

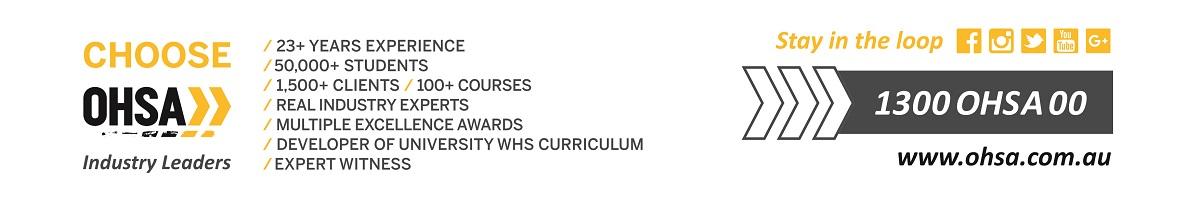
**‘MINING SUPERVISOR (S123) REFRESHER COURSE’**

***(Formerly known as QMS1,2,3 OR G1,8,9)***

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**Course Instructions & Assessment**

| **Full Name of Student** |  |
| --- | --- |
| **Date Submitted** |  |



**Mining Supervisor (S123) – REFRESHER Course**

***Please Note: You have 6 (six) weeks from this email to return your completed assessment.***

Welcome to this Mining Supervisor Refresher Course!The QMS1, QMS2, QMS3 (S123) competencies required by Supervisors and Site Safety and Health Representatives were superseded by the introduction of units from the Coal (MNC04) and Metalliferous Mining (MNM05) Training Packages (i.e. G1, G8 and G9). These units were superseded in 2009 and again by equivalent units from the Resources and Infrastructure Industry Training Package (RII13). You are required to refresh these competencies every 5 years as per section 84(1) of the Coal Mining Safety & Health Regulation 2001 Qld.

We have listed on the following pages what we require you to complete and submit to us. You can access ALL the required course material including the Student Study Guides for each of the three (3) modules, relevant mining legislation and other course reference material on our webpage at

<http://www.ohsa.com.au/ohsa-mining-supervisor-s123-refresher-distance-learning-course/>

The theory questions on the following pages are open book and you are encouraged to use your current knowledge as a supervisor in the first instance and then if required revert to the supplied Student Study Guides and / or Legislation. You have **6 weeks** upon receipt of this documentation to complete this course.

Upon successful completion of all course requirements a Statement of Attainment will be awarded for the following units:

* **RIIRIS301E Apply risk management processes.**
* **RIIWHS301E Conduct safety and health investigations.**
* **RIICOM301E Communicate information.**

Students may wish to progress their study to the ‘G2’ qualification or correctly known as RIIRIS402E Carry out the Risk Management Processes which is a requirement for those facilitating risk assessments – i.e. OH&S Personnel, Engineers, Manager’s and Superintendents etc. See our website [www.ohsa.com.au](http://www.ohsa.com.au) for this course and others.

Please contact us on 1300 647 200 or [miningsupervisor@ohsa.com.au](mailto:miningsupervisor@ohsa.com.au) if you have any issues or questions.

Happy Studying!!

**Assessment Activity - Third Party (Supervisor) Verification**

**Instructions to workplace supervisor**

Please complete the following checklist based on your observation of the student in the workplace. This checklist should be based on your observation of the student over time, rather than being completed in a single day. If you have not observed the student perform one of the tasks/criteria please leave it blank. The RTO will make alternate practical arrangements which may include observation via video link.

Please ensure that all sections are completed and signatures provided where required.

**Instruction to the RTO Assessor**

The following is to be completed by a suitable supervisor who has the skills and knowledge required of this unit and can verify the student’s application of these skills and knowledge in the workplace, in a voluntary or paid role.

In the event that the student is unable to get a third party verification completed by a suitable person, the assessor if to create an activity which will provide the student the opportunity to demonstrate the skills listed. This could be through observation of performance of activities in housekeeping or reception.

**Instructions to student**

The following third part verification is to be completed by a suitable supervisor who can verify your performance in the workplace, in a voluntary or paid role. These skills may have been developed and applied in any industry or business type.

Suitable persons would include your immediate supervisor or manager.

For students who do not have access to a suitable workplace supervisor are required to speak with their assessor to arrange an alternative activity.

**Mining Supervisor REF [*online course*] Assessment Submission**

| **Full Name of Student** |  |
| --- | --- |
| **Date of Birth** |  |
| **Address** |  |
|  |
| **Phone** |  |
| **Email** |  |

*All personal details are collected only for the purpose of issuing Statements of Attainments or qualifications. Nationally accredited course require that we keep the details below. (Full privacy policy available on request).*

**All students must complete all of the following and also tick, sign and submit this checklist to us.**

|  | Complete the provided OHSA Enrolment Form & submit copy of driver’s licence, passport or 100 points of I.D (contact our office if you need info about 100 points of I.D). | | | ◻ |
| --- | --- | --- | --- | --- |
|  | Complete each of the three theory modules included herewith | | | ◻ |
|  | Submit a copy of two (2) Job Safety Analysis (JSA / JHA / SWMS) that you have significantly contributed or developed with your name as a co-developer (not just a reviewer). | | | ◻ |
|  | Submit the completed, signed and dated Manager’s Testimonial (see herewith). | | | ◻ |
|  | Submit a copy of two (2) different tool-box / pre-start talks that you have developed and evidence to you have delivered it with a copy of the training record stating your name as the presenter and list of students, signed and dated.  Submit one (1) completed Presentation Plan for one of those talks | | | ◻  ◻ |
|  | Submit two completed incident reports. A light vehicle roll-over and injured worker case studies have been included in this document. Or submit two of your own incident reports and make note of that in the email. If you are using your own you will need to answer the follow up questions to the incidents located in this document | | | ◻ |
|  | Submitted two (2) shift reports (Your own or ones provided in the course material | | | ◻ |
|  | Submitted two (2) conflict resolution summary sheets as provided in the course material. | | | ◻ |
|  | Provided previous S123 dated within the last 5 years | | | ◻ |
| 10 | Submitted Commonwealth Stac Dec (Note -As this is a Commonwealth version there are many groups who can witness this. For the list click [**here**](https://www.ag.gov.au/legal-system/statutory-declarations/who-can-witness-your-commonwealth-statutory-declaration#list) | | |  |
| . | ***Declaration (Compulsory):*** I declare that the work I have submitted for this course is my work and no-one else’s. I have not copied any other person’s or previous student’s content when completing this assessment. I understand and agree to be contacted by an assessor to answer a sample of questions from this course assessment. I understand that if I am unable to satisfactorily provide sufficient responses to these questions my qualification will either not be issued or I will be required to return it and forgo my enrolment fee. I also accept that OHSA may report any suspicious or fraudulent behaviour to the relevant regulatory bodies or statutory authorities. I agree to these terms and conditions. | | | ◻ |
| **Signature:** | |  | **Date:** |  |

**Course Requirements**

***Please Note: You have 6 (six) weeks from this email to return your completed assessment.***

**Step 1: You must complete *each* of the three (3) assessments located towards the end of this document including:**

* RIIRIS301E Apply the Risk Management Process
* RIIWHS301E Conduct Safety and Health Investigations
* RIICOM302E Communicate Workplace Information

**Step 2: As well as finishing the three modules - You must submit to us:**

1. Two (2) copies of a Job Safety Analysis (JSA / JHA / SWMS) that you have either developed or contributed significantly to with your name on it indicating your contribution. It is a team document so there should be ALL team members’ names and signatures on it – not just yours.
2. Two (2) different tool-box / pre-start talks that you have developed and or conducted outlining the date, location, topic, audience, main points etc and the attendance sheet with your name stated as the presenter and a list of attendees / dates etc.
3. Submit one presentation plan for one of the above toolbox’s/pre starts. (Outline/template provided in this document)
4. Two copies of a completed incident investigation report (provided in this document) for the light vehicle roll-over and injured worker case studies (attached herewith).
5. Submit two shift reports (Your own or using the cases provided)
6. Submit two conflict resolution summary sheets provided in the material below.
7. A copy of the completed and signed and dated Manager’s Testimonial (attached herewith). NOTE: Your Manager / Supervisor may be contacted to verify authenticity of the stated relationship.
8. Proof of identity (photographic evidence i.e. copy of driver’s licence or passport or 100 points of ID)
9. The front page checklist (on page 1 of this document) with ALL boxes ticked and your signature and date.
10. Completed Statutory Declaration and Assessment Summary Sheet (both included herein this document).

***Note: Please keep copies of all documentation you submit to us in case they are misplaced.***

**Step 3:**

A random sample of students will be contacted and asked a series of questions to determine that the student actually completed the study themselves. Typical assessment questions and other study material used during the course will be used as a guide and we will expect that the student will be able to sufficiently respond to those answers/concepts. Should they not be able to correctly answer a sufficient number of those set questions we will not deem the student competent. Prior to Successful completion of Steps 2 & 3 will result in the participant being issued with a *Statement of Attainment for each of the three (3) units of competency.*

**Step 4:**

The OHSA assessor will mark the submitted work. In the event that a participant is deemed not yet competent, you will still be contacted by OHSA to discuss options for achieving competency. The participant also has the option to appeal the assessment decision within 1 month of decision. The appeals process is outlined in the course information handout given to each candidate and the appeals form is available from the Training Coordinator at OHSA or can be found on our website at: <http://www.ohsa.com.au/student_handbook.htm>

## ***Submission of your workplace evidence***

The documents/testimonial should be submitted either by post, or email to OHSA at the address below or [miningsupervisor@ohsa.com.au](mailto:miningsupervisor@ohsa.com.au).

If you are mailing the material please retain a copy for your records and send the original to:

###### Training Co-ordinator - OHSA Occupational Health Services Australia Pty Ltd

PO BOX 336 ELANORA QLD 4221

E: [miningsupervisor@ohsa.com.au](mailto:miningsupervisor@ohsa.com.au)

P: 1300647200

**DUE DATE**

All course assessment tasks must be received within **6 weeks** of enrolment into our online course. If you require further time please contact our office for an extension. A fee may be payable for the extension.

| **Manager’s Testimonial** | | | | |
| --- | --- | --- | --- | --- |
| **Name of Student:** |  | | | |
| **Unit/s:** | * RIIRIS301E Apply the Risk Management Process * RIIWHS301E Conduct Safety and Health Investigations * RIICOM302E Communicate Workplace Information | | | |
| This Candidate is being assessed against the above Unit of Competencies. You have been nominated as a person who can comment on their ability in these areas. Please do not complete the form if you are either a close friend or relative or may have a conflict of interest. If you believe that the individual needs to further develop the knowledge or skill level in any of these areas please make the appropriate comments on this form. | | | | |
| ⬜ Direct Supervisor  ⬜ Supervisor  ⬜ Other: *(please state nature of relationship)* | Name: | | | |
| Telephone: | Email: | | |
| I have known the candidate for ( ) years.  If the Assessor has any queries they will contact you. | | | |
| Please complete this report and add any comments that you wish at the end. We value your contribution and ask that you answer the questions honestly. | | | | |
| **Can you confirm that the Candidate has competently demonstrated to you the following:** | | | | **Yes** |
| 1. Ability to locate and has appropriate knowledge and understanding of relevant site WHS documentation including site WHS Management System, relevant legislation, SOP’s / SWI’s, JSA/JHA, Take 5 etc documents. | | | | ⬜ |
| 1. Ability to conduct adequate risk assessments including identifying hazards, assessing risks, choosing appropriate risk treatments/controls, and monitor and reviewing the effectiveness of the control. | | | | ⬜ |
| 1. Identifies unacceptable risk using site criteria and discusses with appropriate person/s. | | | | ⬜ |
| 1. Demonstrated ability to request required resources to implement controls according to risk assessments and site processes | | | | ⬜ |
| 1. Reviews risk assessments and communicates clearly with direct reports, colleagues and management | | | | ⬜ |
| 1. Ability to understand site-based requirements for site incidents including initial notification according to site and regulatory classification, initiation of site emergency response plan, securing the scene and reporting to relevant site personnel. | | | | ⬜ |
| 1. Ability to carry out appropriate site based incident investigation including identifying scope, scene, preparing tools and equipment and using appropriate techniques to collect relevant evidence, identify causes, determine suitable corrective actions and complete site based incident documentation appropriately | | | | ⬜ |
| 1. Uses succinct and clear communication when interviewing witnesses and communicating with the team and management about causal linkages and findings. | | | | ⬜ |
| 1. Ability to appropriately communicate with oral and written communication skills relevant to their site role (i.e. during tool-boxes, emails etc). | | | | ⬜ |
| 1. Ability to appropriately prepare and conduct conflict resolution meetings relevant to their site role (i.e. dealing with worker conflict etc). | | | | ⬜ |
| 1. Participates in meetings including asking questions, clarifying expectations and listening effectively. | | | | ⬜ |
| 1. Follows up to ensure communicated tasks are completed appropriately | | | | ⬜ |
| 1. Completes shift reports according to site procedures | | | | ⬜ |
| 1. How often does the student develop, or participate in developing, team-based risk assessments? Eg JSA’s   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |  |
| 1. How often does the student lead communication meetings eg Pre-starts/Toolbox talks?   \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ | | | |  |
| 1. How often does the student use the following;   Emails: \_\_\_\_\_\_\_\_\_\_ Telephone:\_\_\_\_\_\_\_\_\_\_\_\_\_ \_ Radio:\_\_\_\_\_\_\_\_\_\_\_\_ | | | |  |
| Signed: | | | Date: / / | |
| Please provide some comments to support your responses: | | | | |
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| **Commonwealth of Australia**  **STATUTORY DECLARATION**  ***Statutory Declarations Act 1959*** |
| --- |

| *Insert the name, address and occupation of person making the declaration*  I, (name)........................................................................................................................................................................  Of, (address) ................................................................................................................................................................  In the State of (insert State) ........................................................................... Postcode .............................................  make the following declaration under the *Statutory Declarations Act 1959:* |
| --- |

*"That I completed and understood the OHSA Mining Supervisor Course (RIIRIS301E, RIIWHS301E, RIICOM302E) and all of the information contained in the course. All of the course and assessment material was completed by me and the only assistance that I might have received, if required, was by an OHSA trainer to explain any concepts that I had difficulty understanding.”*

| I understand that a person who intentionally makes a false statement in a statutory declaration is guilty of an offence under section 11 of the *Statutory Declarations Act 1959*, and I believe that the statements in this declaration are true in every particular.  Signature: ....................................................................................................................................................................................  *(To be signed only in the presence of a JP or CDEC)*  ***To be completed by a Justice of the Peace.***  The above applicant has signed the statutory declaration in my presence and has provided photo identification (Driver’s Licence, Passport or Student Card).  Taken and Declared before me, at *(place)* ...............................................................................................................  .....................................................................................................................................................................................  On the *(day)*.................................... of (*month*) ........................................................and (*year*) ..............................  *Full name*,....................................................................................................................................................................  *Qualification* ...............................................................................................................................................................  *Address* ......................................................................................................................................................................  *of person before whom the declaration is made (in printed letters)*  Justice of the Peace stamp or signature ....................................................................................................................  **A Justice of the Peace or Commissioner for Declarations** |
| --- |

N*ote 1* A person who intentionally makes a false statement in a statutory declaration is guilty of an offence, the punishment for which is imprisonment for a term of 4 years — see section 11 of the *Statutory Declarations Act 1959*.

*Note 2* Chapter 2 of the *Criminal Code* applies to all offences against the *Statutory Declarations Act 1959* — see section 5A of the *Statutory Declarations Act 1959*.

**Presentation Plan**

***(to be completed by you and submitted to OHSA along with attendance list and copy of the presentation)***

| **Title of Presentation/Toolbox** | |  | | |
| --- | --- | --- | --- | --- |
| **Purpose of the presentation** | |  | | |
| **Date** | |  | Location: | |
| **Target Audience** | |  | | |
| **List relevant site communication policies/procedures** | | Name of your site communication policy/procedure: | | |
| **What other sources of information did you access/interpret for this activity** | |  | | |
| **Potential barriers that may occur during the presentation.**  **Please list two** | |  | | |
|  | | |
| **Solutions for the above barriers** | |  | | |
|  | | |
| **Resources (include any presentation aids you would use as needed)** | |  | | |
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|  | | |
| **Introduction** | |  | | |
|  | |  | | |
| **Main Points** | |  | | |
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|  | |  | | |
| **Conclusion** | |  | | |
|  | |  | | |
| **Post Presentation Section** | | | | |
| **What questions/ feedback/ comments were you asked and how did you respond to those** | **Question/s ask/ feedback received** | | | **Your response to question/s or feedback** |
|  | | |  |
|  | | |  |
| **Follow up**: What items need following up after this presentation (Action Items) |  | | | |
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**Peer Review Checklist**

Please provide this checklist to one of your attendees (preferably a supervisor, trainer /assessor or person in an equivalent position to yourself). Your peer is to indicate that your presentation adequately addressed the following practical components for your presentation. C = Competent NYC = Not Yet Competent

| **Structure** | **C** | | **NYC** | **Content** | **C** | **NYC** | **Presentation** | **C** | **NYC** |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Good Introduction |  | |  | Logical |  |  | Appropriate |  |  |
| Relevant to audience |  | |  | Good Depth |  |  | Confident Presenter |  |  |
| Clear Conclusion |  | |  | Specific |  |  | Clear |  |  |
| Organised |  | |  | Interesting |  |  | Able to answer questions |  |  |
| Name of Reviewer | |  | | | | | | | |
| Contact Details | | Phone: Email: | | | | | | | |
| Position | |  | | | | | | | |

**Conflict scenario number 1.**

**RIICOM301E - ‘S3’ Communicate Information**

Site Project for BG Contractors on Callawoon Mining Development Project – 25km East of Emerald.

**Project:**

BM have been awarded a 5-month contract to build a maintenance workshop. You have a Construction Manager, Site Supervisor, Safety Officer, and 7 full time workers which have been appointed to this project. The contract involves occasionally engaging various contractors at varying stages of the project. Most workers get their own way to the project or car pool.

**Issue:**

It has been noted that Nigel, a 21yo trade assistant/labourer has missed a few shifts over the past few weeks and has been showing up 1hr late on a couple of other shifts over the past week and therefore has missed the pre-start meeting and Jason has had to go through the pre-start meeting with him 1 on 1 again. Nigel has been employed with your business for 12 months and has previously had a good attendance record on other projects, is well liked by his peers, but in the last 2 months of this project his attendance record hasn’t been as good. He lives 5km south of Emerald and is approximately 30km from the project.

**Task:**

After the Management Shift Meeting it is decided that you and Amy will meet with Nigel to discuss his absenteeism and try and see if it can be resolved. You are to develop a strategy (attached herewith in your assessment portfolio) and conduct a conflict resolution / negotiation exercise.

**Conflict Resolution Plan – For scenario 1**

| ***Considering the scenario on the previous page plan for the conflict negotiation in this document*** |
| --- |
| **Purpose/Objective of conflict resolution** |
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| **Conflict resolution setting/location/time:** |
| **Common objectives of both parties:** |
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| **Generate a Win / Win Solution where majority of objectives for both parties are met:** |
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| **Agreement - Document the agreed outcomes** |
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| **Implementation approach – What would you need to do to ensure the changes are being completed as agreed.** |
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| **Post conflict negotiation: Presume change has occurred and document the outcomes of a review noting conflict has been resolved** |
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**Conflict scenario number 2.**

**RIICOM301E - ‘S3’ Communicate Information**

**Manual Handling processes**

Site Project for BG Contractors on Callawoon Mining Development Project – 25km East of Emerald.

Conflict is between your team and the site’s process for manual handling.

You are the supervisor with a small group of five (5) direct reports. One of the tasks in your le in your workgroup have to pick stock from racking. One of the items they need to pick is a large box for the workshop. This item is in a box approx. 50 cm square and is approximately 150 cm high. The box weighs 48 kgs and the boxes are stacked two high on a pallet (four on the bottom and four on top). The pallets are on the ground and the workers have to reach up to get the second level boxes off the pallet. This task is completed about 2 times per week.

The organisation has completed a number of Hazardous Manual Task Risk Assessments throughout the warehouse, and this particular item was included in the assessments as there had been 3 workers injured getting these boxes down (one of which is on long term sick leave).

The recommended controls were that two people should be used to get the boxes down (however it is rare that two people are available to do the job). What tends to happen is the strongest person gets the job of getting the box down. As a result of the Hazardous Manual Task Risk Assessments, all of the workers underwent hazardous manual task training.

One of the young fit workers approaches you and says, ‘I have just had to get one of those large boxes down from the pallet as no-one else was available. I think that I have pulled a muscle in my back. I think that it will be OK. My back’s a bit sore but it will be alright if I do not have to lift another one of those today. Is there anything you can do to help us in future?

You approach the immediate supervisor and inform him of the incident. He says to you, ‘We have done an assessment on that task. We have made it a two man lift and have given everybody training. I don’t see that we can do anymore. They will just need to do the job properly’.

You are worried about future injuries and the low morale of the workplace if unsafe manual handling is to continue. The unwillingness from the site to change the process is creating workplace conflict.

You have discussed the topic with your workteam and they are not satisfied with management’s response. As a team, you have discussed some options and you have made time to speak with your manager about this. You have scheduled a meeting at the workshop to demonstrate what is required and to try and come up with a better solution.

**Conflict Resolution Plan – For scenario 2**

| ***Considering the scenario on the previous page plan for the conflict negotiation in this document*** |
| --- |
| **Purpose/Objective of conflict resolution** |
|  |
| **Conflict resolution setting/location/time:** |
| **Common objectives of both parties:** |
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| **Generate a Win / Win Solution where majority of objectives for both parties are met:** |
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| **Agreement - Document the agreed outcomes** |
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| **Implementation approach – What would you need to do to ensure the changes are being completed as agreed. Outline any new procedure or process on manual handling that would have come from this meeting.** |
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| **Post conflict negotiation: Presume change has occurred and document the outcomes of a review noting conflict has been resolved. (Eg results from observation against new processes)** |
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Shift Reports.

**Provide two different shift reports you have completed. If you do not have access to your completed shift report please use the following two scenarios.**

**Fill in the following two basic shift reports based on the information presented according to your company policy.**

**Part A: Shift Report 1:**

Date: Yesterday

Your Role: Maintenance Supervisor for Jim’s Mine Maintenance (Contractor to Big Mine PTY LTD)

Work Team/Crew Name: Team 1

Number of Workers: 6 including yourself

Your team has completed a standard 12-hour shift. Approximately 50% of the shift was spent on preventative maintenance tasks which followed your maintenance schedule. Your team’s standard target is a 70/30 split with the focus being on preventative and planned maintenance however two major breakdowns took longer than expected. The set jobs your team couldn’t complete were the maintenance service of LV21 Toyota Hilux and the test and tag of the site’s cafeteria area. (No overtime is allowed at present so those tasks could not be completed). One first aid report was filled in for a minor cut to the left index finger of a worker.

| **Shift Report – BIG MINE PTY LTD** | | |
| --- | --- | --- |
| **Date:** | **Work Team:** | **Company: Jim’s Mine Maintenance** |
| **Total hours worked for team** |  |  |
| **List main job tasks completed:** | | **Issues identified to pass to the next crew:** |
| **1.**  **2**  **3**  **4**  **5** | | **1.**  **2**  **3**  **4**  **5** |
| **Details of any incidents:** | | |
| **Shift comments:** | | |

**Part B: Shift Report 2:**

Date: Today

Your Role: Maintenance Supervisor for Jim’s Mine Maintenance (Contractor to Big Mine PTY LTD)

Work Team/Crew Name: Team 1

Number of Workers: 6 including yourself

Your team has completed a standard 12-hour shift.

Today’s shift went as planned having completed planned maintenance of LV60, LV61 and LV62.

There weren’t any major breakdowns however your team has tagged out the PPE self dispenser in workshop 1 due to a fault. A sensor has been ordered which is due to arrive tomorrow.

No incidents.

| **Shift Report – BIG MINE PTY LTD** | | |
| --- | --- | --- |
| **Date:** | **Work Team:** | **Company: Jim’s Mine Maintenance** |
| **Total hours worked for team** |  |  |
| **List main job tasks completed:** | | **Issues identified to pass to the next crew:** |
| **1.**  **2**  **3**  **4**  **5** | | **1.**  **2**  **3**  **4**  **5** |
| **Details of any incidents:** | | |
| **Shift comments:** | | |

**Case Study: Light Vehicle Accident**

**The injured:** Jason McQueen – The nearly there Bathurst Boy!

**Information you have gathered so far from this incident investigation:**

Ms. Jason McQueen, is a single 19 year old, apprentice diesel fitter employed by Bills Diesel Repairs & Maintenance based in Gladstone.

He is currently working at Eastfield Resources which is a surface coal mine approx. 15km from Blackwater, Queensland.

He has a provisional car licence – although he is going to court in 2 months due to being caught doing burnouts in the main street of Bundaberg.

He has recently written off his mum’s car in a previous car accident in town due to taking a corner too fast.

He has never driven a 4WD or manual vehicle before and has little experience driving off-road.

He has not received any light vehicle or off-road driving training.

He wasn’t wearing a seat belt at the time of the accident. His boss Bill doesn’t either.

He was driving his boss Bill’s Toyota Landcruiser dual cab Ute (ID No. LV21) at the time of the incident. He was driving by himself and was approx. 5km south of the workshop, half way down the mine’s dirt boundary service road called Duckponds Road to look at a broken down grader on the instruction of his boss Bill. He has never driven alone before on this mine nor has he been down this service road before.

The morning sun was in his eyes immediately prior to the incident as he was driving due east into the sun, but it didn’t impair his vision of the road.

He does not have any visual issues and does not wear any prescribed lenses. He was not wearing any sunglasses at the time.

He was travelling at about 80km. He believes the speed limits to be 80km on service roads around the mine – they are actually 50kmph. He does not recollect seeing any speed signs on the service road. The vehicles IVMS was broken at the time.

He believes he hit a pot-hole in the road immediately prior to losing control of his vehicle. The road was a little damp as it had light rain showers throughout the night.

The road was not in good shape and that there were bumps, corrugations and dirt rills angling across the road.

He had not previously driven on this road.

He did a 2 day site specific induction at the start of this 7-day week, his first week at this mine. He cannot remember any of the site’s Golden Rules.

He remembers that site traffic rules was discussed at the induction and that he did an assessment at the end of the course which he passed on the third attempt after some ‘additional coaching/training’ by the trainer. The trainer gave him the answers eventually.

He did a Standard 11 Mining Generic OH&S Induction with a local provider in Gladstone at his office. He was ‘helped’ to get through the course as he is dyslexic and has poor literacy and he got a Statement of Attainment stating that he was competent to work on a mine - even though at that point he has never worked on a mine!

The accident occurred at about 5am Monday morning 3rd July 2017.

This was his last shift after having worked his first lot of seven 12-hour night shifts straight.

He was due to finish his shift at 6am.

He has never worked shift work before. This is his first night shift roster; it is the last night of 7 nights.

He lives about 90km south of Gladstone out of town with his family on a small property. He lives in camp whilst at the mine and it is a 4hr drive back to Gladstone to Bills his employer and another 1hr to home.

He did not do a pre-start inspection or walk-around inspection of his vehicle as Bill reckons it is a joke, usually it just gets ticked off by the admin girl at the end of each week when they are handed to the client.

He has a Take 5 book but he isn’t too sure when the JSA and Take 5 are supposed to be done.

He does not know why there was so much oil on the Ute and did not know that the two (2) 44 gallon drums were not secured properly as he had not done a walk-around inspection.

He has not received any significant environmental training with respect to environmental incidents.

His vehicle rolled over twice and his vehicle ended up upside down in a ditch at the side of the road.

He was thrown out of the vehicle, as he wasn’t wearing his seat belt and crawled back to vehicle to contact emergency assistance by the two-way and the mines rescue attended followed by Qld Ambulance.

He was taken to Rockhampton hospital by ambulance and admitted for 5 days sustaining a broken right arm, deep cuts to his face, dislocated right shoulder and extensive bruising. The vehicle was extensively damaged.

| **Task:**  With this information and using your study guide and sections 15-17 and s.198-201 of the CMSHA or s.16-18 and s.198 – 200 of the MQSHA please answer the following questions and then complete as best you can the following incident report, completing all fields. You will also need to select who you would have involved in the investigation (listing them, make up names, role, organisation etc.) and who the report should be forwarded to and by when. Good Luck!! |
| --- |

**Practical Questions to be Completed by Student for Incident Investigation Practical Activity**

**Role Play Task 1 – Vehicle Roll over**

1. List two (2) specific documents that might be applicable to this incident?

| 1. What is the name of the company policy that you researched for this incident and response? |
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| 1. What is the name of the legislation that you accessed to identify jurisdictional requirements for this incident? |
|  |

1. What would the scope, objective, and possible timeframe for this investigation be?

| **Scope**: |
| --- |
| **Objective/s**: |
| **How could this objective be tested:** |
| **Timeframe to complete investigation to ensure it meets any legislative requirements?** |
|  |

3. Would this incident be a notifiable incident in your jurisdiction? Explain your decision by reference to the relevant legislative section.

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4. What things would be needed to maintain incident scene security and preservation of the site?

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5. List two items you should implement to ensure the investigation is conducted in a safe manner.

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6. As part of the investigation plan, please respond to the following questions.

6.1 List two witnesses/people you would interview or get statements from for this incident which would also meet site and legislative requirements. Eg. Confidentiality/privacy.

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6.2 Give an example of what video/audio recordings you might obtain for this investigation relating to the scene, plant or equipment which would also meet site and legislative requirements?

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6.3 List three (3) items you might photograph/video for this incident.

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6.4 List one (1) sketch, diagram or scale drawing you would include as part of the investigation.

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6.5 What further information or research might you investigate to assist in this incident investigation? List one (1) internal source of information within the workplace and one external course of information outside the workplace.

| One (1) internal source of information |
| --- |
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| One (1) external source of information. |
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7. List four (4) categories of people you might engage or consult with to investigate this incident according to your companies policy/procedure and what would their role be (eg line supervisor)

| Category | Role |
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8. According to your policy/procedure what methods could you use to collect, test and maintain/secure the evidence so that it isn’t altered or tainted?

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9. What tools, resources or processes would you use to collect, test or verify relevant evidence to ensure minimum backtracking or repeat actions?

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10. List three (3) barriers which may occur during the investigation and explain how could you respond to those

| Potential Barrier | How to control or address the potential barrier |
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| **Sample Incident Investigation Report (Light Vehicle Rollover)** | | | | | | | | | | |
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| | **Type of incident (Can only be ONE of the following) – refer to relevant section in your jurisdiction’s legislation as to whether it is a notifiable incident.** | | --- | | | | | | | | | | | |
| * *Death, Serious Injury, Dangerous Incident (WHS) OR* | | | | * *High Potential Incident / Serious Accident (Qld. Mining)* | | *⬜ Injury* | | | * *Near Miss* | * *Hazard* |
| **Details of injured person** | | | | | | | | | | |
| **Given Names** | |  | | | | **Surname** |  | | | |
| **Nature of Injury:** | | | | | | | | | | |
| **Incident/Accident Details** | | | | | | | | | | |
| **Date:** | |  | | | | **Time:** | **am/pm** | | | |
| **Location:** | | | | | | | | | | |
| **Plant & Equipment Involved:** | | | | | | | | | | |
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| **Notified and received assistance of:** | | | | | | | | | | |
| **☐ Emergency Response Team ☐ Site Paramedic / Nurse ☐ First Aid Officer ☐ Not Necessary** | | | | | | | | | | |
| **First Aid (that was or would have been provided)** | | | | | | | | | | |
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| **Contributing Factors Assess and evaluate the information obtained/presented/researched for validity/reliability and List at least 4 -5 factors):** | | | | | | | | | | |
| *i.e. poor mine service road conditions* | | | | | | | | | | |
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| **Essential Factor/s (Root Cause):** | | | | | | | | | | |
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| **Are findings objective, confidential, valid and accurate? Circle YES / NO** | | | | | | | | | | |
| **Graphical element: Provide one of the following to present information in a graphical form. (Timeline, Root cause (Ishikawa diagram/fish bone), Event and condition chart (5 WHYs). If choosing a timeline a dot point format may be used.** | | | | | | | | | | |
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| **Recommendations / Courses of Action (Address each contributing factor):** | | | | | | | | | | |
| **Ensure they can be easily understood and rank them in order of importance** | | | | | | | | | | |
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| **Investigation Team Members: *(please list all the relevant team members you would expect to be involved in this incident – names, their position, organisation they would be from etc) – hint should have at least 4 team members on this investigation*** | | | | | | | | | | |
| **Name** | | | **Position** | | **Organization** | | | **Signature** | | |
| *eg. Justin Jones* | | | *OCE* | | *Eastfield Resources* | | | *Xxxx* | | |
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| **Forwarded to: *(please also refer to your legislation and your policy/procedures)*** | | | | | | | | | | |
| **Tick** | **Agency / Body** | | | | | | | **Date Forwarded** | | |
| ***☐*** | *Inspector / Regulator* | | | | | | |  | | |
| **☐** | *Employer / PCBU* | | | | | | |  | | |
| **☐** | HSR | | | | | | |  | | |
| **☐** | Other: Please List | | | | | | |  | | |

**Incident Investigation Exercise – Class Scenario – Task 2 Role Play**

**RIIWHS301D - ‘S2’ Conduct Safety and Health Investigations**

**Role –** You are part of the investigation team for the below.

**FRED’S BROKEN LEG**

**Task:**

**Read the below scenario and answer the questions and fill in the incident report on the following pages.**

**Your Role:**

You are the site safety officer for the contracting labour hire firm which you are employed by on site. Fred also is employed by your company. Fred has worked at this mine wash plant since starting as a 16yo apprentice however the maintenance contract was outsourced almost 3 years ago and most workers now only receive approximately 70% of their previous salary due to this outsourcing.

The injured worker is Fred Biggs, a 63yo maintenance fitter at a local small mine, Fairymead, North West of Gladstone.

**Facts discovered at interview:**

Fred played a game of football last night and did not sleep as he took some no doze to catch up on some late night Netflix binging. He had a slight injury to his knee however was able to ride his bike to work this morning.

Upon arriving to work (10mins late at 6.10am) Fred swiped his ID card at the turnstile and then proceeded to walk past the crib room where his supervisor Bill was running the usual Monday morning pre-start meeting. Fred doesn’t go to them as he had a falling out with Bill and has refused to attend these meetings.

Fred has had verbal and written warnings about non-attendance; however Management know how important and valuable he is to the contract so they have decided not to discipline him. Fred used to be the WHS Representative and because he had such a passion for WHS he got promoted to WHS Chairman and then Site Safety Officer about 10 years ago, but relinquished all of his WHS roles when after becoming frustrated with the companies lack of tangible commitment to WHS. A few years ago the company brought in a safety program which involved the workers writing safety ideas up and placing them in a safety box in the crib room. The Supervisor, Bill, was required to read them and write them up on the whiteboard and discuss them at the Monday pre-start meeting however Fred observed him throwing them in the rubbish bin. Fred confronted him and relinquished all of his safety roles. Fred has had a few run-ins will Bill about his lack of safety commitment and has decided not to attend the pre-starts because Bill doesn’t do them properly and talks negatively about the business.

Upon arrival at site, Monday morning at 6.15am, Fred reviewed the outstanding maintenance tasks and proceeded to walk over to the boiler house on the designated concrete footpath, however he thinks he slipped on oil, falling backwards, hitting his head. He was escorted by someone from site out to the car park and into a blue XR6 utility and then driven to the local hospital’s Accident and Emergency Department. Whilst he did not see any oil this morning, he believed it to be oil as he identified it in the same location last Friday whereby he covered it with absorbent spill material and barricaded it with witch hats. It was then reported to the supervisor Bill. Bill said he would get the weekend shift crew to fix it up.

At the time of the incident it was low light, it had been raining lightly throughout the night and the path was moist. The path had also been painted with fresh yellow paint over the weekend as part of some International Safety Program which required all pedestrian paths to be completely painted yellow.

Fred was taken to the Emergency Department but **not** admitted to hospital.

**Practical Questions to be Completed by Student for Incident Investigation Practical Activity**

**Role Play Task 1 – Fred’s Broken Leg**

1. List two (2) specific documents that might be applicable to this incident?

| 1. What is the name of the company policy that you researched for this incident and response? |
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|  |
| 1. What is the name of the legislation (Act) that you accessed to identify jurisdictional requirements for this incident? |
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1. What would the scope, objective, and possible timeframe for this investigation be?

| **Scope**: |
| --- |
| **Objective/s**: |
| **How could this objective be tested?** |
| **Timeframe to complete investigation to ensure it meets any legislative requirements?** |
|  |

3. Would this incident be a notifiable incident in your jurisdiction? Explain your decision by reference to the relevant legislative section.

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4. What things would be needed to maintain incident scene security and preservation of the site?

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5. List two items you should implement to ensure the investigation is conducted in a safe manner.

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6. As part of the investigation plan, please respond to the following questions.

6.1 List two witnesses/people you would interview or get statements from for this incident which would also meet site and legislative requirements. Eg. Confidentiality/privacy.

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6.2 Give an example of what video/audio recordings you might obtain for this investigation relating to the scene, plant or equipment which would also meet site and legislative requirements?

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6.3 List three (3) items you might photograph/video for this incident.

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6.4 List one (1) sketch, diagram or scale drawing you would include as part of the investigation.

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6.5 What further information or research might you investigate to assist in this incident investigation? List one (1) internal source of information within the workplace and one external course of information outside the workplace.

| One (1) internal source of information |
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| One (1) external source of information. |
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7. List four (4) categories of people you might engage or consult with to investigate this incident according to your companies policy/procedure and what would their role be (eg line supervisor)

| Category | Role |
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8. According to your policy/procedure what methods could you use to collect, test and maintain/secure the evidence so that it isn’t altered or tainted?

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9. What tools, resources or processes would you use to collect, test or verify relevant evidence to ensure minimum backtracking or repeat actions?

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10. List three (3) barriers which may occur during the investigation and explain how could you respond to those

| Potential Barrier | How to control or address the potential barrier |
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| **Sample Incident Investigation Report (Fred’s Broken Leg)** | | | | | | | | | |
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| **Type of incident (Can only be ONE of the following) – refer to sections 15-17 of the Coal Mining Safety & Health Act 1999 Qld for definitions if unsure** | | | | | | | | | |
| *⬜ High Potential Incident / Dangerous Incident* | | | *⬜ Serious Accident / Serious Injury* | | | *⬜ Injury* | | *⬜ Near Miss* | *⬜ Hazard* |
| **Details of injured person** | | | | | | | | | |
| **Given Names** | | |  | | **Surname** | | |  | |
| **Nature of Injury:** | | | | | | | | | |
| **Incident/Accident Details** | | | | | | | | | |
| **Date:** | | |  | | **Time:** | | | **am/pm** | |
| **Location:** | | | | | | | | | |
| **Plant & Equipment Involved:** | | | | | | | | | |
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| **Notified and received assistance of:** | | | | | | | | | |
| **☐ Emergency Response Team ☐ Site Paramedic / Nurse ☐ First Aid Officer ☐ Not Necessary** | | | | | | | | | |
| **First Aid (that was or would have been provided)** | | | | | | | | | |
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| **Contributing Factors (List at least 4 -5 factors):** | | | | | | | | | |
| *i.e. poor mine service road conditions* | | | | | | | | | |
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| **Essential Factor/s (Root Cause):** | | | | | | | | | |
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| **Recommendations (Address each contributing factor):** | | | | | | | | | |
| *i.e. Review OCE inspections of service roads to ensure all mine service roads are in good condition* | | | | | | | | | |
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| **Investigation Team Members: *(please list all the relevant team members you would expect to be involved in this incident – names, their position, organisation they would be from etc) – hint should have at least 4 team members on this investigation*** | | | | | | | | | |
| **Name** | | **Position** | | **Organization** | | | **Signature** | | |
| *i.e. Justin Jones* | | *OCE* | | *Eastfield Resources* | | | *xxxx* | | |
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| **Forwarded to: *(please also refer to your notes and sections 198-201 Coal Mining Safety & Health Act 1999 Qld)*** | | | | | | | | | |
|  | **Agency / Body** | | | | | | **Date Forwarded** | | |
| ***☐*** | ***Mines Inspectorate & Industry Safety Rep*** | | | | | |  | | |
| **☐** | ***Site Senior Executive (SSE)*** | | | | | |  | | |
| **☐** | **Investigation Team Members *(Safety Advisor, Site Safety Rep, OCE, Maintenance Superintendant)*** | | | | | |  | | |
| **☐** | **Other (List)** | | | | | |  | | |



**ASSESSMENT SUMMARY – Mining Supervisor (S123)**

| **Student’s Name:** |  |
| --- | --- |
| **Student’s USI No:** |  |
| **Course Location:** | ON-LINE |
| **Trainer’s Name:** | SIMON PHILLIPS |

**Office Use:**

| **No.** | **Tasks** | **Returned** |
| --- | --- | --- |
| **1** | Student Course Enrolment Form Provided |  |
| **2** | USI No & 100 points of ID provided |  |
| **3** | AQTF Learner Feedback Form Completed & Submitted (Not mandatory) |  |
| **4** | Manager’s Testimonial Submitted |  |
| **5** | Statutory Declaration Provided |  |
| **6** | Course Instructions Sheet Completed and Signed |  |
| **RIIRIS301E Apply the Risk Management Process:** | |  |
| **7** | Theory Completed |  |
| **8** | Submitted two risk assessments and follow up exercises |  |
| **RIIWHS301E Conduct Safety and Health Investigations:** | |  |
| **9** | Theory Completed |  |
| **10** | Submitted satisfactory 2 x Incident Investigation Report and follow up questions |  |
| **RIICOM302E Communicate Workplace Information:** | |  |
| **11** | Online Theory Completed |  |
| **12** | Submitted satisfactory 2 different pre starts including attendance lists and one presentation outline |  |
| **13** | Emails and phone call held with students. |  |

| **Assessment Decision**  I agree / disagree that the candidate has successfully demonstrated the required skills and knowledge through completion of the written assessment and practical demonstration. Based on overall performance, I deem the candidate:  ◻ Competent  ◻ Not yet competent - please complete comments section below  **Assessor Comments:** |
| --- |
| **Assessor Name:** |
| **Assessor Signature:** |
| **Date:** |
| **Candidate Sign off:**  I verify that this assessment was completed solely by myself and I have been advised regarding appeals, complaints and agree with this assessment decision.  **Comments:** |
| **Candidate Name:** |
| **Candidate Signature:** |
| **Date:** |

**Theory Assessment: S1 - RIIRIS301E Apply Risk Management Processes**

**1. What are the ‘Objects’ of the Coal Mining Safety & Health Act 1999 Qld (CMSHA) or Mining and Quarrying Safety and Health Act 1999 Qld (MQHSA)? *You can answer these questions from either ACT depending on whether you are going to a Qld Coal Mine or a Qld Metalliferous mine.***

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**2. List 2 ways that the ‘Objects of the Act’ are to be achieved from either of the CMSHA or MQSHA?**

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**3. What is the meaning of ‘Risk’ as per the CMSHA or MQSHA?**

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**4. What is the meaning of ‘Hazard’ as per the CMSHA or MQHSA?**

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**5. What is the meaning of ‘Principal Hazard’ as per the CMSHA?**

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**6. List what section of the CMSHA or MQSHA defines the Meaning of a Supervisor?**

1. s.25 / s.43
2. s.24 / s.14
3. s.62 / s.24
4. s.26 / s.23

**7. What does that section state about the ‘Meaning of a Supervisor’?**

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**8. Who is a Site Safety & Health Representative according to the CMSHA or MQHSA?**

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**9. What is an ‘acceptable level of risk’ according to the CMSHA or MQHSA?**

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**10. How is an ‘acceptable level of risk’ to be achieved according to the CMSHA or MQHSA?**

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**11. Which of the following might be considered responsibilities of a coal mine worker according to s.39 of the CMSHA or s.36 for a mine worker in the MQHSA?**

1. Take reasonable and necessary course of action
2. Participate in and conform to the risk management practices of the mine.
3. Comply with safety instructions
4. Only attend work if you are fit
5. All of the Above

**12. What section of the CMSHA / MQHSA refers to contractor’s obligations and what does it state?**

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**13. List the 5 Steps of the Risk Management Process.**

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**14. A hazard could be identified by which of the following?**

1. Inspection, Observation & Consultation
2. Job Safety Analysis
3. Audits & Workplace monitoring
4. Past Incidents or Material Safety Data Sheets (MSDS)
5. All of the above

**15. What are the names of the ‘Hierarchy of Control’ levels?**

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**16. According to pages 4 and 5 of the Guidance Note ‘QGN 17 Development of effective Job Safety Analysis’ (provided in the OHSA Mining Supervisor Refresher Web Page) what is a JSA and list four (4) examples of risk assessment tools.**

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**17. List the main steps for developing a JSA according Page 11 of the Guidance Note ‘QGN 17 Development of effective Job Safety Analysis’ (provided in the OHSA Mining Supervisor Refresher Web Page)**

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**18. List three (3) competencies required for a Surface Coal Mine Worker in Recognised Standard 11 - Appendix 3 Generic OHS Induction on Page 14 i.e. RIIXXX etc. (provided in the OHSA Mining Supervisor Refresher Web Page).**

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**19.**

**List two (2) internal policies or SOPs relating to risk management and outline how you would access those documents.**

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**20.**

**What is the section number and meaning of consultation according to the CMSHA or the MQSHA and explain how consultation, communication and participation is important when conducting risk assessments.**

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**21.**

**What are the main headings that could be used in a formal report to your manager?**

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**22.**

**Whilst participating in a risk study with your colleagues how could you get passed any problems that may arise regarding disagreements in the risk score?**

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**Theory Assessment: S2 - RIIWHS301E Conduct Safety & Health Investigations**

1. **On notification of a serious accident which of the following should be some of the initial responses by the supervisor?**
2. Ensuring site emergency response plans have been initiated
3. Assisting ERT to make the scene safe and victims are rescued
4. Initial classification of incident and notification to SSE
5. All of the above
6. **Which of the following should be considered prior to visiting the scene of a serious accident?**
7. Identifying the scope of the investigation.
8. Ensuring the correct tools and equipment are gathered.
9. Ensuring that you are physically and emotionally prepared.
10. All of the above
11. **List 3 groups of people that might be typically involved (from the mine site) for a serious accident on a mine site?**

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1. **An injury which causes a coal mine worker to be admitted to hospital as an inpatient would be categorized as what type of incident according to the Coal Mining Safety and Health Act 1999 Qld?**
2. Accident
3. Serious Accident
4. High Potential Incident
5. None of the above
6. **According to s.198 of the CMSHA or s.195 of the MQSHA who should report a serious accident to the mines inspector and the industry safety and health representative / district worker’s representative?**
7. Open Cut Examiner (OCE)
8. Site Senior Executive (SSE)
9. Site Safety Superintendent
10. Site Safety and Health Representative
11. **What section of the CMSHA or MQSHA states that the scene should not be interfered with without permission?**
12. s.198A CMSHA / s.181 MQSHA
13. Schedule 1 of the Coal Mining Safety & Health Regulations 2001 Qld
14. s.16 / s.19
15. s.200 CMSHA / s.197 MQHSA
16. **Which of the following might be considered signs/symptoms the driver might show indicating Post Traumatic Stress Disorder?**
17. Abnormal behavior
18. Nausea
19. Aggressive irrational behavior
20. All of the above
21. **When interviewing a witness, list 3 things you should avoid doing.**

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1. **Explain the difference between a root cause and a contributing factor.**

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1. **List 3 things a good report will contain?**

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1. **The report recommendations should be S.M.A.R.T.E.R. What does this mean?**

| **S** |
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| **M** |
| **A** |
| **R** |
| **T** |
| **E** |
| **R** |

1. **In the hierarchy of controls process which control is the most effective?**
2. Elimination
3. PPE
4. Training / Administration
5. Separation / Isolation
6. **List 4 things a good report will contain.**

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1. **List 2 types of human error.**

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1. **What topics should be covered in relevant policies, procedures and systems for incident investigations? (Provide another three)**

| Eg. Initial response requirements. |
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1. **What powers/functions does the inspectors have in relation to coming on site and investigating incidents?**

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1. **Briefly explain some benefits of using the following to gather evidence or data.**

| **List of Witnesses** |
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| **Interviews** |
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| **Statements** |
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| **Audio recordings** |
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| **Photographs** |
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| **Scale diagrams of area** |
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1. **Which of the following may be considered cause categories in the root cause analysis / Ishikawa / fishbone diagram?**
2. Equipment
3. People
4. Environment
5. Management
6. All of the above

**Theory Assessment: S3 - RIICOM301E Communicate Information**

1. **List 3 ways a safety message could be communicated at a mine site (i.e. tool box talk).**

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1. **When you are being instructed about the process of completing a task it is necessary that you?**
2. Listen
3. Ask questions
4. Check your understanding with the instructor.
5. All of the above
6. **List 3 reasons why listening is important?**

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1. ***‘How did it happen?’* is an example of open-ended question?**
2. True
3. False
4. **Which of the following are important when presenting written instructions**
5. Present instructions in a precise, logical format.
6. Set instructions out in small, manageable steps.
7. Use language that is familiar to the receiver and avoid using technical jargon.
8. All of the above
9. **Before beginning to give instructions a skilled communicator should consider which of the following points?**
10. Find a suitable time and place to present the instructions to avoid distractions.
11. The instructor will present it in small, clear steps which follow logically one from the other.
12. The instructor will have found out some information about the person he/she will be instructing.
13. The instructor would aim to use clear language and avoid using unnecessary jargon.
14. All of the above
15. **When documenting a meeting (i.e. tool box talk) list three items that should be recorded (i.e. names of attendees).**

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1. **Which of the following could be considered causes [sources] of conflict?**
2. Poor [misunderstood] communication
3. Individual Differences i.e. goals, needs and expectations
4. Power struggles between individuals
5. All of the above
6. **Which of the following are important considerations when making a presentation?**
7. Identify the purpose of a presentation
8. Know your audience

# Use appropriate information sources

1. Developing a plan of the presentation
2. All of the above
3. **After agreement has been reached through negotiation you should follow up by?**
4. Documenting the agreement.
5. Reporting the agreement where required.
6. Planning for the implementation of the agreement.
7. All of the above.
8. **What are some challenges with using e-mails when giving feedback to people?**

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1. **If someone misunderstood and took offense to an email list two options you could take to resolve any conflict.**

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END