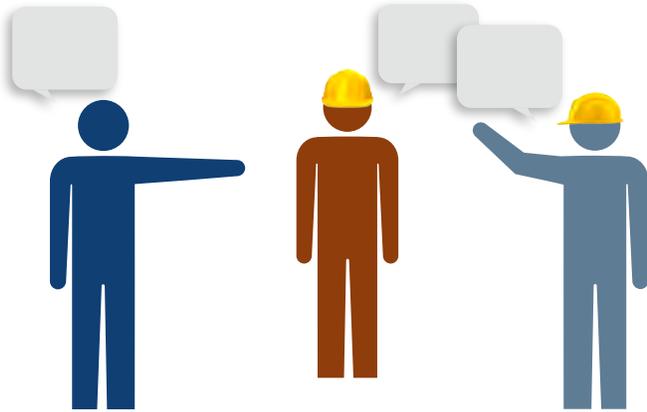




## Collaboration and Communication

Projected Implementation Date: December 2013



### This module includes:

- Fostering effective two-way communication and involvement among all employees in safety and health decision making and problem solving.
- Ensuring that all relevant safety and health information is shared through open, transparent and frequent communications.

Safety lives in conversation. The more people talk it, the more safety performance improves. Without effective communication, outcomes and success result from chance and luck. While luck is good, no operation should rely on luck to manage critical functions. This is true for safety and health management. One of the most important forms of communication is collaboration involving managers, miners, other workers and stakeholders in the safety decision-making and problem-solving process.

Whether discussing standard operating procedures, how to minimize risk in a non-routine task, reinforcing safe behavior among two co-workers or participating in a safety meeting, communication is critical and should be managed accordingly.

### Making it Work

Two-way communication increases involvement and participation in the safety and health management processes. The goal is to have the highest percentage of any operation's workforce involved in the safety and health management processes. Decision making and problem solving for safety and health should not be the exclusive right or responsibility of management.

Consultation within the workforce is one of the best ways to promote feedback regarding safety and health activities and to gain buy-in. All company employees, regardless of their title or function, should be involved in safety and health management by carrying out their designated responsibilities.

In all cases, communication should be open, transparent, mutual and as frequent as possible. Leaders should seek out every opportunity to communicate their vision and personal commitment to safety and health, as well as the appropriate way to work to achieve the 0:50:5 goal.



## Collaboration and Communication

*Projected Implementation Date: December 2013*

### Expectations

- 8.1 Develop an ongoing communication process so all employees, contractors and other stakeholders receive critical safety and health information and can provide feedback when desired. <sup>1</sup>
- 8.2 Actively manage the visual component of the communication process (signs, posters, instructions, etc.) to ensure effectiveness and message freshness.
- 8.3 Develop a process to address safety and health suggestions, concerns and complaints in a manner that protects the source from discrimination.
- 8.4 Consult employees regarding implementation and improvement of the SHMS. Involve them in safety and health problem solving and management to the greatest extent practical.
- 8.5 Develop an ongoing process to optimize the percentage of employees involved in proactive management activities that drive safety and health performance improvement. <sup>2</sup>
- 8.6 Establish safety and health committees or teams at all appropriate levels. The team should have management and worker representatives, be trained and focus on personal involvement.
- 8.7 Develop a repository for safety and health management data and other information to use for analysis and internal communication.

#### *Footnote*

- <sup>1</sup> For example: incident investigation lessons learned, S&H performance metrics, change in company S&H policy and procedure, risk management outcomes, change management outcomes, etc.
- <sup>2</sup> For example: hazard identification, risk assessment, selection and maintenance of controls, incident investigation, S&H training, housekeeping, development of SOPs, etc.



## Collaboration and Communication

*Projected Implementation Date: December 2013*

### Regulation

Partial or full MSHA and/or OSHA regulatory requirement:  Yes  No

### Metrics

To be determined

### Resources

CORESafety resources can be found with the latest updates at:  
[coresafety.org/resources/module8](http://coresafety.org/resources/module8)

 **Collaboration and Communication**

*Projected Implementation Date: December 2013*

**Notes**

