COVID-19 response process.

Steps to prepare leaders for this role include;

1. Ensure all leaders have appropriate levels of awareness regarding COVID-19, its symptoms, how it's transmitted, how to control its spread and the measures that are being adopted within the mine to mitigate its spread.
Ensure all leaders are equipped with the appropriate COVID-19 messaging to share with employees.
Ensure all leaders understand the importance of role-modelling the right behaviours and understand how to educate and/or demonstrate to employees how to behave in regard to COVID-19.
Several member firms identified coaching as a foundation skill for behaviour change. This was especially applicable to the “The Miner as Coach” and to coaching skills across Line Managers. While there were no specific examples heard from members on how to build coaching skills in Line Managers, please see these two external resources for guidance: HBR’s article [“the Leader as a Coach”](#) and CIPD’s [Coaching and Mentoring Fact Sheet](#).
-

Training

Prepare the right training to build employee capabilities

An important first step is recognising where training practices do not align with COVID-19 practices and then adjusting delivery methods to ensure this alignment.

The need to adjust training venue maximum capacity down to half or a third of usual capacity to ensure de-densification (which is stipulated in regulations and SOPs) can be offset by ramping up use of digital and virtual channels.

Examples of leading practices and interventions described and the appropriate links to the Insight Platform include;

1. Inductions to address working in a time of COVID-19 and regular employee update sessions to build awareness with clear, actionable explanations around the prevention of the spread of COVID-19.
Respondents highlighted the importance of ensuring that these sessions are high context, and that they have plenty of demonstration, illustrations and consistent, easy-to-implement action steps. ([Click here to download an example](#))
2. Re-purpose/augment pre-existing training initiatives to incorporate COVID-19 awareness and skills.
One example was 'Toolbox Talks', a regular pre-work session that focuses on having a quick review and reminder as a group of key health and safety considerations, which can be rapidly adapted to incorporate behaviours that help control the spread of COVID-19 (the toolbox talk items should align to your operations' key messages. Have you accounted for: symptoms, 3 or 4 key protective behaviours, holistic health like prophylaxis, sleep and nutrition, and **where and how** to get help through to the appropriate channels on screening, testing, reporting and getting advice?)
Another example shared was a 'Courageous Safety Leadership Programme', in which correct behaviours are encouraged irrespective of hierarchy, and is a programme that can be quickly re-purposed to incorporate COVID-19 measures. For example, from this training the courage to stop an unsafe activity can translate into the courage to call in when feeling unwell and self-monitoring for COVID-19 signs and symptoms.
3. Design and deliver specialised training to those frontline staff that are critical to an effective COVID-19 response - e.g. screening, testing and health care staff.
One example was regarding 3rd party security personnel. These personnel were responsible for utilising newly procured scanning equipment. However, they were entry level security personnel and did not receive adequate training on how to deal with situations in which the device malfunctioned or large, impatient crowds formed. The guidance offered was to double check that all the personnel responsible for any process that is critical to an effective COVID-19 response are appropriately supported with the right training. (Click to visit WHO courses: [How health workers can stay healthy](#); [COVID-19 Infection Prevention and Control for health workers](#); [Introduction to ncov](#))
4. Peer education support. Examples of peer educators on HIV/AIDS were provided by members on several occasions.
Any employee can volunteer to take up this role among their colleagues, and members expressed the positive impact this had on spreading the message more organically. Because it is a voluntary role, people who stepped up to be part of it tend to be passionate and invested in the topic,

sometimes due to personal experience, either direct or through loved ones, of the disease.

Peer educators who are passionate about HIV/AIDS awareness and prevention are very likely to have an interest in health in general, and the risks of COVID-19 spread to already vulnerable people in terms of health.

Peer educators could receive similar training to the frontline and health staff on COVID-19, and have a more direct relationship with the Health providers in order to effectively address concerns of colleagues in an organic, day-to-day manner.

5. 'Train the trainer' for Peer Educators and Line Managers. Build skills in how to maintain physical distancing whilst also coaching, facilitating, training, and offering support to employees.

Respondents highlighted the critical importance of equipping Peer Educators in coaching, educating, training and supporting employees around COVID-19 awareness and behaviours.

Respondents consistently highlighted the critical importance of Line Managers - including Production Managers, Overseers, Shift Bosses, Miners and Team Leaders - in coaching, educating, training and supporting employees during the COVID-19 pandemic.

Examples have included equipping Line Managers with key messages to help combat stress, anxiety and fears associated with COVID-19. ([Click here to download an example](#))

Communication and education

Ramp up employee awareness around COVID-19 and the need to change behaviour

In this step we advocate a clear description of the process and accountabilities by which employees will be kept up to date and engaged during the progress of the pandemic. This includes the planning around the messaging, channels and products necessary to reach the intended employee audiences.

Preparatory measures may include;

1. Establish appropriate communications channels and infrastructure.

Respondents have described setting-up a call line or a WhatsApp number, in order to support employees with health-related questions and symptom reporting on a daily basis. ([Click here to download an example](#))

2. Establish a suitable communications plan and messaging.

For example, respondents have shared the design of posters to rapidly raise awareness in regard to COVID-19 - what is COVID-19, what are

the symptoms and prevention steps etc. (Download examples: [Do not touch face](#); [Hand washing](#); [How COVID-19 transmits](#); [Self-isolation](#); [Social distancing](#); [COVID symptoms](#); [Using a mask](#); [Using gloves](#))

For example, respondents have shared multiple examples of videos files that can be rapidly disseminated to raise awareness around COVID-19. ([Click here to download an example](#))

3. Establishing the appropriate messages and channels should include any preparation for translation of key materials, as necessary.

Communications tactics - dialling up / dialling down

Respondents have also described the critical importance of the relative amplification of competing messages. For example, in a busy world, in order for clear messages to be received by the audience in regard to combatting COVID-19, the usual drum-beat of messaging around safety, HIV AIDS, or other key issues may need to dialled down, and COVID-19 messages dialled up, even if only temporarily.

Enabling environment

Complete the plans for an enabling operational environment

Work with operations teams to define adjustments to ways of working to allow employees the opportunity to show and adhere to appropriate COVID-19 mitigating behaviours.

Preparatory measures may include;

1. Plan a sustainable de-densification of operations and ways-of-working plan.
Examples incorporated job risk assessments and risk profiles to evaluate how work processes could be re-designed and effectively executed under new ways-of-working. One example shared was the relative exposure of an RDO versus a Haul Truck Driver who is well isolated in a cab. Respondents took steps to prepare for the de-densifying of change houses, lamp rooms, transportation, cages, etc, including the use of floor stickers / markers to ensure physical distancing; resource optimisation; and changes to shift routines in order to allow physical distancing when working.
2. Ensure RPE and other hygiene measures are available and in place across the operation.
Ensure sanitizers, hand washing stations etc. are placed throughout the operation and are regularly available to all employees as appropriate.

Issue all employees with reusable RPE (2 or more to account for washing).

Put in place measures for routine cleaning and sanitisation of shared facilities and equipment.

Examples of measures in place include the establishment of hand washing stations across operations, procurement of fabric RPE for employees and the issue of 3 per employee etc.

3. Ensure supply of RPE, sanitizer/soap across the operation.

Respondents have highlighted the importance of quickly resolving any supply chain issues regarding RPE, hand sanitizers, test kits, etc.

Governance

Coordination and control:

As part of setting up a behaviour change programme, respondents have highlighted the importance of the following governance and control measures;

1. Establish clear accountabilities, reporting and governance structures. This ideally includes an ultimate accountable person that monitors and guides the behaviour change work on the operation.

Examples include the establishment of very clear reporting and governance structures within the current structure of an operation with accountable individuals assigned to each COVID-19 mitigating workstream. ([Download an example here](#))

Another example refers to the establishment of 'Disaster Mitigation Rooms' with the role to maintain the operational readiness of working places and those who are to be reintegrated. It is suggested to adapt current Control Room on each site, with the intention to maintain standard protocols with the addition of COVID-19 mitigating protocols ([Download an example here](#)).

2. Complete comprehensive risk assessment, mitigation and start-up plans. The guidelines on development of [Mandatory Code of Practice for COVID-19 for SAMI by the DMRE](#) stipulates the different key items to be included in the risk-assessment, mitigation and start-up plans.

Examples include the development of comprehensive risk-based management assessments, risk-bowties and mitigation plans which enable effective COVID-19 risk mitigation as operations start-up.

The capabilities to behave differently; educate & equip



Leadership

Leaders are important to educate employees and build the right skills

During the research for this Field Guide, mining companies have powerfully described the critical importance of leaders in role-modelling the right behaviours, teaching and cascading skills and maintaining a consistent messaging and cadence around the control of COVID-19.

2. Deliver leader-led conversations with employees to engage, educate, combat stigma and hear employee concerns and explain how they can and should respond in order to keep themselves and others safe.

Examples shared included establishing a regular forum for employees to hear the latest development, ask questions and express their concerns. Whilst respondents didn't stress the role of leaders in combatting stigma associated with COVID-19 through these engagements, leading practice suggests that leaders - especially Miners and Team Leaders - should be equipped to deliberately combat the stigma, misinformation and myths associated with COVID-19.

Examples include mindful use of language, counter misinformation and gossip. For example, COVID-19 should not be referred to in terms of location, class or ethnicity (i.e. 'Chinese Virus'; 'Only rich/poor people get sick'; 'People from Western Cape/Western Cape are bringing the virus'). Separate people from the virus that they are affected by (i.e. use phrases like 'people who have COVID-19' not 'COVID-19' or 'rona' to refer to those who are ill). For more examples review the "Do's and Don'ts" section in the COVID-19 Stigma Appendix)

Training

The right training to build employee skills and capabilities

Training becomes disproportionately important at this stage in a COVID-19 response programme.

Employees need to be equipped with the right understanding, skills and behaviours through their training. This should be supported and re-enforced by the equivalent skills and behaviours, displayed by leadership.

Examples of leading practices and interventions and the appropriate links to Insights include:

6. Deliver training on specific COVID-19 skills, such as correct use of RPE and hand washing techniques.
Whilst the core training around RPE etc. is now widespread across the sector, leading practice has shown that rapid deployment of simple poster and videos is valuable, as is the involvement of Peer Educators and H&S Reps. ([Click here to download a “Using a Mask” example](#))
Another example emphasised the importance of extremely clear, actionable instruction on how to behave, including Cough Correctly; Wash Correctly; Monitor Yourself and Others; Maintain Physical Distancing. This was framed as *‘4 Actions everyone can do’*. ([Click here to download a video example](#))
7. Managers and supervisors cascade the training down to their own teams.
Several examples shared by member firms are based on the visible involvement of leaders and line managers in the teaching process. Leading practices shared emphasised the importance of ‘high context training’ delivered in the work environment and throughout the operation. Line managers and leaders demonstrate, illustrate and explain how to behave, within the context of work.
In addition, respondents describe the importance of involving Line Managers to combat stigma associated with COVID-19.
8. Specific occupations trained on use of shared equipment and specific hygiene practices.
Respondents highlight the potential role of Peer Educators and H&S Reps in training employees on specific hygiene practices relating to shared equipment. For example, man carriages, cages and chairlifts; rock drills; the remote controls for shuttles or Continuous Miner machines; or the dispatch of production materials to underground stores.
Examples include the need for increasing the frequency of cleaning shared equipment including before and after use.
Other examples highlighted include how to utilise and hand-over shared equipment, such as rock drills, whilst also adhering to standards of physical distancing and hand hygiene.
9. Deliver training on new changes to operations.
Examples shared include how to train employees on adapting the SLAM process to incorporated COVID-19 mitigating measures, whilst adhering to

physical distancing. ([Click here to download an example](#))

Other examples include sharing videos of a walk through of new operating procedure done at a pilot operation with other sister operations to rapidly share new protocol and see how they are practically implemented.

Other examples highlighted include how to utilise and hand-over shared equipment, such as rock drills, whilst also adhering to standards of physical distancing and hand hygiene.

Communication and education

Communicate the key skills with clear and consistent messaging

Respondents have described the importance of COVID-19 messages being incorporated into daily communications and the importance of establishing a regular pace and cadence to the communications effort.

Measures shared during this research include:

4. Deploy videos showing correct use of RPE, physical distancing, hygiene, self-assessment, etc.
Respondents have emphasised the relative impact of video and audio files over hard copy forms of communications, poster etc. (Click [here](#) and [here](#) to download examples)
5. Deploy communications that identify vulnerable groups, who is 'high risk', and how to keep them safe (posters, text, videos)
Whilst some examples shared have included dense text, respondents have emphasised the importance of simple, clear messaging, including in vernacular languages.(Examples can be downloaded [here](#) - Zulu, [here](#) - Sotho and [here](#) - Setswana)
6. Deploy communications that address the stigmas around COVID-19.
Respondents have described the importance of 'myth busting' using both communications channels and Line Manager interventions to combat the stigma associated with COVID-19 (see examples [here](#) and [here](#)). This has included;
 - Stigma as a deterrent to testing and screening
 - Stigma as a deterrent to consistently use PPE
 - Stigma as a deterrent to self-declaration and self-reporting
 - Stigma as a deterrent to self-isolation
 - Stigma as a deterrent to contact tracing

Enabling environment

Establish the operational ways-of-working to enable the new behaviours during the working day

This stage is a critical step in a response to COVID-19. At this stage the operational measures defined during the 'Prepare & Awareness' are put in place in order to adequately equip employees to fulfil the required behaviours.

Such measures may include:

4. Rapidly converting operational adjustments into training requirements to feed into employee and line manager training.
Respondents describe the challenge of ensuring a balance between new health and hygiene measures, versus sustaining production levels and maintaining workplace safety.
Two elements necessary to achieve the balance were described as firstly effective training, and secondly accurate planning and adjustments to the enabling environment, guided priorities and/or scarce resources.
An example shared included the physical distancing overlay for work on a concentration pump. In this case the artisan worked remotely whilst the aide completed the gland change using guidance from video/images on a mobile phone.
 5. Establish facilities and integrate new ways-of-working into daily routines.
Examples shared have included facilities for screening employees as they enter the site utilizing questionnaires and thermal scanners.
Other examples outline the provision of appropriate facilities for employee isolation if any symptoms are detected, in some instances procured in collaboration with fellow mining companies to increase capacity and quality of facilities.
-

Governance

Coordination and control:

As awareness is established across employee groups, the steps below describe options to help educate and equip employees and stakeholder to respond to COVID-19 in order to keep themselves and others healthy and safe from infection.

Respondents described the importance of the following:

3. Establish risk-based approach for Return-to-Work.

An example shared outlined how the occupational risk and operational risk were overlaid with one another to identify which occupations were high risk and understand which areas of operation were high risk hotspots for each occupation.

In addition to considering occupational and operational risk other examples have included health risk, travel risk and living conditions risk profiles of employees, including steps to take to mitigate the spread of COVID-19. Note that successful risk approaches require a consistent formal approach.

4. Secure supply chain for RPE, sanitizer, etc.

Respondents have highlighted the importance of quickly resolving any supply chain issues regarding RPE, hand sanitizers, test kits, and screening material. More extensive examples have also included the securing of isolation/quarantine locations for those employees returning to work and health care facilities and hospitals for those employees found to be ill and need of treatment.

Create the opportunity for new behaviours; engage & enable



Leadership

Leaders have a role in engaging employees to build commitment around behaviour change

Mining company members described that at this stage what leaders do, and how and when they do it, becomes increasingly important, especially the front-line managers such as Miner and Team Leader levels.

It is key that line managers sustain high quality role-modelling and consistent messaging, in order to help fully engage employees in a sustained behaviour change effort.

As part of this leaders should be equipped to influence the attitudes and levels of motivation that employees have regarding new behaviours (as described in Training 4 - 'Train-the-Trainer').

Measures shared during this research include;

3. Authentic and consistent leader role modelling and employee engagement.

Leaders sustain consistent behaviours and messaging around the importance COVID-19 mitigating measures, especially as ways-of-working adjust to the new reality and production targets may begin to place pressure on health and safety standards.

Leaders continue with employee-led conversations, offering opportunities for employees to voice and share their questions and concerns.

Respondents have described examples such as;

- Informal conversations in waiting areas etc.
- Open feedback channels via WhatsApp or alternative channel.
- Formally involving employee representatives in steering committees, for example 'The Voice from The Coal Face'.

Respondents have described how senior leaders should continue to be visible and practicing all COVID-19 mitigating behaviour throughout the operation, in order to re-enforce the messaging above. Leaders should also encourage employees who are practicing the correct COVID-19 mitigating behaviour, be it as simple as acknowledging individuals are wearing their RPE correctly.

Training

Use training that is rapid and engaging in order to plug any gaps in key skills and behaviours

At this stage, the training approach can be focused on the delivery of rapid, on-demand micro-learnings that are targeted at filling specific skills gaps as they emerge.

There is the opportunity to deepen the link between training and emerging operational practices, as well as establish a deep and authentic link between training and leadership behaviours and role-modelling.

Examples of leading practices and interventions and the appropriate links to the Insights Portal include;

10. Rapid and engaging micro-learnings targeting specific learning gaps.

The rapid sharing of learnings across the operation, for example, the dissemination of on-the-fly 'how-to' videos taken and distributed by the practitioner on the operation.

Use of VR/simulator training simulations to address risks of COVID-19 spread within the mine.

11. Supervisors and Managers deliver training on point solutions, for example:

Miners, Team Leaders or Peer Educators should deliver coaching and training to encourage and enable employees to self-declare and come forward when they recognise COVID-19 symptoms.

Miners, Team Leaders or Peer Educators should deliver coaching and training to encourage and enable employees to call out poor compliance and/or positively re-enforce good behaviours in peers.

Communication and education

Targeted communications to enable the right behaviours

Respondents describe the messaging in communications being targeted and focused on specific issues, such as the reservations employees may feel towards self-declaration and self-isolation. Communications are therefore managed so that employees can easily recognise that their concerns are being heard and spoken to.

Measures shared during this research include:

7. Deploy interactive communications that encourage employee engagement and feedback.
Examples shared included communications that focused on combatting stigma and encouraging counter-cultural acts, such as overcoming a reluctance to admit to feeling unwell. Frame self-reporting and discussion of health as a key part of protecting oneself and loved ones. Respondents also described the use of social media to engage the audience and monitor sentiment towards the COVID-19 response. This allows for rapid identification of any miscommunication that may be taking place and identification of any employee concerns in a medium they are more comfortable with.
 8. Ensure regular updates to communications as new info is released (for example WHO / DMRE / DoH, etc.) in engaging and easy-to-digest formats. Examples of communications where formats and heuristics accelerate uptake and adoption include. (Download the examples by clicking [here](#) - PPE use and disposal, and [here](#) - Self screening tool).
 9. Ensure communications are designed to encourage specific choices that promote healthy working. Respondents highlighted the importance of targeting key employee choices regarding hand hygiene, physical distancing; transport; self-declaration; self-isolation etc. (Click to download examples: [Transport and buses](#); [self-isolation](#))
Another example shared was talking points for Supervisors and Line Managers ([Click here to download an example](#)).
-

Enabling environment

Create the opportunities to enable the right behaviours during the working day

Without a correctly choreographed operating environment there will be reduced opportunities for employees to display behaviours that limit the spread of COVID-19.

Appropriate measures should address both the operational enabling environment, as well as the human enablers to unlock new behaviours.

Respondents have described that both hard (operational) and soft (leadership and human interaction) enablers must be considered for a holistic view.

Measures shared include.

6. Operational enablers - engage employees in new operational ways-of-working and shift into BAU.

Examples shared by respondents included a 'Sani-Squad', a mobile sanitation squad that ensured shared machinery and high-volume sites are appropriately sanitised.

Examples include innovations to reduce the turn-around-time testing through the utilization of private laboratories rather than public testing initiatives.

Respondents also describe the importance of ensuring that operational changes are sustainable in terms of productivity levels. Time added into operational procedures - for example by increased time in change rooms, lamp rooms, cages, chair lifts, shift patterns etc. - must be offset through innovations in ways to accommodate the new behaviours in health and safety standards. For example, the use of innovative technology to accelerate the screening process on entry into the mine site.

7. Human enablers - re-enforce the human interactions that unlock new behaviours

H&S Representatives and Peer Educators can be supported to help re-enforce physical distancing, hygiene practices and RPE standards, positively re-enforcing compliance and calling out non-compliance.

An example shared was in encouraging self-declaration on a daily basis, as a method for giving each individual a green light to go onto the mine.

Examples also include the use of appropriate apps/USSD communication/WhatsApp lines to share communication updates and enable rapid self-reporting of symptoms ([Click here to download an example](#)).

Governance

Coordination and control:

As employees and stakeholders become fully educated in how to respond to COVID-19 and are equipped with the necessary skills and equipment to respond, they are now engaged and enabled to respond to the threat in order to fully express the desired behaviours.

Coordinating measures at this stage have included:

5. The ongoing engagement of stakeholders to build alignment and buy-in (Unions, DMRE reps, etc.).
An example of this was the formation of a 'COVID-19 committee' which include representative from Organized Labour, ExCo members and COVID-19 Compliance Officer. This committee meets regularly to understand and address any COVID-19 related concerns, compliance.
 6. The review and assessment of potential future scenarios, to test contingencies and develop Trigger Action Response Plans (TARPs).
Robust scenario planning will allow for the development of TARPs that can efficiently manage any deviation from usual processes in the working environment to account for COVID-19 controls and measures.
-

Build the motivation to behave differently; embed & sustain



Leadership

Leaders can help build employee capabilities and motivation to change behaviour

Over time it is common for employees to become fatigued and/or complacent about the threat of COVID-19.

However, the sustained vigilance and adherence to the appropriate behaviours, remains absolutely critical for the long-term success of an COVID-19 mitigation response.

4. Discussions with employees to build awareness of 'holistic well-being' and hear deeper concerns.

There is a responsibility on leaders to sustain a consistent dialogue with employees in order to establish channels for hearing feedback and concerns.

The risk associated with being open enough to genuinely hear the concerns and anxieties of employees can create some anxiety in leaders. This may be because in situations where leaders don't own the outcome, they may feel somewhat exposed and/or vulnerable.

Never-the-less, the courage to step into these open and heartfelt exchanges will be very important, both for employees to experience and for the long-term sustainability of the behaviour change ([Click here to download an example](#)).

Training

The right training to build employee capabilities and motivation

At this stage in a COVID-19 response programme, with the core training effort complete, the on-going training effort becomes subordinate to the vital human interactions that employees experience through leadership and through the culture of the enabling environment.

Examples of leading practices and interventions and the appropriate links to Insight include:

12. Embed new skills and understanding.

One example shared was of the use of competitions between employees. An example of this was given by a company holding a competition amongst different sections and crews, where each crew had to submit their best video of employees explaining their understanding of COVID-19 and the behaviour changes required of them.

Other respondents described re-training of compliance and Health & Safety Representatives to ensure up-to-date knowledge and skills in COVID-19 management.

13. Build ownership around new ways of working.

One respondent described empowering frontline Line Managers and employees to develop their own practical routines.

Another example was regarding the proliferation of 'fancy-coloured masks' amongst employees, even though the operation provided 2 reusable fabric masks to per employee. This is a good indication that people were beginning to own the new RPE behaviour.

14. Assess the behaviour change that has taken place, both in relation to Covid-19 and more broadly to the culture of healthy and safe working on a mine. Update and refresh any training needed as appropriate.

An example of this is a training assessment form that assess employees' knowledge on COVID-19 symptoms, the usage of PPE, hand hygiene practices and new COVID-19 mitigating SOPs.

Re-visit the Maturity Model and adjust training measures as needed.

Communication and education

Address employee motivation to change with clear and consistent communications

As the approach moves into Business As Usual, the communications efforts should move from education to update related messages to address long-term motivation and attitudes of employees, in order to embed the necessary behaviours.

To convert employees into advocates of new behaviours there should be compelling and resonant messages giving the ‘reasons to stay safe’, as well as addressing remaining misconceptions or stigma relating to COVID-19.

Closely aligned with messaging from leaders and aligned with measures in the enabling environment (below) the remaining communications effort should focus on the long-term adoption of new healthy behaviours and ways-of-working focused on the protection of their own earning ability; their families; their communities; and their jobs.

Measures shared during this research include:

10. Communications focused on the core motivation to adopt long-term behaviour change
Integrate employee contributions addressing any concerns or clarifying any grey area they may have surrounding their understanding of COVID-19.
([Please see an example of employee-centered updates here](#))
11. Integration of messaging across holistic health, mental health, emotional well-being
Messages around how to keep yourself safe, your family safe, your community safe
Information on how COVID-19 integrates with checks on holistic health, mental health, emotional well-being into communication materials.
Example of distributed Health insurance provider material and resources on how to cope with anxiety, depression and financial stress during lockdown. These materials focus on holistic well-being and tips on how manage stress and when to seek further help. (Examples can be downloaded [here](#), [here](#) and [here](#))
12. Continue employee engagement and feedback and insight on how to refine messages and channels
Respondents describe continued engagement with stakeholders to understand how they are experiencing the ongoing potential costs and benefits of the COVID-19 responses in place. Based on feedback, act on any opportunities to adjust the communications and intervention to increase their effectiveness.
An example of this was given where 1 or 2 front-line employees are invited to join ExCo meetings and participate in a section called ‘From the Coal Face’ where they share their daily experience of COVID-19 and highlight which areas/measures they are struggling with or feel can be improved upon.

Enabling environment

Amplify the human interaction to create opportunities for new behaviours

At this stage in the programme the human enablers to behaviour change become disproportionately more important than the - by now well established - operational measures around hygiene, screening etc.

Respondents have described the ambition of shifting operational changes and new human interactions around COVID-19 prevention into the Business-as-Usual culture of the mine.

At this stage it is therefore important to identify measures to integrate and embed new behaviours and ways-of-working along-side measures that support holistic health and safety culture, to ensure a long-term and sustainable alignment.

Steps taken include;

8. Embed new innovations into Business-as-Usual protocols

One example shared described the flip to a new normal of taking the attendance register by video rather than hard copy. A step that could accelerate the process, as well as offer digital records and a COVID-19-resilient process for the long term.

Another example shared was regarding deliberately raising mindfulness around safety, by using a switch in behaviour around the mandated use of handrails. This switch was towards the mandated non-use of handrails to prevent COVID-19 transfer but necessitated a heightened awareness around safety on stairs (Note! Other members mentioned the maintenance of the three-point contact rule, with use of gloves to minimise potential of contamination on the handrails).

9. Amplify safety culture by aligning the new behaviours with existing safety measures

Whilst no specific examples were shared, respondents described the importance of integrating employee awareness around COVID-19 into their awareness around safe ways of working.

10. Provision of measures to promote long-term psychological well-being.

One example shared proposed the use of psychological screening on entry into site which would identify if employees are psychologically fit to return to work. This ultimately supports the roll of targeted interventions for mental well-being of employees in times of increased stress as they return to work and adapt to the reality of COVID-19. ([Click here to download a brief description of Pre-traumatic stress intervention](#))

Governance

Coordination and control:

As the behaviour change programme within the mine gate begins to transition to Business as Usual, governance measures similarly transition back to normal BAU, whilst the focus for behaviour change begins to shift towards converting employees into agents of change beyond the mine gate.

In terms of coordinating actions, the steps described by respondents included:

7. Establish sustainable and ongoing synergies through partnerships with other players in the mining ecosystem.
Partnerships among mining companies and the public sector for medical facilities (quarantining and isolation) facilitates good governance and transparency, as well as efficient use of resources.
An example was provided for a group of coal mining houses that illustrated measures for joint quarantine facilities.
8. Embed new compliance and reporting protocols. Examples include the drafting on new inspection checklist to ensure that spaces within the mine and its employees adhere to new COVID-19 mitigating SOP's and the appointment of a COVID-19 Compliance Officer. ([Click here to download an example of COVID-19 Compliance Officer appointment](#))
Additionally, members highlighted the importance to include COVID-19 and other health-related indicators alongside safety ones in departmental scorecards.
9. To embed and sustain, ensure that key stakeholders are up to date, sighted and engaged in progress of the changes. A good example of this process is displayed by some members' regular communications as they relate to COVID-19 prevention and control measures on a weekly basis (See weekly newsletter examples [here](#))
10. Describe the process for gathering data (qualitative and quantitative) in order to assess the impact of the work. Keeping track of indicators regarding prevention and control measures is essential in order to assess intended impact and revise TARPs and other risk management mechanisms.

APPENDICES



Appendix 1: COVID-19 and Stigma Fact Sheet

COVID-19 and Stigma: What to consider?

In an outbreak of a new disease or virus (such as COVID-19), rampant uncertainty and confusion can lead to those who contract the new virus to be treated as tainted and be discriminated against.

“People who are not like me”

Fear of the uncertain is often projected onto persons who are considered as “others”.

This can create a dangerous nexus where people who are already marginalised experience ‘internalised stigma’ or ‘anticipated stigma’ and who might have contracted the virus. Internalised and anticipated stigma often drive people to hide symptoms or having contracted the virus to avoid anticipated negative consequences.

Stigma has a great power to undermine and counteract efforts made to prevent the spread of infections and the treatment of those who are ill

This anticipation and perception of COVID-19 stigma can make people reluctant to protect themselves, get tested or seek treatment in fear of being stigmatised and their identity becoming tainted. For fear of being excluded or being perceived as tainted people might choose not to wear a mask, keep the recommended 1.5 - 2 m of distance from others, or self-report symptoms.

Stigma and Health

Social stigma refers to the negative association with a person or a group of people who share certain characteristics and a specific disease.

Internalised stigma

How people accept negative perspectives towards the group to which they belong.

Anticipated stigma

Concern of experiencing future discrimination and bias.

Stigma is associated with a low level of education and lack of awareness

THE DOs AND DON'Ts OF ADDRESSING STIGMA

“Viruses don’t discriminate, people do”

Key considerations in messaging to address stigma include:

- Highlight that all people are at risk of catching the virus
- Understanding why people become ill from the virus, and how people contract the virus can aid in people adopting effective practical measures to keep them and their loved ones safe
- Build trust in reliable health services at the workplace
- Address misinformation and myths as you encounter them
- Leaders throughout the workplace should demonstrate no gossiping or speculation about other people’s contraction of COVID-19, suspicion breeds fear
- Leaders throughout the workplace should show empathy with people who are affected by the virus, this will motivate people who are affected in the future to seek help and treatment
- Avoid divisive, othering language or framing association with the virus in a negative way
- Focus on creating a safe environment rather than “battling” or “fighting” the virus – war language risks framing those who contract the virus as the enemy, which is counter-intuitive in addressing stigma

Addressing stigma with my team:

What a leader, supervisor or manager should remember

- Words matter (see Do’s and Don’ts)
- Talk about safety, not war
- Don’t blame (Yourself or others)
- Talk about it
- But don’t gossip
- Counter misinformation

DO	DON'T
Talk about COVID-19. The official name is deliberately formulated to avoid stigmatising: “co” refers to Corona, “vi” to virus and “d” to disease, 19 to 2019 - the year it emerged.	Attach locations, class or ethnicities to the disease (e.g. “Chinese virus”, “rich/poor people only get sick”, “people from Western/Eastern Cape are bringing the virus”).
Talk about “ people who have COVID-19 ”, “ people who are being treated for COVID-19 ”, “ people recovering from COVID-19 ”, or “ people who died after contracting COVID-19 ”.	Refer to people with the disease as “ COVID-19 ” or “ victims ”.
Talk about people “ acquiring ” or “ contracting ” COVID-19.	Talk about people “ transmitting COVID-19 ”, “ infecting others ” or “ spreading the virus ” as it implies intentional transmission and assigns blame. Using criminalising or dehumanising terminology creates the impression that those with the disease have somehow done something wrong or are less human than the rest of us, feeding stigma, undermining empathy, and potentially fueling wider reluctance to seek treatment or attend screening, testing and quarantine.
Speak accurately about the risk from COVID-19, based on scientific data and latest official health advice .	Repeat or share unconfirmed rumours , and using hyperbolic language designed to create fear , like “plague” or “apocalypse”.
Talk positively and emphasize the effectiveness of prevention and treatment measures . For most people this is a disease they can overcome. There are simple steps we can all take to keep ourselves, our loved ones and the most vulnerable safe.	Emphasize or dwell on the negative , or messages of threat . We need to work together to help keep those who are most vulnerable, safe.

Sources UNICEF,WHO & IFRC: Social stigma associated with the corona virus disease 2019 (2020); Orza: Six ways to stand against COVID-19 stigma (2020); APA: Combating bias and stigma related to COVID-19 (2020); Millum et al: Ethical challenges in global health-related stigma research (2019); Logie&Turan: How do we balance tensions between COVID-19 public health responses and stigma mitigations learning from HIV research (2020); Sotgio et al: The need to demystify COVID-19 and reduce social stigma (2020); World Economic Forum: Facts, not fear, will stop COVID-19 – so how should we talk about it? (2020)

Appendix 2: Aide Memoire to support psychological well-being.

The COVID-19 pandemic has a pronounced effect on long-standing psychological wellness issues in mining.

Pre-COVID indicators highlighted that mine employees were operating in extremely strenuous environments in which challenging production, health & safety, and community considerations to name a few, regularly test the resolve and endurance of all employees.

Leaders and employees now need to adapt to a “new” operating environment posing different challenges including:

- Lower profitability.
- Objectives of maintaining mining output with only 50% of operating staff.
- Management tasks dominated by COVID-19 risk management.
- More legal appointments i.e. 3.1 Appointees (Managers) now appointed as COVID-19 compliance officers as per company policies and procedures.
- Re-allocation of budgets to COVID-19 controls and interventions.
- Decisions on selection of 50% of employees that will return to work.
- Impact on those selected to work and those that have been selected to remain at home.
- Consideration on increased risks in other areas i.e. Safety risks as a result of new operating environment.

The Aide Memoire on the following page is a guide of steps and actions that you can take in order to support the psychological well-being of you people, both during this challenging period as well as on an on-going basis beyond the immediate COVID-19 period.

References;

- Maslow’s Hierarchy of Needs; and
- The Six-Factor Model of Psychological Well-being.

The template below is guide of suggested steps and actions that has been blended from well-established methods.

Key factors to sustain the psychological wellness of Miners, Team Leaders and Crews

- Safety; a sense of security in my role and my job; a sense of safety at work; free from anxiety about how I will be able to sustain my family.
- Community; a sense of belonging and positive relationships with line managers and peers at work.
- Dignity / status; a sense of confidence that I am able to influence my environment, that I have a voice that will be heard, and that I can self-direct my activities and shape events.
- Meaning; a sense of purpose; a sense that I'm contributing towards something bigger than myself.
- Personal growth; a sense of feeling skilled and having a mastery of my profession / craft
- Self-esteem; A sense of being confident in oneself and self-acceptance

Actions that help build psychological wellness; Please take the following actions, and adapt and develop these in whatever way is most helpful to you and your people;

- Use the 6 points above, whether formally or informally, to gain a sense of the levels of psychological wellness among your people.
- Ensure all Covid measures are in place for your people, so that employees have some reassurance on safe ways of working.
- Help your people understand how Covid measures keep them and their families safe.
- Keep communicating updates on the progress of Covid, recent developments, changes in SOPs or ways-of-working, and any other H&S related updates.
- Keep up regular and frequently communications to clarify any uncertainty in regard to pay and leave during the Covid response.
- Help manage stress by continuing to provide good leadership to Team Leaders and crews, through clear guidance on healthy and safe production, realistic and achievable schedules and targets.
- Wherever possible get to know your people better. Take an interest in what they do outside work, news about their wives and children, or what they're involved with in the community. Share your own interests in return.
- Ensure you are aligned with H&S Reps and that you and they are aligned on key messages, in order to reduce any confusion in employees.
- Spend time listening to your Team Leaders and crews; recognise their input and the ideas they offer; and empathise with them and their concerns.
- Respond rapidly and visibly when Miners, Team Leaders or crews raise concerns or ideas, in order to deepen the trust between employees and management.
- Coach employees to help them own and embed the necessary compliance and behaviours around Covid
- Encourage and support holistic health, for example good nutrition; hydration; reduced alcohol and smoking.

Actions that can erode or undermine psychological wellness; Please avoid these actions as they have been recognised as increasing stress; eroding the psychological wellness of employees; reducing production; and increasing the risk of safety incidents in the operation;

- Poor or inconsistent communications and updates on topics relevant to the individual/crew.
- Neglecting recognition of good work and targets achieved.
- Ignoring or poor response to the needs of the individual or crew; ignoring the input and suggestions from the crew.
- Poor direction and poor delegation without explanation.
- Unrealistic or unachievable targets and work demands.
- Unexplained changes in conditions or terms of work.

TIPS AND TRAPS

- Company policies, poor relationship with a supervisor, pay and recognition are the top 4 issues that undermine psychological wellness. Where an employee is suffering psychological stress look to address any issues in these top 4 first (re Herzberg' 'Motivation to Work')
- The following workplace methods also influence levels of psychological wellness and stress, and can be referenced to diagnose how employees are doing and to make appropriate adjustments;
 - Demands - such as workload and work environment.
 - Control - a person's individual influence over how their job is carried out.
 - Support - from the organization; management and colleagues.
 - Relationships - to reduce conflict and deal with unacceptable behaviour.
 - Role - understanding of what the job entails; what is expected and needed.
 - Change - how change is managed within the organisation. (re The (UK) Health & Safety Executive)

Appendix 3: Thank you to all those that have contributed to the development of this field guide

A special thanks to all the company representatives for their continuous engagement and interest in the project:

ORGANISATION	REPRESENTATIVE(S)
Afrimat	Letisha van der Berg
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Exxaro	Mongezi Vetu, Dr. Joseph Matjila, Claudia Nair, Mzila Mthenjane, Tebogo Leepile, Tshepiso Mantjane
Glencore Alloys	Garth Hay, Andre Wiesner
Glencore Coal	Noel Pillay, Errol Harvey
Gold Fields	Martin Preece, Gerrit Lotz, Puseletso Matete
Harmony	Dr. Bosele Ramantsi
Implats	Barries Barnard, James van Rensburg
Mbuyelo Coal	Beauty Nyandeni
Norplats	Cassius Malebanye
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Petra Diamonds	Anne-Marie Nieuwoudt
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Richard's Bay Minerals	Taygen Naicker
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Seriti	Alex Mgadzah, Dr. Khawulani Msimeki, Alan Harty
Sibanye Stillwater	Gawie van Rensburg, Marius Wakerley
South32 / SAEC	Sara Makete, Thabo Manne, Tshepo Kgasago

Appendix 4: Accessing Insight platform and external hyperlinks to example collateral and material

Throughout this guide, in the sections “Roles and Coordinating Actions” and “Create a Process to Change Behaviour within the Mine Gate”, you will find external hyperlinks to example collateral and material shared by various mining companies which have been uploaded to the Insight Platform.

Visit the Minerals Council Insight platform, and access the “COVID-19 Portal”:

When coming across a hyperlink to a document housed in the Insight platform (such as: download an example here), if you have not signed in yet to the platform, you will be taken to the Insight Platform login page. Once you sign in with your existing credentials, or “sign in as guest”, and the download will automatically take place.

1 Log in (With credentials or as guest)

Username / email

Password

Remember username

Log In

Forgotten your username or password?

Cookies must be enabled in your browser

Some courses may allow guest access

Log in as a guest

Is this your first time here?

Create new account

2 Automatic download will commence

Log In

Log in as a guest

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