

Mine Operating Procedure Management Structure



VUL-MOP-055- Management Structure

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1. Purpose

For the Site Senior Executive to develop and maintain a management structure at a coal mine that allows the development and implementation of a safety and health management system for safe operations.

2. Objective

- Document the management structure to provide a clear overview of the organisational hierarchy.
- Define the responsibilities of the site senior executive.
- Define the responsibilities and competencies required for senior positions in the management structure.
- Specify the names of individuals holding senior positions and their competencies.
- Designate a person responsible for establishing and implementing a system to manage contractors and service providers.
- Define the competencies required and responsibilities for each supervisory position and keep a record on the names of these persons.

3. Procedure

The coal mine operator has appointed a site senior executive to develop and maintain a management structure for the coal mine for the implementation of the safety Health management system. The management structure has been developed from a whole of mine site risk assessment to identify principal and fatal hazards that may affect the safety and health of mine workers.



4. Responsibilities

Site Senior Executive

- Comply with the requirements CMSHA 1999 by developing a safety and health management structure.
- Determines the operational requirements for the mine and conduct a Broad-Brush Risk Assessment (BBRA) to identify Principal hazards, Fatal Hazards, and any health exposures that may affect the safety and health of persons as a result of coal mining.
- Determines the requirements of the SHMS, managing the hazards identified In the BBRA [Appendix 1](#)
- Develops and maintains a documented management structure for the effective implementation of the SHMS and allocates responsibility for the PHMP's Fatal hazards management plans and SOP's [Appendix 2](#) & [Appendix 4](#)
- States the competencies required for the positions held in the management structure [Appendix 3](#)
- States the senior position for managing contractors and service providers [Contract Manger](#)
- Appoints supervisors that are competent to perform the task based on their knowledge by reviewing previous experience and current competencies.
 - legislative and procedural requirements.
 - Risk management practices that maintain risk to an acceptable level.
 - How to control the hazards relevant to the activity in the persons responsibility area.
 - Emergency management.
- Maintains the management structure competencies consistent with Australian Qualifications Framework or higher that addresses the mines operational hazards.

Management Positions	Competency level	SHMS role
Senior roles	AQF Level 6	Establish (Develop) and maintain
Supervisory roles	AQF Level 5	Implement
Supervisory roles	AQF Level 4	Apply and monitor

- Include the Management Structure in the mine record, advising the regulator.

Senior Role (Risk owners)

Senior roles are appointed by the Site Senior Executive and are the risk owners for the hazards identified in the BBRA and apply to their area of responsibility. Are responsible establishing (develop) and maintaining the parts of the SHMS that control the risk [Appendix 2](#)

Responsibilities and Accountabilities (Senior Roles)

Key areas to focus on will include:

- Establish (develop) and Maintain elements of the SHMS to control the risk. e.g. Principal Hazard Management Plans, Hazard Management Plans, Standard Operating Procedures, and procedures applicable to their area of responsibility.
- Assist supervisory positions in the implementation to achieve the objectives of the SHMS, or where this position is not in the management structure also to implement.
- Demonstrate risk management processes to reduce and maintain risk to a level that is as low as reasonably achievable. VUL-MOP-049-Risk-and-Hazard-Management
- Evaluate validation reports from the supervisory positions to assess the performance of the SHMS, to identifying opportunities for improvement so that risk to persons at the coal mine is maintained at an acceptable level.
- Identifying any significant change to coal mining operations and apply change management principles, to ensure the Safety and Health Management System remains effective, so that the risk to persons is maintained at an acceptable level.
- Arrange the scheduled review of the SHMS elements that are relevant to their area of responsibility, based on leading or lagging indicators.
- Communicate and demonstrate the SHMS to all Coal Mine workers and ensuring that they are aware of their obligations specified by Section 39 of the Coal Mining Safety Health Act 1999.
- Maintaining a comprehensive understanding of the legislative and SHMS requirements as they apply to the role of a senior member of the management structure.



Supervisory positions

Are appointed by the Site Senior Executive to implement the relevant parts of the SHMS in their area of responsibility.

Responsibilities and Accountabilities Supervisory (Implement)

Supervisor roles with the implementation responsibility play an important role in the SHMS, implementing the relevant components of the SHMS established by senior positions, by guiding frontline supervisory positions in the implementation.

This includes:

- Maintain knowledge of the relevant SHMS documents, e.g. PHMPs, HMPs, SOPs, Procedures.
- Mentor and guide supervisory roles tasked with the apply and monitor components of the SHMS and direct coal mine workers within their area of responsibility to comply with all relevant elements of the SHMS.
- Undertake verification activities for SHMS effectiveness and discuss within the senior position personnel (Risk Owner) areas the SHMS can be improved.
- Assist in the risk assessment and document reviews of the SHMS.
- Ensure that coal mine workers are trained in the risk and control requirements in the SHMS.
- Communicate and demonstrate the SHMS to all Coal Mine workers, ensuring that they are aware of their obligations as specified by Section 39 of the Coal Mining Safety Health Act 1999.
- Maintaining a comprehensive understanding of the legislative and SHMS requirements as they apply to the role of a Supervisor of the management structure

Responsibilities and Accountabilities Supervisory (Apply and Monitor)

The primary function of a supervisory position is to apply the SHMS and monitor the effectiveness, so risks are maintained at an acceptable level.

This includes:

- Apply relevant elements of the SHMS and monitor the effectiveness, reporting any improvements or non-conformances to the risk owner.
- Ensure that coal mine workers having responsibilities in relation to Principal Hazard Management Plans, Hazard management Plans & Standard Operating Procedures are competent to fulfill their obligations.
- Ensure that coal mine workers perform tasks they are competent in and are not exposing themselves, other persons, the operation, or equipment to unacceptable risk.
- If an unacceptable level of risk is identified, stop the activity, and take action to reduce the level of risk to an acceptable level prior to recommencing work.
- Monitor activities to ensure that a person does not perform any activity unless they are authorised, so the objects of the SHMS are maintained.
- Provide resources for risk assessment and SHMS reviews to the risk owner as required.
- Communicate and demonstrate the SHMS to all Coal Mine workers, ensuring that they are aware and demonstrate their obligations as specified by Section 39 of the Coal Mining Safety Health Act 1999 are being met.
- Maintaining a comprehensive understanding of the legislative and SHMS requirements as they apply to the role of a senior member of the management structure.

5. Temporary Absences

During periods of temporary absence of persons in the Management Structure, the SSE must temporarily appoint competent person(s) to that position to perform the person's duties, if they actively supervise coal mine workers where it has been predetermined that there is risk to the workers. In the event of temporary absence of the following key roles the process below shall be adhered to:



Position	Period of Absence	Action Required
Senior Site Executive	Greater than 14 days	Fulfil the requirements of CMSHA sec 57 with a person holding the competencies listed in appendix 3
Senior Person	Greater than 14 days	Filled with person with the required competencies for the area listed in Appendix 3
Supervisory personnel	Immediately	Filled with person with the required competencies for the area listed in Appendix 3
Other person not actively supervising coal mine workers where there is a risk to coal mine workers.	Based on the level of risk and the resources available to manage the risk, for absences over 30 days	

6. Competencies

Competency requirements for positions identified in the management structure have been defined by the Site Senior Executive. Each person has been assessed as competent based on their experience and competencies held to Establish (develop) and maintain, Implement, and apply and monitor, levels of the SHMS and defined in [Appendix 3](#). The competencies are managed through the Training Needs Analysis and individual training plans. Training plans are developed for further training requirements.

Where a person holds a higher-level qualification or equivalent competency to the requirements in the management structure, the SSE may accept this as the defined competency.

7. Definitions

BBRA	Broad Brush Risk Assessment
Risk Owner	A Senior role in the management structures with the responsibility for identifying risk, managing, monitoring, and mitigating each risk in their area of responsibility."
Senior position	Responsible to establish (develop) and maintain functions in the management structure.
SHMS	Safety & Health Safety Management System
Supervisory position	Responsible for the implement function in the management structure
Supervisory position	Responsible for the apply and maintain function in the management structure

8. References

- Coal Mining Safety & Health Act 1999
- Recognised Standard 22 Management Structure for the development and implementation of the Safety and Health Management system Aug2021
- VUL-TMP-013-BBRA-Vulcan Mine
- VUL-REG-18-09-Training Needs Analysis
- VUL-MOP-049-Risk-and-Hazard-Management
- Senior Role Appointment Letters
- Supervisory Role Appointment letter

Appendix 1

The whole of mine (BBRA) risk assessment has identified the following hazards based on the operational requirements for the mine, identifying the following principal, fatal hazards and Health exposures identified from the BBRA 31st January – 2nd February 2023, as well as those prescribed by RSHQ.



Principle Hazards	Fatal Hazards
Explosives	Fall From Height
Vehicle interaction	Lifting Operations
Geotechnical	Rotating equipment
Dust	Abrasive blasting and high-pressure cleaning
Fire and Explosion	Stored Energy
	Confined Space
Health Exposures	Hot Work
Noise	Fluids above atmospheric pressure
	Modification of fixed and mobile plant
	Tyres & rims
	Trenching
	Infrastructure
	Fire
	Working around a body of water

Appendix 2

Risk Owners

Assigned risk owners based on the Hazards identified from the base line (BBRA) risk assessment.

Hazard	Senior Position (Risk Owner)
Explosives	Operations Manager
Fire and Explosion	Operations Manager
Geotechnical	Technical Services Superintendent
Vehicle interaction	Operations Manager
Stockpiles (working on and below)	Operations Manager
Electricity	Electrical Engineering Manager
Confined space	Mechanical Engineering Manager
Stored Energy	Mechanical Engineering Manager
Working @ Heights	Mechanical Engineering Manager
Lifting operations	Mechanical Engineering Manager
Rotating equipment	Mechanical Engineering Manager
Tyres & Rims	Mechanical Engineering Manager
Infrastructure failure	Construction Manager
Fluids above atmospheric pressure	Mechanical Engineering Manager
Dust	Operations Manager
Noise	HST Manager
Emergency response	HST Manager



Appendix 3

Senior Roles Competencies - Establish (Develop) Maintain

Position	Competencies
Site Senior Executive Clayton Tarry	Competencies recognised by the Coal Mining Safety and Health advisory Committee Site Senior Executive (BOE-SSE) RIIRIS601 - Establish and maintain risk management systems (G3) RIIRIS301 – Apply risk management process (G1) RIIWSH301 – Conduct safety and health investigations (G8) RIICOM301 – Communicate information (G9) SSE Requirements RIIRIS402 – Carry out the risk management process (G2) RIIWSH601 - Establish and maintain the WHS management system (G7) Experience Minimum of 5 Years in area of competence with regards to the implementation, application and monitoring of the SHMS Additional Competencies held Mechanical Engineering Manager (BOA – MEM) RIIPRM501E - Implement, monitor, rectify and report on contracts RIIERR601E Establish and maintain mine emergency preparedness and response systems
Tech Services Manager Andrew Baillie	Competencies recognised by the Coal Mining Safety and Health advisory Committee RIIRIS301 – Apply risk management process (G1) RIIWSH301 – Conduct safety and health investigations (G8) RIICOM301 – Communicate information (G9)
	SSE Requirements RIIRIS402 – Carry out the risk management process (G2) RIIWSH601 - Establish and maintain the WHS management system (G7) Experience Minimum of 5 Years in area of competence with regards to the implementation, application and monitoring of the SHMS Additional Competencies held Open Cut Examiner Certificate (#0168) Site Senior Executive Certificate (BOE-SSE23001) Certificate IV –Surface Extraction Mining (OCE)
Electrical Engineering Manager Rhett Wood	Competencies recognised by the Coal Mining Safety and Health advisory Committee RIIRIS301 – Apply risk management process (G1) RIIWSH301 – Conduct safety and health investigations (G8) RIICOM301 – Communicate information (G9) Mine electrician certificate granted under Coal Mining Act 1925 Or; A Degree or a Diploma in Electrical Engineering or Electrical Worker's Licence, containing (or equivalent): UEECD0029 - Plan electrotechnology projects UEECD0013 - Develop and implement energy sector maintenance programs UEEEL0015 - Manage large electrical projects UEECD0007 - Apply work health and safety regulations, codes and practices in the workplace UEEHA0023 – Develop and manage periodic electrical inspection and maintenance programs for hazardous areas SSE Requirements RIIRIS402 – Carry out the risk management process (G2) HLTAID009 - Provide cardiopulmonary resuscitation UETDRMP007 - Perform rescue from a live low voltage panel RIIRIS601 - Establish and maintain risk management systems (G3) and/or; RIIWSH601 – Establish and maintain the WHS management system (G7) Experience Minimum of 5 Years in area of competence with regards to the implementation, application and monitoring of the SHMS



Position	Competencies
	Additional Competencies held Electrical Work Licence UEPOPS021 Control permit to work operations UEOOPS022 Coordinate and direct switching program UEPOPS025 Coordinate local H.V. networks UEPOPS036 Develop H.V. switching programs UEPOPS116 Operate local H.V. switchgear UEPOPS124 Perform switching to a switching program
Operations Manager Brendan Pollard	Competencies recognised by the Coal Mining Safety and Health advisory Committee RIIRIS301 – Apply risk management process (G1) RIWSH301 – Conduct safety and health investigations (G8) RIICOM301 – Communicate information (G9)
	SSE Requirements RIIRIS402 - Carry out the risk management process (G2) RIIRIS601 - Establish and maintain risk management systems (G3) and/or; RIWSH601 – Establish and maintain the WHS management system (G7)
	Experience Minimum of 5 Years in area of competence with regards to the implementation, application and monitoring of the SHMS
	Additional Competencies held Surface Extraction Operations IV RIIENV301A - Conduct atmospheric monitoring BSBWHS521 – Ensure a safe workplace for a work area TAE40116 - Certificate IV in Training and Assessment RIIBLA201 - Support shot firing operations RIIBLA205 - Store, handle and transport explosives RIIBLA305 – Conduct secondary blasting RIIBLA301 – Conduct surface shot firing operations
Contract Manager Leigh McVey	Competencies recognised by the Coal Mining Safety and Health advisory Committee RIIRIS301 – Apply risk management process (G1) RIWSH301 – Conduct safety and health investigations (G8) RIICOM301 – Communicate information (G9)
	SSE Requirements Master of Business Administration (General Management) RIIRIS402 – Carry out the risk management process (G2)
	Experience Minimum of 5 Years in area of competence with regards to the implementation, application and monitoring of the SHMS
	Additional Competencies held
HST Manager Christopher Payne	Competencies recognised by the Coal Mining Safety and Health advisory Committee RIIRIS301 – Apply risk management process (G1) RIWSH301 – Conduct safety and health investigations (G8) RIICOM301 – Communicate information (G9)



Position	Competencies
	SSE Requirements RIIRIS402 - Carry out the risk management process (G2) RIIRIS601 - Establish and maintain risk management systems (G3) and/or; RIIWSH601 – Establish and maintain the WHS management system (G7) Certificate IV - Training and assessing ICAM Lead Investigator accreditation Experience Minimum of 5 Years in area of competence with regards to the implementation, application and monitoring of the SHMS
	Additional Competencies held
Mechanical Engineering Manager Vin Denash	Competencies recognised by the Coal Mining Safety and Health advisory Committee RIIRIS301 – Apply risk management process (G1) RIIWSH301 – Conduct safety and health investigations (G8) RIICOM301 – Communicate information (G9) SSE Requirements Relevant Engineering Degree Or; Trade Qualification with the following: RIIRAI602 - Establish and maintain mine mechanical plant, services and infrastructure systems RIISRM601 - Establish and maintain stockpile management systems RIIRIS402 - Carry out the risk management process (G2) RIIRIS601 - Establish and maintain risk management systems (G3) and/or; RIIWSH601 – Establish and maintain the WHS management system (G7) Experience Minimum of 5 Years in area of competence with regards to the implementation, application and monitoring of the SHMS
	Additional Competencies held -
Maintenance Superintendent Christopher Carrigan	Competencies recognised by the Coal Mining Safety and Health advisory Committee RIIRIS301 – Apply risk management process (G1) RIIWSH301 – Conduct safety and health investigations (G8) RIICOM301 – Communicate information (G9) SSE Requirements Relevant Degree /Trade Qualification RIIRIS402 - Carry out the risk management process (G2) RIIRIS601 - Establish and maintain risk management systems (G3) and/or; RIIWSH601 – Establish and maintain the WHS management system (G7) Experience Minimum of 5 Years in area of competence with regards to the implementation, application and monitoring of the SHMS
	Additional Competencies held -

Appendix 3a

Supervisor Competencies - Apply & Monitor



Position	Competencies
Safety & Compliance Officer	Competencies recognised by the Coal Mining Safety and Health advisory Committee. RIIRIS301 – Apply risk management process (G1) RIIWSH301 – Conduct safety and health investigations (G8) RIICOM301 – Communicate information (G9)
	SSE Requirements Certificate IV workplace health & safety or higher qualification RIIRIS402 - Carry out the risk management process (G2) ICAM Lead Investigator accreditation Experience -
Open Cut Examiner	Competencies recognised by the Coal Mining Safety and Health advisory Committee. RIIRIS301 – Apply risk management process (G1) RIIWSH301 – Conduct safety and health investigations (G8) RIICOM301 – Communicate information (G9) RII40220 - Certificate IV Surface Coal Mining (OCE) RIIWSH402 - Examine and maintain mine safety MSMWHS217 – Gas Test Atmospheres Certificate of Proficiency in Mine Gases and Gas Testing Open-cut Examiner’s Certificate granted under the Coal Mining Act 1925 or Coal Mining Safety and Health Act 1999
	SSE Requirements RIIRIS402 - Carry out the risk management process (G2) Experience Minimum 5 years
Emergency Response Team	Competencies recognised by the Coal Mining Safety and Health advisory Committee. RIIRIS301 – Apply risk management process (G1) RIIWSH301 – Conduct safety and health investigations (G8) RIICOM301 – Communicate information (G9)
	SSE Requirements TAESS00015 - Enterprise Trainer and Assessor Skill Set or high qualification Cert III Mines Rescue - certificate III mines rescue RIIRIS402 - Carry out the risk management process (G2) Experience Minimum 5 years



Appendix 4

Vulcan Mine Structure



Vulcan Mine Organisational Chart (Sep 2026)

