



IQ

The Institute
of Quarrying

Skills Wheel Factsheets

www.quarrying.org



Introduction

People working in today's modern site operations need a range of skills and expertise in order to be effective beyond the basics of the job itself.

Businesses that continually develop their staff have a more motivated and valued workforce that will deliver better operational performance.

This Skills Wheel Factsheets booklet has been designed to capture all the key skills and knowledge areas we believe are vital to successful career development in the industry. Each topic featured on the **IQ Skills Wheel** is to help guide both individuals and operators with their own professional development plans.



The Institute of Quarrying has been providing global recognition for professionals in the quarrying and mineral products industries for almost 100 years.

We are the only professional body that has the history, knowledge and international experience of quarrying operations to advise both individuals and businesses about the skills, training and personal development needs required to build successful industry careers.



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Standards & Professionalism

These are a key part of the IQ skills wheel because it addresses the key regulations and standards that affect the quarrying and mineral products industries.

- Corporate Social Responsibility
- ISOs, Standards and Kite Marks
- Effective Safety Committees
- Understanding Quarries Regulation 40 - Workforce Engagement
- The Quarries Regulations 1999 - A short guide

Engagement, Influence & Impact

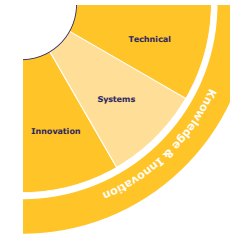
This considers how quarrying and mineral product professionals work within teams and their wider communities and networks.

- Coaching & Mentoring
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- Delivering Toolbox Talks
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Personal Effectiveness

This is about developing an awareness of your own personal attributes, strengths and weaknesses and learning how to use them in the most effective way.

- Chairing Meetings
- Dealing With Stress
- Preparing For Your First Management Role
- Understanding CPD
- Understanding Your Personal Qualities
- Achieving Work-Life Balance
- Working Abroad
- CV Writing



Knowledge and Innovation

Knowledge and innovation drives the industry to achieve continual improvement productivity, efficiency and health and safety to benefit all staff as well as company performance.

- Planning for Emergencies
- Problem Solving
- Safeguarding Lone Workers

Planning for Emergencies

Emergencies by their very nature occur with little or no warning and can have such dire consequences for both life and property that planning for such events is essential.

What is it?

When planning for emergencies, you should consider both emergencies of a general nature as well as those arising from the unique workplace situations present in a mineral products environment.

Think about those situations that might involve evacuation from part, or the whole site, which could involve visitors and contractors as well as the workforce. You should also consider those situations where the general public could be at risk if public roads or dwelling houses are close to the site boundary.

Examples of emergency situations common on worksites are:

- Leakage of liquid petroleum gas (LPG) or other potential dangerous gases
- Fire
- Flooding
- Accident
- Contamination of a watercourse
- Dust emissions to atmosphere

When carrying out your risk assessments to identify potential emergency situations, take into account the differences of the risk posed through daylight and night time hours. Also consider how the emergency response will differ if there is a power failure.

Relevant legislation and best practice

In the UK, the Management of Health and Safety at Work Regulations 1999 covers emergency planning. These regulations place a general duty of care on employers

to ensure the health, safety and welfare of their employees while they are at work. This includes arrangements in connection with the use, handling, storage and transport of articles and substances.

To meet the duty of care, employers must have policies and procedures in place for emergencies and evacuation from the workplace that include:

- Identification of where an emergency could arise through the undertaking of risk assessments
- Procedures and protective measures for the recording of emergency and escape arrangements
- Detailed requirements for serious and imminent danger emergency procedures
- All necessary information on the risks to the health and safety of employees is provided for in respect of emergency and evacuation plans
- The health and safety document demonstrates that the risks have been assessed and included in the emergency plan
- The employer has a means of escape and rescue facilities that allows employees to leave the site in the event of an emergency
- Emergency procedures are tested and emergency drills are carried out
- Provision of emergency lighting
- The employer has suitable and sufficient arrangements for the rescue of anyone entering the confined space
- The provision of adequate first aid equipment and facilities
- Emergency plans and procedures include the rescue of persons from heights and excavations

Emergency Planning Procedures (EPP)

Beyond risk assessments you should ensure that you provide guidance to employees, contractors and visitors to your workplace about possible events that will stop work. These events may cause partial or full evacuation to a safe place.

The following points help you in drawing up an Emergency Planning Procedure (EPP):

- ✓ The plan should be in writing, be as simple as possible, and provide the basis for necessary actions to take place
- ✓ The emphasis must be on priority areas in order to control major problems
- ✓ It should include information on the availability of staff on duty and the provision to recall staff
- ✓ A list of key personnel with site/home phone numbers and addresses should be compiled, kept up to date, and circulated to managers and supervisors
- ✓ A list of phone numbers for key contacts such as the health and safety regulator, gas and electricity boards, company doctor, company directors etc. that need to be informed of such incidents
- ✓ A list of phone numbers of specialist companies providing emergency facilities for example: lighting and lifting equipment

The EPP also needs to include:

- ✓ The safe shutdown of plant and equipment
- ✓ First aid treatment, facilities and equipment
- ✓ Procedures to ensure that emergency services and first aiders can quickly identify and proceed to incident area
- ✓ Provision for the counselling of injured persons or others affected by the incident
- ✓ Nominated staff to notify relatives or next of kin, enforcing authorities and to deal with any media interest
- ✓ Evacuation procedures
- ✓ Any special procedures required for night or weekend shifts

Some emergency situations may also be covered by specific health and safety regulations. Your procedures will also need to

reflect any requirements of other regulations you may be affected by. Information on the procedures should be made available to all employees and be part of any induction training. It is advisable to carry out exercises so that everyone is aware of the procedures and to test their effectiveness. Periodic 'tool-box' talks could also be used to ensure that the workforce remains aware of the emergency procedures and, any changes.

Where different employers share a workplace, their separate emergency procedures should take account of others in the workplace and, as far as is appropriate, be co-ordinated. For the benefit of the Emergency Services, who may not be familiar with the site, sketch maps can be provided at the entrance/weighbridge or reception showing the location of important facilities such as fire hydrants, electrical sub-station and isolators, hazardous chemical stores, compressed gas stores, fuel tanks etc.

Why is it important to me?

It is difficult to prioritise planning for something that hopefully will never happen but those businesses that do take the time, find they are in a better position to cope with both the immediate dangers and their consequences. Having emergency planning procedures in place that are regularly reviewed and communicated to staff are not only essential to meet legal requirements but should be the aim of all responsible employers.

IQ believes that having effective emergency procedures is an important aspect of a well-managed site operating in today's quarrying and minerals products industry.

Where Next?

The Health and Safety Executive has good advice and further reading on preparing emergency plans. You can download HSE pdf documents free of charge or purchase books online.

Have a look at **Emergency Planning for Major Accidents: Control of Major Accident Hazards Regulations 1999:** www.hse.gov.uk/pubns/books/hsg191.htm

Problem Solving

Problems are part of everyday life and very much the focus of what many of us do at work every day. Whether highly complex and involved, or whether it's about undoing those little knots that get in the way of completing simpler tasks, there are some basic tools and techniques that can help you to get started in battling through most problems.

What is it?

Think about problem solving as having three basic steps:

1. Definition: what is the (real) problem?

Start by stating what appears to be the problem. Gather facts, feelings and opinions about it to find out what's going on under the surface.

Then re-state the problem, which may well be something that was hidden at first.

Useful Tools:

- 5 Whys?
- Root Cause Analysis
- Fishbone Diagrams
- Affinity Diagrams
- Cause and Effect Analysis
- Process Flow Charts

2. Options:

What range of options are in front of you?

Because of limitations and constraints, sometimes the options can be very clear. However, often it will be valuable to be creative in generating options and this is where working with others can be particularly rewarding:

- Brainstorming
- Creative Problem Solving
- Mind-mapping
- Rules-of-thumb
- Thinking Hats
- Research techniques
- Means-End Analysis and Process Approaches

'We cannot solve our problems with the same thinking we used when we created them'.

- Albert Einstein

3. Choice:

Evaluation and selecting the best option

Leaping into making swift choices can be counter-productive in the long run. Proper evaluation of the options can help you to make decisions that are going to tackle the root cause of your problem without setting off other problems in doing so.

Problems and choices in life can be complex and it is usual for some decisions to be made carrying some degree of risk and uncertainty - sometimes there just isn't a single answer.

Useful Tools:

- Risk assessment
- Cost-benefit analysis
- Piloting and simulation
- Consensus-building
- Classical and Behavioural Decision Models

Why is it important to me?

In a work setting, being able to find solutions to both day-to-day and long-term problems is a very important part of being an effective employee, whatever level you operate at within your organisation.

IQ believes that being able to be aware of, identify problems and solve problems on your own or as part of a team is an important skill for professionals working in the quarrying and minerals products industry. It features on our **Skills Wheel** which captures all the key skill and knowledge areas we believe are vital to successful career development in the industry.

Where Next?

There are plenty of resources available to help you develop problem solving techniques. A great resource to start with is at **Mind Tools** who have a whole host of free tools, including some more information on tools listed. www.mindtools.com/pages/main/newMN_TMC.htm



Safeguarding Lone Workers

Lone working has always played a major role in mineral products operations and, whilst it may be desirable to have a second person involved in the task, it is often unavoidable to have someone working on their own.

What is it?

There is nothing in general health and safety legislation that prohibits an employee from working alone, but as employers and managers must consider the welfare and safety of all workers there must be proper systems and processes in place to safeguard their wellbeing.

General duty of care

Lone working is not covered by any specific piece of legislation. However a wide range of legislation may apply depending on the nature of the work involved.

There is a general duty on the employer to safeguard the health, safety and welfare at work of all employees, as far as is reasonably practicable. The employer's duty of care extends beyond their own employees to include other persons on site such as contractors and visitors.

Employees also have responsibilities to take reasonable care of their own health and safety and that of others affected by their work. They must co-operate with their employer in relation to health and safety matters.

Risk assessments

Risk assessments should be routinely undertaken to identify potential hazards in the workplace. Where work is undertaken by a lone worker then this must be taken into account because working alone introduces a level risk that would not otherwise be present.

The types of issues that you need to consider before allowing lone working include:

- ✓ Does the work situation present a special risk? For example is there a chance to fall from height?
- ✓ What is the length of time that the person will be working alone and the frequency?
- ✓ Would a second person be able to substantially contribute to preventing the risk of injury?

- ✓ Is the individual a suitable person to work alone, not only in terms of competence but also temperament and health?
- ✓ What effect might the environment have? For example are there severe weather conditions or does the environment present different challenges between day and night?
- ✓ What level of supervision is required or is possible?
- ✓ What instruction and training is needed to ensure that the person is competent?
- ✓ What contingency measures (i.e. evacuation procedures) are needed in the event of an emergency?
- ✓ In the event of accident or illness what safety provisions are required? What are the first aid requirements? Could anyone in the vicinity take over his or her duties?
- ✓ How remote is the workplace? Can help arrive quickly?
- ✓ Are there difficulties in providing communication? For example there are restrictions placed on the use of mobile phones by those using explosives
- ✓ If reviewing a contractors role on site, how familiar are they with the site and its facilities?

This list is not exhaustive and if you are undertaking a risk assessment, chances are you will come up with other factors to consider.

If after considering all the necessary factors it is decided that lone work can be carried out with minimal risk, then formal procedures must be documented to set out how safety is being maintained. These procedures are specific to the nature of the work and the environment in which it is completed.

Safe working arrangements

When planning safe working arrangements, take time to consider the following:

- ✓ Lone workers should not be exposed to significantly greater risk than employees who work together
- ✓ All the plant, substances and goods involved in the work must be capable of

being handled safely by one person. The work must not involve lifting objects too large for one person or require more than one person to operate essential controls for the safe running of equipment

- ✓ The need for safe access and exit for one person. Where temporary access equipment is necessary, such as portable ladders, one person must be able to safely handle and secure the ladder.
- ✓ Remote locations may need designated routes established and marked for emergency service access in an emergency
- ✓ Access to adequate rest, hygiene and refreshment facilities
- ✓ The level of supervision required. This is a management decision based on the nature of the work being carried out and its associated risks. Supervision could be set up to include personal visits, regular check-in points, CCTV, the use of panic buttons, signing in and out of the workplace or any combination of these
- ✓ The person's suitability to carry out the task. This will require a check of their medical history to ensure that they have no conditions making them unsuitable
- ✓ The need for the lone workers to have sufficient experience to understand any risks that may arise and the precautions they need to take. It is the employer's responsibility to ensure that all employees working alone receive the necessary information, instruction and training to enable them to work safely and it is the responsibility of the employee to adhere to this system of work and to report any difficulties, failure of equipment or general concerns on health and safety issues to the line manager

Why is it important to me?

The mineral products industry is a prime example of an industry where lone working is considered a normal activity. However, due to the hazardous nature of the work that takes place, it is essential that managers consider carefully every aspect of lone working to ensure there is the minimum of risk involved.

IQ believes that anyone working alone should not be placed at any additional risks whilst completing their duties. Employers deploying lone working should have the necessary risk assessments and safe working practices in place that are a sign of a well-managed site operating within in the quarrying and minerals products industry.

It features on our **Skills Wheel** which captures all the key skill and knowledge areas we believe are vital to successful career development in the industry.

Where Next?

Please refer to relevant UK Legislation affecting lone working:

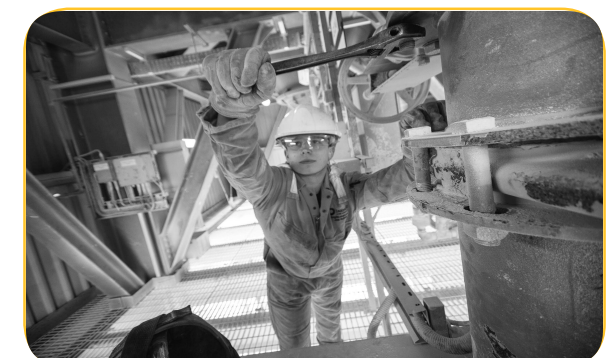
- Confined Spaces Regulations 1997 and ACOP
- The Electricity at Work Regulations 1989, the ACOP to Regulation 14, relating to working on or near live conductors
- The Health and Safety at Work Act 1974
- The Management of Health and Safety at Work Regulations 1999
- The Quarries Regulations 1999

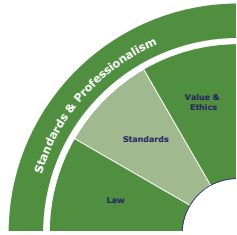
The Health and Safety Executive has good advice and further reading on lone working. You can download HSE pdf documents free of charge or purchase books online.

Have a look at **Working Alone in Safety:** www.hse.gov.uk/pubns/indg73.htm

Institute of Quarrying

IQ supports professionals working within the quarrying and minerals products industry through membership and training. These factsheets are produced across a range of topics to share ideas and best practice. Further information can be found via the knowledge section on the IQ website: www.quarrying.org





Standards & Professionalism

Standards and professionalism are a key part of the IQ skills wheel because it addresses the key regulations and standards that affect the quarrying and mineral product industries.

- **Corporate Social Responsibility**
- **ISOs, Standards and Kite Marks**
- **Effective Safety Committees**
- **Understanding Quarries Regulation 40**
- **Workforce Engagement**
- **The Quarries Regulation 1999 - A short guide**

Corporate Social Responsibility

Corporate Social Responsibility (CSR) refers to how a company may think about its relationship with the community, the environment and other causes beyond its own profitability and growth. Whilst companies must address the needs of its shareholders, CSR is a concept that considers other stakeholders and society at large.

- Good working conditions
- Developing 'social equity'
- Addressing diversity and gender balance issues
- Protecting and promoting human rights
- Demonstrating good governance
- Anti-corruption and ethical trading

What is it?

CSR may involve philanthropic activities such as donating to charity or sponsoring good causes – all of which will strengthen the image and brand of the company. However, in its true sense, CSR goes beyond being seen to do the right thing and is a way of a company being true to its values and beliefs in how it goes about conducting its business.

More and more, CSR is featuring on companies agendas and business all over the world are looking to embed sustainability and social responsibility into their definition of business performance. As well as creating financial value for shareholders, they are concerned creating shared value for the wider society.

The sorts of CSR issues that (particularly large) companies seek to address will include things like:

- Minimising its operational impact on the environment
- Energy efficiency
- Responsible sourcing of raw materials
- Engaging with stakeholders in the community
- Ethical sourcing of labour

It is not unusual to see organisations adopting key measures of CSR within their business plans and annual reports. Corporate performance frameworks such as the **Balanced Scorecard** and **Triple Bottom Line** approaches add social and environmental measures to financial ones.

The **Global Reporting Initiative** (GRI), a not-for-profit organisation that promotes economic sustainability, provides guidance and support to organisations around sustainability reporting and has produced a comprehensive framework that is used worldwide.

Why is it important to me?

No longer considered a luxury in business, Corporate Social Responsibility has become paramount in maintaining the trust of customers, investors and future generations of employees.

IQ believes that awareness and concern for social and environmental issues is an important subject for professionals working in the quarrying and minerals products industry.

Where Next?

There were a few frameworks mentioned in this factsheet that you might like to learn more about:

The Balanced Scorecard:
www.balancedscorecard.org

Triple Bottom Line:
https://www.mindtools.com/pages/article/newSTR_79.htm

The Global Reporting Initiative:
www.globalreporting.org

Further information can also be found at the following websites:

Institute of Business Ethics:
www.ibe.org.uk

Business in the Community:
www.bitc.org.uk

World Business Council for Sustainable Development:
www.wbcsd.org

ISOs, Standards and Kite Marks

A number of organisations are involved in setting and publishing standards of this sort and do so to ensure consistency across a particular country or region of the world.

What is it?

A 'standard' is a document that sets out the specifications, guidelines, properties or requirements for materials, products, processes and services to ensure that they are fit for purpose.

You may well have come across some of the following in the course of your work:

ISO (International Organization for Standardization) **9000** Quality Management

ISO (International Organization for Standardization) **14000**

Environmental Management

BSI (British Standards Institution) **OHSAS 18001** Occupational Health and Safety Management

CE Marks of various products. CE is the abbreviation from the French phrase *Conformité Européene* and literally means European Conformity.

BES (British Environmental Standards) **6001** Responsible Sourcing of Construction Products – created and published by the Building Research Establishment (BRE).

PAS 2060 Carbon Neutrality – PAS stands for Publicly Available Specification, a sponsored route to standardisation offered through the British Standards Institution (BSI).

Standards bodies exist with different jurisdictions, which create a hierarchy for businesses to understand and work with.

International Level

ISO is the International Organization for Standardization. ISO is an independent, non-governmental membership organisation and the largest developer of voluntary International Standards in the world.

ISO comprises 162 member countries, which are the national standards bodies. The UK is represented through the British Standards Institution (BSI). ISO's central secretariat is based in Geneva, Switzerland.

IEC is the International Electrotechnical Commission, a global organisation concerned with the preparation and publication of International Standards for all electrical, electronic and related technologies.

European Level

CEN, **CENELEC** and **ETSI** are all European Standardisation bodies that are officially recognized by the European Union and by the European Free Trade Association (EFTA). They are each responsible for developing and defining voluntary standards at European level by bringing together national organisations like BSI.

CE Marks appear on many products that are traded on the single market in the European Economic Area (EEA). This also applies to products made in third countries, which are sold in the EEA and Turkey.

The CE mark itself is not a standard in itself but CE marking is mandatory for many products, showing that the manufacturer is declaring that the product conforms to the relevant requirements relating to:

- EU safety, health or environmental legislation
- The product's compliance with EU legislation

- Allowing the free movement of products within the European market

UK Level

BSI is the national standards body for the UK, working with various organisations and sectors to develop and publish standards across a wide variety of topics. BSI is the modern organisation that grew from the British Standards Mark – known as the Kitemark – which was originally established in 1901.

American Standards

ASTM International, formerly known as the American Society for Testing and Materials (ASTM), is a globally recognised leader in the development and delivery of international voluntary standards. Today, some 12,000 ASTM standards are used around the world to improve product quality, enhance safety, facilitate market access and trade and build consumer confidence.

Why is it important to me?

The quarrying industry uses and produces products and services that need to comply with various standards and you will inevitably come across these standards as part of your professional working life in the minerals industry.

Most construction products are covered by a 'harmonised European Standard' and therefore must be CE marked. However, the picture is more complicated with regard to some aggregates where there is no harmonised European Standard and a CE mark cannot be applied.

IQ believes that understanding standards and product marking is important for professionals working in the quarrying and minerals products industry.

Where Next?

To find out more about standards you will find the following websites useful:

ISO: www.iso.org

British Standards: www.bsigroup.com

CE Marking: www.gov.uk/ce-marking

CE Marking of Aggregates:

www.constructionproducts.org.uk/sustainability/products/ce-marking/
www.mineralproducts.org/prod_agg01.htm
www.mineralproducts.org/prod_cpr_ce-marking01.htm

ASTM International:

www.astm.org



Effective Safety Committees

Safety Committees are a formal way of involving workers on your site to meet and discuss health and safety issues in an organised and constructive way. This factsheet should be read in conjunction with the IQ factsheet 'Understanding Regulation 40 – Employee Engagement.'

What are they?

Regulation 40 of The Quarries Regulations 1999 sets out in law the basic responsibilities involved ensuring workers are able to participate in health and safety management on sites.

The first two clauses of Regulation 40 set out the clear duty of the operator for the health and safety of all people working on site and that to assist with this, a committee should be established:

40 (1) It shall be the duty of the operator to make and maintain arrangements which will enable him and those persons who regularly work at the quarry to co-operate effectively in promoting and developing measures to ensure the health, safety and welfare of persons who regularly work at the quarry and in checking the health, safety and welfare of persons who

regularly work at the quarry and in checking the effectiveness of such measures.

(2) For the purposes described in paragraph (1), a committee of persons with suitable practical experience of quarrying operations may be appointed for the quarry –

(a) in a case where there is an association or body representative of a majority of the total number of persons working at the quarry, by that association or body; or

(b) jointly by associations or bodies which are together representative of such a majority.

Safety Committees have a number of important roles within a quarry:

- Helping to communicate important health and safety information
- Providing input from workers on health and safety issues
- Providing feedback on what's working and what's not
- Helping to draw up risk assessments, rules and procedures
- Reviewing health and safety documents such as risk assessments
- Investigating incidents and recommending improvements
- Carrying out inspections and identifying better ways of working
- Keeping an eye on how rules and procedures are implemented in practice and other people's behaviour within the rules
- Helping site management to improve overall performance

Forming Safety Committees

- ✓ Decide upon an appropriate size for the committee, based on how many people are on site and the structure of the site in terms of work areas
- ✓ Ensure that an established trade union safety representatives are included
- ✓ Ensure that participants can be properly supported to participate – do shift patterns or work responsibilities allow them to do so?
- ✓ Give the Safety Committee proper management recognition and support

- ✓ Ensure people are inducted into the role and purpose of the Committee and the part that they are expected to play
- ✓ Pay close attention to recommendations, reports and other outputs from the committee. Not only will these be valuable, but management attention is crucial to the success and sustainability of the Committee
- ✓ Ensure that proper meeting facilities and support are available to the committee. Help to encourage wider participation and in recruiting new Committee members from time to time
- ✓ Help the Committee to ensure that the wider workforce is involved – particularly contractors, temporary workers and other visitors to the site

Running Safety Committee Meetings

- ✓ Meetings should be properly supported by management
- ✓ Ensure that good facilities and adequate time are provided for meetings to take place
- ✓ Train people to fulfil roles – particularly those involved in chairing meetings
- ✓ Ensure that a proper agenda is used and is properly communicated
- ✓ Make sure that meetings are properly recorded and that minutes are shared with management and the wider workforce
- ✓ Ensure that there are means in place to ensure actions are fulfilled and progress monitored
- ✓ Help the Committee to maintain its importance by monitoring attendance and participation and taking action where needed

Here is a sample agenda:

- Welcome and apologies for absence
- Review minutes of the last meeting
- Matters arising and summary of progress on action points
- Accident and incident reports
- Site inspection reports

- Review of Risk Assessments and Safe Systems of Work
- Forthcoming projects or changes to the workplace
- Training and Committee Support
- Any other business

Site Inspections

- ✓ Encourage representatives of the Safety Committee to undertake workplace inspections
- ✓ Use checklists to ensure that inspections are thorough and are recorded
- ✓ Make sure that the whole site can be inspected
- ✓ Ensure that the outcomes of inspections are widely communicated and that improvements can be implemented –and seen to be implemented
- ✓ Support inspectors in particular circumstances, such as after an incident has happened. Provide expert input if needed
- ✓ Encourage Committee members and those carrying out inspections to learn and develop their skills by visiting new sites, attending training and shadowing others

Review

- ✓ Remember the powerful role that Safety Committees can play in promoting a positive safety culture and improving your site's overall performance
- ✓ Make sure that your support for the Committee is strong and visible. Keep the effectiveness of the Committee under review and support members in finding ways to improve and encourage wider participation

Why is it important to me?

Safety Committees provide a powerful way of engaging with your team in order to create a strong health and safety culture and reduce workplace incidents. They can also be valuable development tools for members of your team and will help to demonstrate your effective implementation of the Quarries Regulations 1999 and other health and safety legislation.

IQ believes that running effective safety committees is an important skill for professionals working in the quarrying and minerals products industry.

Where Next?

QNJAC (Quarries National Joint Advisory Committee) has produced a series of helpful guidance notes for people working in quarries. Amongst the range of topics covered is a section on leadership and workforce engagement to assist with implementing Regulation 40. **QNJAC guidance** can be found at www.qnjac.co.uk/qnjac-guidance

Understanding Quarries Regulation 40 - Workforce Engagement

The Quarries Regulations 1999 sets out in law the basic responsibilities involved in running a quarry. Regulation number 40 deals specifically with Participation of Persons at Work and this factsheet looks at what Regulation 40 says and how you should go about fulfilling those legal requirements.

What is it?

Regulation 40 sets out the legal minimum standards but it should be noted that there is more that you can do to engage with your team to develop a productive, safe and profitable working culture.

Let's start by looking at what it actually says in the Regulations:

Participation of persons at work

40 (1) It shall be the duty of the operator to make and maintain arrangements which will enable him and those persons who regularly work at the quarry to co-operate effectively in promoting and developing measures to ensure the health, safety and welfare of persons who regularly work at the quarry and in checking the effectiveness of such measures.

(2) For the purposes described in paragraph (1), a committee of persons with suitable

practical experience of quarrying operations may be appointed for the quarry –

(a) in a case where there is an association or body representative of a majority of the total number of persons working at the quarry, by that association or body; or
(b) jointly by associations or bodies which are together representative of such a majority

(3) Where an injury or dangerous occurrence which is notifiable under the Reporting of Injuries, Diseases and Dangerous Occurrences Regulations 1995(13) occurs at a quarry, the operator shall permit two members of the committee appointed under paragraph (2) to inspect together the place where the injury or dangerous occurrence occurred and, so far as is necessary for ascertaining its cause, any other part of the quarry and any plant, and to take samples of the atmosphere, dust or water at that place

(4) The operator of a quarry shall permit sufficient inspections to be carried out by members of the committee appointed under paragraph (2) to enable every part of the quarry and any plant and equipment at the quarry to be inspected once a month by two of those committee members together

(5) The operator of a quarry shall permit members of a committee appointed under paragraph (2) who are carrying out an inspection under paragraph (4) to –

(a) scrutinise any documents which are kept at the quarry in compliance with the relevant statutory provisions;
(b) review the risk assessment referred to in regulation 7(1)(a) and the measures referred to in regulation 7(1)(b) and to suggest improvements thereto; and
(c) be accompanied by their advisers

(6) The operator of a quarry shall ensure that any improvements suggested under paragraph (5)(b) are considered and, if they are not accepted, written reasons for this are given to the members of the committee who made the inspection

(7) The operator of a quarry and any person nominated by him shall be entitled to accompany the two committee members appointed under paragraph (2) who are

carrying out an inspection under paragraph (4) during that inspection

(8) Where any two committee members appointed under paragraph (2) have carried out an inspection under paragraph (4), they may make a written report of the matters ascertained as a result of the inspection and, if such a report is made, the two committee members and the operator or any person nominated by him shall sign the report

(9) Where a written report is made, a copy of the report signed in accordance with paragraph (8) shall be posted in a conspicuous position at the quarry and kept posted there for 28 days.

What does this mean in practice?

QNJAC (Quarries National Joint Advisory Council) advises that:

"The Quarries Regulations 1999 (QR) are unusual in placing a legal duty on the quarry operator to make arrangements for effective workforce involvement (regulation 40 – R40). It is accepted that it is possible to have this involvement without proper engagement, but the principles contained in R40 are useful tools for active leaders to use in measuring how engaged the workforce are."

Below is a useful checklist to help you to review your approach to fulfilling your obligations under Regulation 40. Please note that this is only a general guide and that you need to take specific advice to ensure that your legal duties are fulfilled on your site. Also remember that there is much more to Employee Engagement than just fulfilling your basic legal requirements.

Typical Areas to Consider Communications

What communication systems do you have in place to help all of your people participate in planning, implementing and reviewing safety on site?

Which of the following do you use on site to help with two-way communication about safety and health issues?

- Meetings
- Notice boards

- Supervision sessions
- Toolbox talks and briefings
- Training
- Inspections by workers
- Feedback and suggestion schemes

Continuous Improvement

How do people let you know what's working and what's not?

Do people encourage each other to stay safe and to watch out for new hazards?

How do you include:

- Your regular workforce?
- Temporary workers?
- Contractors, hauliers and suppliers?
- Customers and other visitors?

How do you know that other people are 'bought into' what you've put in place?

Health and Safety

When writing and reviewing the site's main health and safety documents, do you:

- Involve workers and others in risk assessment, making rules, planning safe systems of work?
- Consult your workforce to find out how they feel about rules, safety systems and different work areas?
- Consider everyone who should be involved in reviewing whether those safe systems are working?

Have you got a Health & Safety Committee in place?

- Are the people on the Committee suitably qualified, knowledgeable, experienced?
- Does everyone know what the Committee is there for?
- If you have trade unions on site, are they represented on the committee?
- Are meetings run properly with agendas and notes?
- Is the committee effective at picking up issues and making improvements?
- Is the Committee properly supported?

- Does it have the time and space to conduct proper meetings?
- Are its outcomes listened to and actioned?
- How well are health issues covered, as well as safety issues?

If you don't use a Health & Safety Committee, what do you have in place that allows you to fulfil what a Committee would do?

- How are members of your workforce encouraged and supported in taking time out to review health and safety arrangements?
- How do you know this is working?

Do members of the Health & Safety Committee carry out site inspections?

- Have they done so for any incident that has happened?
- Do inspections cover every part of the site?

Have the site's Health & Safety Documents, including risk assessments, been reviewed by the Committee?

- What improvements have they come up with?
- Have these been actioned? If not, why not – and do they know why this is?
- Are they able to access specialist advice if they need it?
- Is any of this not working, indicating that you might need to make changes?

What happens to inspection reports that the Committee have written?

- Are the results of inspections made available to everyone else on the site?
- Is there a site noticeboard, for example, that is the place to host such reports?
- Is the noticeboard kept tidy and up to date?
- How do you know that improvements and new working methods have been learned and adopted by the workforce, including contractors and visitors etc?

Why is it important to me?

Effective workforce engagement is a powerful means of driving great performance in any business. The Quarries Regulation 40 sets out specific ways in which the workforce should be involved in quarries to ensure that minimum health and safety standards are being met.

QNJAC defines an engaged workforce as:

... one which collectively and in collaboration with the organisation within which it works, seeks to perform to the highest standards.

Understanding a little more about the ins and outs of employee engagement and looking at how successful organisations create and sustain a culture with an engaged workforce can give you powerful insights into getting better results from your team.

IQ believes that understanding the requirements placed upon you under the Quarries Regulations is vital for professionals working in the quarrying and minerals products industry.

Where Next?

QNJAC has produced a series of helpful guidance notes for people working in quarries.

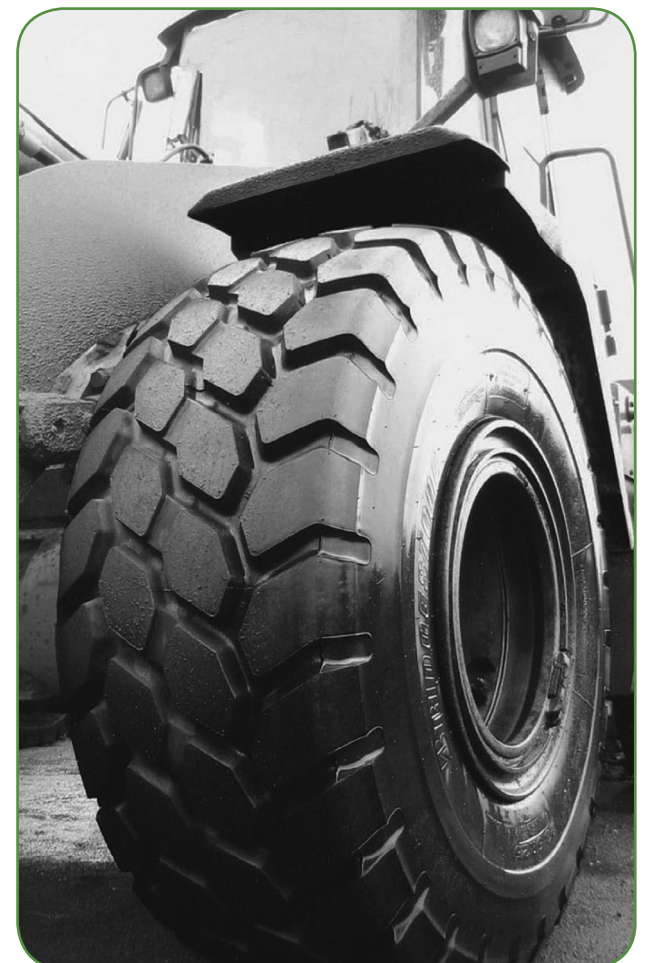
Amongst the range of topics covered is a section on leadership and workforce engagement to assist with implementing Regulation 40. **QNJAC guidance** can be found at www.qnjac.co.uk/qnjac-guidance

There are other websites and organisations who can offer advice about employee engagement. A couple worth looking at are:

Engage for Success:

www.engageforsuccess.org

ACAS: www.acas.org.uk



The Quarries Regulations 1999 - A short guide

The Quarries Regulations 1999 sets out in law the basic responsibilities involved in running a quarry. It is accompanied by an Approved Code of Practice (ACOP) that gives practical advice on how to implement and comply with the Regulations themselves.

There is a good deal of law that governs what happens in workplaces such as quarries. The Quarries Regulations are regarded by many to be the core piece of legislation for a quarry in that they deal specifically with activities and operations that take place there and dictate minimum standards for protecting the health and safety of workers and visitors.

The Regulations came into force in 2000. They are organised into 9 Parts, each containing individually numbered Regulations that each deal with a particular aspect of quarries and their operation:

- Part I contains regulations 1 to 4 and, amongst other things, define what a 'quarry' is;
- Part II sets out the health and safety management responsibilities within a quarry, defining who is responsible for what and specifying how the management of a quarry should be organised and documented in order to protect workers and the public;
- Part III is all about controlling risks and contains specific coverage of different parts of the quarry and its operation: benches, haul roads, vehicles, escape and rescue, communications, training etc;
- Part IV continues with additional requirements for work permit systems, safety drills, fire hazards and danger areas
- Part V is all about explosives – their storage, use and disposal;
- Part VI deals with the particular requirements around excavations and tips, including stockpiles, lagoons etc., and sets out the legal requirements for geotechnical assessments;
- Part VII is all about people and how the relationship and communication between an employer and the workforce should be structured in order to ensure

that the right culture and environment is put in place to protect everyone's safety and health;

- Parts VIII and IX deal with more administrative matters from record keeping and exemptions and modifications to the regulations themselves.

The Approved Code of Practice (ACOP) that accompanies the Regulations conclude with a Schedule and Appendices that provide additional information on training, inspection reports and the like.

Why is it important to me?

Anyone operating a quarry, as defined in Part I of the Regulations, must comply with the Regulations and must be able to demonstrate evidence that they are doing so consistently.

Apart from that overriding legal obligation, the Regulations are regarded by many as being an excellent benchmark for how to run a quarry safely, thus protecting the health and wellbeing of everyone who works there or visits the site.

IQ believes that understanding the requirements placed upon you under the Quarries Regulations is vital for professionals working in the quarrying and minerals products industry.

Where Next?

You can download copies of the **Regulations and the ACOP** for free from the Health and Safety Executive website, where you can also order paid-for copies of each in print: www.hse.gov.uk/quarries/legislation.htm

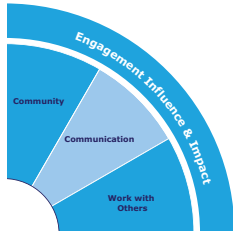
QNJAC has produced a series of helpful guidance notes for people working in quarries. www.qnjac.co.uk/qnjac-guidance

Institute of Quarrying

IQ supports professionals working within the quarrying and minerals products industry through membership and training. These factsheets are produced across a range of topics to share ideas and best practice. Further information can be found via the knowledge section on the IQ website

www.quarrying.org





Engagement, Influence & Impact

Engagement, influence and impact considers how quarrying and mineral product professionals work within teams and their wider communities and networks.

- **Coaching & Mentoring**
- **Competency Based Interviewing**
- **Crisis Management - handling the press**
- **Delivering Toolbox Talks**
- **Alcohol and Drugs in the Workplace**
- **Employee Engagement**
- **Managing Conflict**
- **Performance Management**
- **Powerful Presentations**
- **Report Writing**
- **How Teams Work**

Coaching & Mentoring

Coaching and mentoring are both one-to-one techniques for developing people, aimed at improving work performance by enhancing skills, knowledge or other personal attributes.

This handy factsheet provides an overview to the benefits of coaching and mentoring.

What is it?

Technically coaching and mentoring are different practices, although the two terms are often used to mean the same thing.

Coaching is a skilled activity that involves a non-directive approach to a person's skills development in order to reach some personal or organisational goal. It is often characterised by relatively short-term activity centred on feedback of strengths and weaknesses.

Mentoring is more often associated with longer - term activity - for example, a relationship designed to allow an experienced colleague to pass on knowledge and understanding to a more junior or inexperienced team member.

Why is it important to me?

Both coaching and mentoring can be powerful techniques and are therefore most effective when the coach or mentor has received proper training and guidance themselves. Many organisations today have a 'coaching culture', where the approach is used a part of day-to-day management within teams.

You may well find that coaching is effective in helping you deal with situations such as:

- Helping a new member of the team to settle in
- Supporting someone who is new to a supervisory or management role
- Supporting competent people to adjust to a new setting – e.g. developing better interpersonal or customer-service skills
- Dealing with difficult situations involving conflict and sensitivity

There are many benefits of this approach for both the individuals concerned and the organisation as a whole including:

- Aiding the transfer of knowledge from more experienced people to those starting out on their careers
- Supporting a constructive and co-operative workplace environment
- Improving career development and succession planning

IQ believes that coaching and mentoring are important skills for professionals working in the quarrying and minerals products industry.

Where Next?

You might also find these additional resources useful:

The Coaching & Mentoring Network:
www.new.coachingnetwork.org.uk

European Mentoring and Coaching Council: www.emccouncil.org

Books:

Everyone Needs a Mentor:
Fostering Talent in Your Organisation, David Clutterbuck, 2014

Creating a Coaching Culture (Coaching in Practice), Peter Hawkins, 2012

Manager as Coach: The New Way to Get Results, Jenny Rogers, 2012

Competency Based Interviewing

Competency based or behavioural interviews are used a lot in recruitment. The interviews are structured around the key skills required for the post and the questions asked focus on whether the candidates can demonstrate competence through their past performance.

What is it?

Competency based questions are structured using the STAR model – Situation, Task, Action, Result.

The interview questions tend to start with a variation of, "Tell me about a time when..." This sounds straightforward but in the interview itself it can be easy to give an unstructured answer, miss out key details, or let the story go off into different directions.

This is where the STAR model helps to keep the interview structured

- ❖ **S - Situation** – sets the context for the story
- ❖ **T - Task** – what was required of the candidate
- ❖ **A - Activity** – what the candidate actually did
- ❖ **R- Result** – what happened

There are additional pointers to provide solid responses to competency based questions:

1. It's important to speak in specific rather than general terms. Quantify details to make the story more interesting and meaningful.

2. In an interview with many questions, keep your answers concise.

3. Finish on a positive note so the overall impression is strong.

Why is it important to me?

As an interviewer, the STAR approach will help you to better prepare for, conduct and review your interviews. By setting your questions based on the attributes you're looking for, STAR provides a systematic way of gaining insights into the quality of the answers provided.

This will make it easier for you to compare candidates in an objective way.

As a candidate in a job interview, you'll find that STAR will help you plan and prepare for that interview as well as help give you powerful, thorough answers to the questions asked.

The STAR approach can also be used for non-recruitment situations, such as performance reviews, investigations and for telling stories as part of a presentation or training session.

IQ believes that competency based interviewing is an important skill for professionals working in the quarrying and minerals products industry.

Crisis Management Plans: Handling the Press

Organisations can find themselves involved in a crisis at any time for any number of reasons. High profile examples such as the BP oil spill in the Gulf of Mexico aptly demonstrates the damage that disasters can cause a business.

What is it?

Companies that take the time to consider the types of disasters that it may face and prepares a management plan to deal with it, can recover from a crisis more favourably than those that do not plan.

Developing a crisis management plan is about putting in place steps that can aid a speedy and co-ordinated outcome to the disaster. The crisis management plan will depend on the cause of the crisis:

Economic – drastic financial impact of competitive markets or products on the business

Managerial – straightforward human error or the result of a decision taken that has unforeseen consequences

Political – changes in government policy

Environmental – natural disasters or the impact of climate change

Consumers – becoming more demanding and increasingly organised in groups for lobbying purposes

Technology – the introduction of new technology on existing business processes as well as the risk of cyber attacks

Social media – modern communications not only pose a risk as a source of a crisis but also quickly shares and magnifies any crisis facing an organisation.

What strategies can be deployed in a crisis? Depending on the cause and extent of the crisis, there are 5 general strategies that a business can deploy:

1. **Denial** – straightforward rejection that the business is responsible or shifting the blame to another party
2. **Evasion** – looking to avoid responsibility by claiming the incident was an accident, it occurred despite good intentions, or due to lack of time or information
3. **Reduction** – which either means taking action to reduce the effect of the crisis or by demonstrating that the incident is not as serious as first highlighted
4. **Correction** – putting right what has been damaged and taking steps to ensure it doesn't happen again
5. **Apology** – issuing an apology and expressing regret for causing the incident

Who to consider when developing a crisis management plan

The way in which a company should respond to a crisis will differ depending on who is affected and how. Different stakeholders will have different roles. Therefore the crisis plans should reflect how each of these stakeholders need to be managed and what their information needs will be.



What to consider when handling the press

The crisis management plan will cover who has authority to speak to the press. Generally it will be representatives from the senior management team who may even have had formal media training.

Staff in the organisation need to know is how to contact them in the event of an emergency and what information they are likely to need. Consideration should also be given to what happens if the nominated people cannot be reached.

Many organisations have a dedicated resource to handle press enquiries via their marketing, PR and/or communications department. They will have plans on how to manage a crisis that covers:

- Which media must be contacted first
- Who has sign off and authorisation to release statements to the press
- Any prepared holding statements to give out to the media. A holding statement usually acknowledges awareness of the issue, regret for any damage or distress (if relevant), that something is being done and when further comment can be made

All staff should be aware that members of the press will use many methods to gain their trust in order to get information. Commenting on the crisis needs to be restricted to reiterating public company messages as anything further may be taken out of context.

Why is it important to me?

Being aware of the potential sources of crises is important for supervisors and managers in ensuring that they reduce the risk of them occurring in the first place. Supervisors and managers should be aware of their own organisations crisis management plans and policies on speaking to the press.

IQ believes that understanding crisis management is an important skill for professionals working in the quarrying and minerals products industry.

Delivering Toolbox Talks

Toolbox Talks is the nickname given to a short presentation, usually lasting around 10 to 15 minutes, on a specific work subjects – usually related to health and safety. Toolbox talks are used extensively in many industries and provide a means of focusing a team on a particular issue to raise awareness or act as a reminder.

What is it?

A Toolbox Talk is a great way for supervisors and managers to engage with teams in a fairly informal setting. They enable teams to focus on a particularly important work subject – such as highlighting a safety issue, reviewing an incident that has happened or introducing new working practices.

Delivering Toolbox Talks requires some basic presentation skills, although they are designed for (and often best delivered by) regular team leaders and not professional trainers or presenters. If you're preparing to give a toolbox talk, these straightforward guidelines should help:

1. Be prepared

- Read ahead, know your subject and what you're trying to get across
- Check that the room is set up for the required amount of people and that any visual aids are working and visible (e.g. presentation projectors, posters)
- Have a start and finish time in mind and stick to them
- Rehearse – go through the talk in advance with someone you can trust to give you feedback

2. Have a structure

- Beginning – start with outlining what the talk's about, why it's important and how long you're going to be
- Middle – don't try to cram too much in. Focus on your key messages and use visual aids to help you explain
- End – summarise your key points, emphasise any action you need people to take, especially if your talk is about doing something new
- A 'thank you for listening' always goes down well at the end

3. Visual aids

- Presentation slides, posters and flipcharts can all help by adding a visual element to your talk
- Try to keep presentation slides clear and uncluttered
- Good slides should aid your talk, not detract from it. Remember – you and your message are the main focus, not your slides
- Use short bullet points or – better still – pictures to help you and avoid displaying long sentences and paragraphs

4. Tell stories

- Use visual aids as a guide but don't read from slides and
- Don't read word for word from your notes

5. Listen

- Check with your team that your message is getting across
- Ask if anyone has any questions
- Be patient – check that you understand the question and work on providing a clear answer. Remember that you can always deal with concerns and questions individually, after your presentation is over

6. Be confident

- Your toolbox talk will be best received when you make eye contact and speak clearly and with appropriate volume
- Have your 'opening lines' ready – it will help you to steady any nerves and get the session going
- Remember – what you're doing is important and of value to your audience

The Institute has a range of **ToolBox Talks** that are available for you to use. These can be downloaded from our website and can also be used as guides to structuring your own toolbox presentations.

Why is it important to me?

Toolbox talks can be a powerful means of engaging with your team to get important messages across. They can also provide great development opportunities for people in your team and can offer a gateway into becoming better and more confident at delivering presentations in a different setting.

IQ believes that knowing how to prepare and deliver a Toolbox Talk are essential skills for professionals working in the quarrying and minerals products industry.

Alcohol and Drugs in the Workplace

The effect of alcohol and drugs in the workplace is a growing problem. Employees under the influence of alcohol or drugs affect productivity, absenteeism rates and present health and safety risks. In the UK, drug and alcohol abuse is responsible for:

- £7.3 billion lost productivity due to alcohol (Institute of Alcohol Studies)
- Alcohol is estimated to be responsible for 3-5% of all absences from work, approximately 8-14 million working days each year (HSE)
- Estimated social and economic costs in England and Wales of drug related crime is £16 billion per year (www.bma.org.uk).

What is it?

Substance misuse covers alcohol, drugs and solvents. Different drugs will have different effects on people, but here we have presented a brief outline on the 3 most common substances likely to cause issues in the workplace.

Alcohol

What it does

Depresses the central nervous system. Physical dependence can develop – leading to fits/seizures, blackouts and possibly death.

How it can affect people

- Impairs judgement and reduces reaction times which can lead to accidents or mistakes at work.
- Hangovers and their symptoms include tiredness, dehydration, headache, nausea, vomiting and diarrhoea.
- Memory loss.
- Disturbed sleep.
- Physical health deteriorates.
- Anxiety and depression.
- Regular absences can occur – both short term (after weekend binges) and long term (when physical dependence or hospital admissions).
- Lack of personal hygiene, breath odour - often disguised by mints, chewing gum, strong aftershave/perfume.
- Unkempt personal appearance.

Other items of note

80mg is the current legal drink drive limit. Between 20–50mg the risk of a fatal vehicle accident triples. Between 50–80mg there is 6 times the risk of a fatal accident (Institute of Alcohol Studies).

On average it takes a healthy liver one-hour per unit after the first half an hour to remove alcohol from the body. So if you drink 5 pints of 5% lager or 5 large glasses of wine this equates to 15 units and would take a minimum of 15.5 hours to leave your system from the time you **started drinking**.

Cannabis

What it does

Depresses the central nervous system. Is hallucinogenic and can cause a psychological dependence.

Current status is a Class B drug and illegal.

How it can affect people

- Impaired co-ordination – difficulties operating machinery, driving etc.
- Lack of concentration, can be confused or suffer with memory loss.
- Difficulties learning.
- Loss of motivation.
- Tiredness, disturbed sleep patterns.
- Anxiety and depression.
- Blood shot eyes.
- Paranoia, hallucinations.

Other items of note

When cannabis is combined with alcohol there can be 16 times greater risk of an accident (www.talktofrank.com).

Cannabis can stay in someone's system for several weeks and is detectable in saliva between 2 - 24 hours after use.

Cocaine

What it does

Is a central nervous system stimulant. Causes a psychological dependence.

Current status is a Class A drug and illegal.

How it can affect people

- Behaviour can become arrogant, loud, aggressive, over confident or excitable.
- Lack of appetite.
- Dilated pupils.
- Regular sniffing, runny nose – can result in nose bleeds, perforated septum.
- Disturbed sleep.
- Anxiety and depression.
- The after affects can last for days – paranoia, mood swings, agitation, lack of concentration and flu-like symptoms.

Other items of note

Cocaine mixed with alcohol creates cocaethylene – which increases the chance of heart attack by 24 times (www.talktofrank.com).

Cocaine is detectable in saliva for approx 2 – 5 days after use.

Why is it important to me?

Anyone can develop a substance misuse problem. Alcohol and/or drugs are often used

either as a coping mechanism for life's problems or to mask difficulties that someone may be facing at home or work.

Anyone with a substance misuse problem could be negatively impacting on team performance at work as well as be a health and safety risk to themselves and others.

If you are an employee, manager or supervisor and can see signs of potential substance abuse amongst colleagues, you should be alert to the sources of help and advice they may need.

People affected may require long-term specialist support to resolve their dependencies.

IQ believes that being a professional working in the quarrying and minerals products industry means working well with others in a team based environment. This means being able to understand factors that can impact on team performance, including when someone may be affected by substance misuse.

Where Next?

There are a number of websites where you can get further information and advice:

NHS:

www.nhs.uk/Livewell/Alcohol/Pages/Alcoholhome.aspx &
www.nhs.uk/Livewell/drugs/Pages/Drugshome.aspx

Health and Safety Executive (HSE):

www.hse.gov.uk/alcoholdrugs

Trade Union Congress (TUC):

<https://www.tuc.org.uk/resource/drugs-and-alcohol-workplace>

Advisory, Conciliation and Arbitration Service (ACAS):

www.acas.org.uk/index.aspx?articleid=1986

Talk to Frank:

<https://www.talktofrank.com/get-help/find-support-near-you>



Employee Engagement

There are many definitions of Employee Engagement, but the phrase basically refers to the relationship between an organisation and the people who work for it. Put simply, a happier, focused and more productive workforce, the more successful the company in achieving its goals. In everyday talk, people might refer to employee engagement with phrases such as 'pride in the job', 'going the extra mile', 'feeling valued' and 'loving what I do'.

What is it?

In 2009 in the UK, David MacLeod and Nita Clarke produced a report, '**Engaging for Success**' which said

"This is about how we create the conditions in which employees offer more of their capability and potential."
– David MacLeod

The report gave rise to an independent Employee Engagement Task Force, launched by the government, and the Engage for Success movement, which is widely supported across all sectors of the economy. Engage for Success aims to bring together leading research findings and experiences and to share expertise, ideas and practical guidance on 'nuts and bolts' of employee engagement.

In addition to increasing productivity, sales and profits, Employee Engagement has been identified as a critical factor to improve the health and safety performance of quarrying companies and the aggregates industry as a whole.

The law

The power of effective engagement with employees is reflected in the UK's Quarries Regulations (1999). Under Regulation 40, employers have a duty to ensure that the workforce actively participates in assessing risk and protecting the safety and health of everyone on site.

Systems and Procedures

The regulations are great at reminding us that a lot that can be achieved with simple and useful practices that can be quickly adopted. Some examples aimed at increasing employee engagement with regards to health and safety include:

- Health and Safety Committees – formal meetings with representation from sections of the workforce
- Toolbox talks – short, sharp presentations to highlight particular issues on a site or project
- Inspections – carried out by 'non-management' members of the workforce
- Feedback – suggestion boxes, incident reports and other ways to easily allow workers to raise issues with management
- Noticeboards – clean, tidy and regularly-updated notices on what's going on

Culture

As well as having the right systems and processes in place, good employee engagement is a matter of creating the right culture within an organisation. **ACAS** describe 4 key elements to making sure the culture is right for good engagement:

Leadership: having a great vision with a powerful story and communicating this regularly.

Line management: supervisors and managers having great personal skills so that they can relate to their staff through active listening, motivating, coaching and empowering.

Voice: employees know first-hand what works and what doesn't. Making sure that their voices can be heard is great for innovation and improvement and is one of the most powerful factors in motivation and job satisfaction.

Trust: walking the talk – managers and leaders delivering on their promises.

Why is it important to me?

The term 'Employee Engagement' might sound like management jargon, but the idea that there's a difference between just going through the motions to putting your heart and soul into a job and feeling the personal satisfaction and rewards that brings should make sense to everyone.

Understanding a little more about employee engagement and looking at how successful organisations create and sustain a culture with an engaged workforce can give you powerful

insights into getting better results from your team.

If you needed further persuasion, remember that the **Quarries Regulations (1999)** says:

Participation of persons at work

40.—(1) It shall be the duty of the operator to make and maintain arrangements which will enable him and those persons who regularly work at the quarry to co-operate effectively in promoting and developing measures to ensure the health, safety and welfare of persons who regularly work at the quarry and in checking the effectiveness of such measures.

Participation? Make and maintain arrangements? Promoting and developing measures? Yes – it's talking about employee engagement.

IQ believes that good engagement with all colleagues is an important skill for professionals working in the quarrying and minerals products industry.

Where Next?

To find the Engaging for Success report and plenty of other advice and tips on employee engagement go to:
www.engageforsuccess.org

For a number of helpful guides and articles on employee engagement, visit ACAS. In particular you may want to check out the advisory booklet called '**The People Factor**':
www.acas.org.uk



Managing Conflict

Conflict at work between two or more people or teams can take many forms. There may be clear, visible signs of conflict, such as arguments or a refusal for two parties to work together.

Sometimes, the signs of conflict might be invisible or far less obvious.

What is it?

Managing conflict plays an important part in resolving issues, so that relationships can be kept positive and team and individual performance kept on track.

1. Identifying conflict

Generally, conflict has two elements – the relationship between the parties concerned and the issue which is at the heart of the disagreement. The signs that conflict is present are features of the relationship or behaviours of those involved in conflict and can include:

- Obvious changes in behaviour such as derogatory comments being made, negative body language, changes in social settings such as when or where people choose to take breaks, a poor atmosphere or an individual or team becoming isolated from others
- Signs of demotivation such as a lack of willingness to be helpful to others, not taking on voluntary tasks or not participating in meetings
- Performance issues such as uncompleted work, lack of productivity, goals not being achieved, untidiness or a lack of care and attention in someone's work
- Increased sickness absence
- An increase in complaints or a formal grievance being raised

2. Identifying its root causes

The root causes of conflict need to be uncovered and understood in order to be resolved. Common causes of conflict in the workplace include:

- Lack of clarity of goals or job roles
- Poorly-communicated changes to work areas and responsibilities
- Lack of training or support given to an individual or team
- Unfair or inconsistent treatment

- Poor management communication or a management style that is not supportive and encouraging
- Poor working conditions
- Bullying and harassment
- Issues arising from outside work that impact upon relationships at work

3. Managing and resolving conflict

There are both informal and formal ways of dealing with conflict. Which approach is appropriate will depend on the particular circumstances.

The **informal** route should generally be attempted first and can include:

- Having a quiet chat about the problem
- Trying a change of scene – taking one or both parties out of the workplace to a neutral setting
- Changing your own style as a manager

Formal systems are there to escalate the situation and can include:

- Following your organisation's grievance procedures
- Getting help from a skilled mediator
- Involving trade union representatives

Why is it important to me?

Conflict creates problems with achieving goals and objectives, and can simply make it unpleasant for everyone else at work.

As a manager or supervisor, you may find yourself in a situation where you will have to seek to resolve conflict between others, or between yourself and others. Therefore having an insight into identifying and dealing with conflict can help you to do your job better.

IQ believes that managing conflict effectively is an important skill for professionals working in the quarrying and minerals products industry.

Where Next?

he public body ACAS runs practical training courses to help with managing conflict: www.acas.org.uk

The Institute of Leadership & Management (ILM): <https://www.institutelm.com/resourceLibrary/managing-conflict-at-work.html>

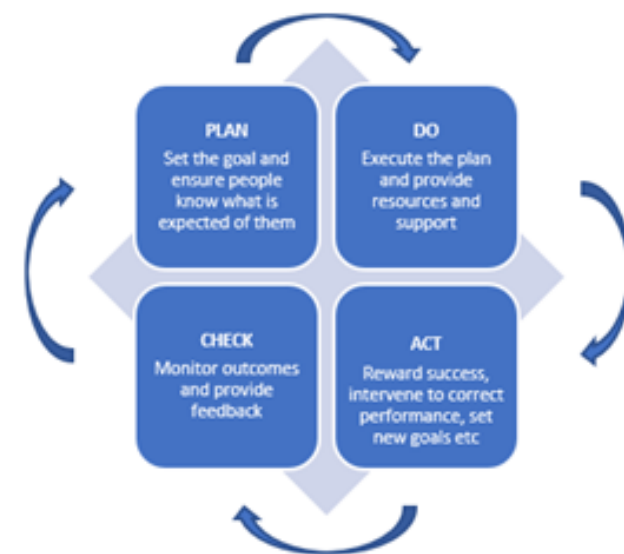
Performance Management

Performance Management is all about achieving goals by getting the best out of yourself and the people around you. As such, it is a broad subject covering many topics.

This factsheet provides a brief introduction to the subject and gives suggestions about where to go for further information.

What is it?

Performance Management is a continuous process and is often also known as Management By Objectives. A simple way of looking at this process is to use the Plan-Do-Check-Act model:



Goal Setting

When setting goals, it can be helpful to be guided by the acronym '**SMART**' which states that goals should be:

Specific – clearly identified, saying exactly what is to be achieved

Measurable – quantified, capable of being tracked and measured

Achievable – capable of being done with the resources available

Realistic – worthwhile, meaningful and relevant

Time-bound – set against a particular date or time limit

Good practice would suggest that **SMART** goals can be **SMARTER**, adding '**-ER**' means that plans or projects are also **Evaluated** and **Reviewed**.

You may want to consider adding a stretch objective as a way of providing an additional challenge for an individual or team. This might be relevant in a situation where you're interested in developing someone's skills or want to aim for an objective beyond the business or project plan.

Employee Engagement

Employee engagement is becoming a more common management objective. The goal of employee engagement is to get staff thinking and acting more proactively about how to complete their tasks in order to achieve both business and personal goals. A well executed performance management system can help, by involving individuals and teams in identifying and setting goals at the outset, they are more likely to go the extra mile to get the job done.

Appraisal

Feedback for people involved in working towards goals is important. Many organisations use formal appraisal systems, where interviews or meetings are held, either on a regular basis or at key stages in a project. Held with the line manager to discuss performance, appraisals should be well structured and offer an opportunity to recognise and reward success as well as to look at shortfalls and offer additional support.

Reward and Discipline

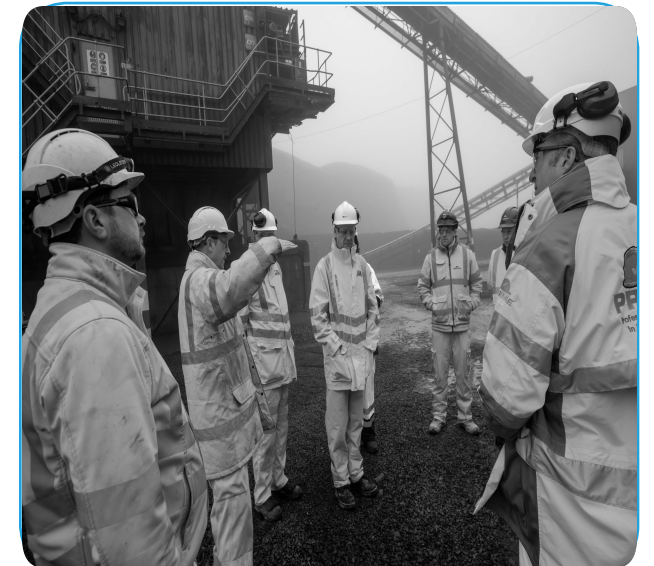
Recognising and rewarding success is a key ingredient in developing and maintaining a culture that is focused upon achieving goals.

The options for doing so range from a simple 'thank you' to incentives and bonus schemes. Where performance is unsatisfactory or where a poorly executed performance management system fails to support goal attainment, it may be necessary to implement disciplinary procedures. It is recommended that you get specialist advice and support on this to ensure that the rights and responsibilities of you and your employees are fully understood and protected. The ACAS website (www.acas.org.uk) is a good resource on the law and best practice in this area.

Why is it important to me?

As a manager or supervisor, you will be responsible for the achievement of goals and objectives, as well as being tasked with motivating and encouraging others to get things done. As an individual, you will have your own tasks, goals and objectives to achieve and may find it useful to consider how your organisation handles performance management so that you can make your own contribution.

IQ believes that the ability to manage performance is a very important skill for professionals working in the quarrying and minerals products industry.



Powerful Presentations

For some people delivering a presentation to an audience can be an overwhelming prospect. With a little planning and practice it doesn't need to be and this factsheet aims to provide some guidance as to how to do that.

What is it?

Presentations are generally a delivered speech or talk on a specific subject to an audience. They are used in all sorts of situations such as company meetings, customer presentations, product demonstrations and industry seminars.

Whilst it is natural to be a little anxious when asked to deliver a presentation for the first time, many find that with every presentation they deliver, their confidence grows. The better prepared you are for the presentation, the better you can manage any nerves that do appear.

To prepare a presentation, follow this 4 step process:

1. Plan

Planning is key to ensure that the presentation you deliver meets audience expectations as well as your own objectives.

To put your presentation into the right context, understand what the purpose of the presentation is. For example, are you setting out a new proposal or providing feedback on a project? Is there a clear action that you need to achieve out of the presentation?

Think about your audience. Do you know them? How many of them are there likely to be? What is their background, prior knowledge and expectations about the subject you are presenting?

From a practical perspective know exactly where and when the presentation is taking place and how much time you have. If it's somewhere you haven't been before, try to visit beforehand so you are familiar with the room. Clarify what equipment is available to you so you know what to bring with you on the day.

2. Prepare

When preparing your presentation, think about the key points you want to make. Structure the presentation to give the most

amount of time to the most important sections.

Consider how you want to deliver the presentation. Is anyone else going to form part of the presentation with you? If so, what role will they play?

The role of visuals will be important to help communicate your message. There are all sorts of devices that you may want to incorporate to help add interest or reinforce your points. For example Powerpoint, flip charts, mood boards, video and/or audio clips, handouts and physical products or samples.

3. Practise

Practising your presentation will help you to know your subject material inside and out. Aim to rehearse in front of other people who can provide feedback. If a team of you are involved in the presentation, practise together so everyone knows their part. Finally, try to anticipate the questions you might get asked.

Review the presentation for its clarity of visuals in terms of overall appeal, order of use and relevance. If using Powerpoint, note these tips:

- Font size should be large enough to read from a distance (Arial 30pt+)
- Don't use too many different colours and styles of font
- Lowercase is easier to read than uppercase, italics are also difficult to read
- 6/7 guide – no more than 6 lines per slide and 7 words per line
- 20/10 guide – 20 minute presentation should = 10 slides

4. Present

On the day, arrive early to check the setup of the room and test technology. When checking the setup don't forget to consider lighting and heating controls and the impact they might have on the presentation and your audience.

Whatever the dress code, make sure you are well turned out as first impressions count. Make eye contact with your audience to engage them. Aim to present standing up to ensure you can be seen and heard. Nervousness may make you gabble, so speak

slowly and pause occasionally to keep control. Don't read verbatim from the slides or your notes.

Be upbeat and sincere. Remember to smile! If you appear relaxed, so will the audience. And most importantly **be yourself**.

Why is it important to me?

Being an effective communicator is part of every supervisor and managers role. You need to know how to plan and deliver a presentation that conveys a clear message and encourage the required reaction. Presentation skills also help to develop other personal development qualities such as improving confidence.

IQ believes that delivering presentations is an important skill for professionals working in the quarrying and minerals products industry.

Where Next?

Macmillian Study Skills: <https://www.macmillanihe.com/studentstudyskills/page/Presentation-skills/>

Skills You Need: <https://www.skillsyouneed.com/presentation-skills.html>

Report Writing

When asked to prepare a report, make sure that you know exactly what the purpose of the report is, who it's being written for, how they intend to use it and what the timescales involved are. Having these details clear in your mind will make it easier to prepare and write your report.

What is it?

A report is a systematic, well organised document which defines and analyses a subject or problem. The focus of the report might be a record of facts or events that may or may not also include your own analysis, interpretation or recommendations.

Planning a report

Develop a basic framework for your report. With your main topic or question as a central focus, jot down your initial thoughts and start to group these together.

Consider what information you need to put into your report. Examples of the type of supporting information you might need to include are:

- Company operating or financial information
- Market or competitor information
- Customer data and feedback
- Staff performance and feedback
- Manufacturer or product specifications and costs

Remember to make a note of any sources you've consulted in order to be able to refer back to the information.

Writing a report

Reports are typically written in sections with headings and subheadings.

Below are the possible components of a report, in the order in which they would appear:

Title page – include report title, author, date.

Acknowledgments – include in longer reports to mention the support of particular people or organisations who may have provided information used in the report.

Contents page – needed if a report is 4 or more pages long.

Executive summary – used to set out the conditions of why the report was written, what its scope is and how it was prepared.

Introduction – should be no more than about 8% of the total report length. This section introduces the report and provides an outline of the conclusion or recommendation.

Main body/findings – this can be further subdivided according to the points and issues you are addressing in the report.

Results – include as a section if you have data/analysis to present.

Conclusion – should summarise your points from the main body of the report and show how they answer the key questions that the report sought to address.

Recommendations – should follow on logically from your conclusion and be specific, measurable and achievable. They should propose how the situation/problem could be improved by suggesting action to be taken with an outline of what (if any) financial implications are involved.

Appendices – you can include relevant, but detailed information in an appendix to the report. Examples include charts or data but must always be referenced somewhere in the report to be included.

Tips on report writing style

- Reports should be written in an objective and impersonal manner
- Always use clear and concise English. Avoid jargon or colloquial language
- Write in short sentences. The best sentences are only 8 words long. The longer the sentences, the more difficult it can be for readers to follow your thoughts
- Each paragraph should explain a single point. Keep your thoughts clear by keeping to a single idea in each paragraph
- When proofreading and editing, make sure you are consistent your use of language
- When laying out your report, make sure there is a balance of white space around the text to help the reader of the report digest it more easily

Why is it important to me?

Being a good communicator is an essential skill for supervisors and managers. You need to be able to clearly get your thoughts and points across effectively. Well written business documents will guide management decisions and planning as well as assist staff and customers.

IQ believes that report writing is an important skill for professionals working in the quarrying and minerals products industry.

How Teams Work

Teams are not just groups of individuals. They're high-performing units whose achievements are greater than the sum of their parts. We're all part of a team somewhere in life and understanding how your team works – and how you work within your team – can have major benefits on your own achievements.

What is it?

Over many years, management scientists and researchers have studied teams to try and understand the phenomena behind high-performing teams. This factsheet touches briefly on 3 classic views of how teams work and is designed to give you a taste of some of the resources that are available to help you.

Belbin's Team Roles

In 1981, Meredith Belbin published his famous Management Teams book based on his work at Henley Management College. He proposed that effective teams feature 9 key roles that describe how the team goes about its work. He was not saying that each role is performed by one person or that each person in a team only performs one role. Otherwise how would a team of five get on? His model is useful in helping to ensure that all of these team roles are fulfilled and perhaps in understanding what's happening when things go wrong.

Plant

The ideas person. A creative, imaginative and often unorthodox problem-solver.

Co-ordinator

The 'chairman' who ensures everyone in the team has a say and can play their part. Summarises goals, clarifies conclusions and allocates action points.

Resource Investigator

The networker who can normally get the team what it needs by knowing 'someone who can'.

Shaper

The driver who thrives on pressure and pushes the team along to reach decisions, overcome obstacles and take action.

Monitor-Evaluator

The analyst who weighs up options and helps the team steer away from misguided judgments. Analyses problems, monitors progress and is cautious against making mistakes.

Team Worker

The diplomat who is concerned about harmonious relationships within the team, sensitive to atmospheres and quick to provide comfort to others and to resolve conflict.

Implementer

The practical one who sorts out how to produce what the team wants, finding workable solutions to problems.

Completer Finisher

The details person who has a great eye for spotting mistakes. Dots the i's, crosses the t's and is meticulous in ensuring that tasks are completed with concern to quality and timescale.

Specialist

The expert who brings specialist technical knowledge or skills to the team.

Tuckman's Stages of Team Development

In 1965, psychologist Dr Bruce Tuckman coined his now famous "Forming, Storming, Norming and Performing" phrase on the development of teams, later adding 'adjourning'. His model aims to describe how teams evolve from when they're first put together to becoming high performing teams and eventually disbanding. The model can be used to work out where your team is in its own evolution, remembering that it can take quite some time to move through each stage and that the team can go back as well as forward – when a team member leaves and a new one joins, for example.

Forming

As the team first gets together, people are getting to know each other and perhaps don't fully understand what work the team will do and what is expected of them. Most will be polite, constructive as well as perhaps anxious and excited. The leader's role is pretty dominant in setting out goals and expectations.

Storming

People start to challenge each other, jostling to understand their position in the team. Teams may fail at this stage and the conflict that arises can be

both positive and destructive. Leaders need to navigate carefully through this stage, providing guidance, reassurance and authoritative support.

Norming

Eventually, the team will start to resolve its internal conflicts and mutual trust and respect develops amongst colleagues. The team will generally feel stronger and more sociable and the commitment to shared goals is amplified as people support and encourage each other.

Performing

The team is now in full flight, working harmoniously and effectively to achieve its goals. Reward and recognition flows naturally and systems and processes that support the team are seamless parts of everyday life. Leaders are able to delegate much of their daily tasks and concentrate on developing people and setting future goals.

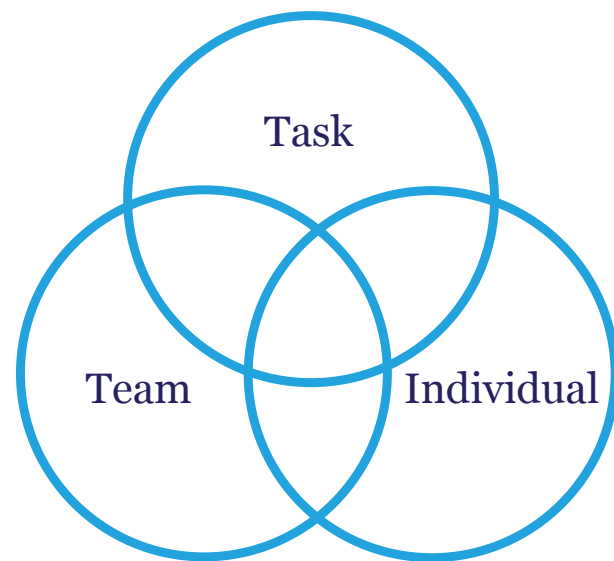
Adjourning

The team is now in full flight, working harmoniously and effectively to achieve its goals. Reward and recognition flows naturally and systems and processes that support the team are seamless parts of everyday life. Leaders are able to delegate much of their daily tasks and concentrate on developing people and setting future goals.



Adair's Action Centred Leadership

John Adair looks at the team through his Action-Centred Leadership model, as one of 3 critical components in the life of any leader. Adair says that, in order to be an effective leader, one should adapt the time and effort spent in balancing the needs of these 3 components: achieving the **task**, building the **team**, developing **individuals**.



TM John Adair

Adair's model is powerful in looking at the team as a component of the leader's view of the world - distinct from the task at hand and the individuals within the team itself. As such, it reminds us that leaders need to spend time and effort upon building the team as well as trying to get the job done. In fact, Adair's ideal is that the leader spend as much time as possible occupied by the intersection of the 3 circles, balancing the needs of task, individual and team, in order to maximise success.

Why is it important to me?

We all know a great team when we see one. Just think of your favourite sports team. What makes them good at what they do? Is it the star individual who shines above all others, carries the rest and takes all the glory?

Partly, maybe, but there's a magic ingredient – teamwork – and that doesn't just happen. Professional sports teams and the like spend lots of time looking at the best combination of individual skills, creating a sense of a shared goal and working on the 'glue' that holds a team together.

Understanding a little more about these magic ingredients can help you with your own team – those that report to you and teams that you're a part of with your peers or senior colleagues. IQ believes that teams are at the heart of a great industry, great companies and great quarries. Teams and team-working are therefore important skills for professionals working in the quarrying and minerals products industry.

Where Next?

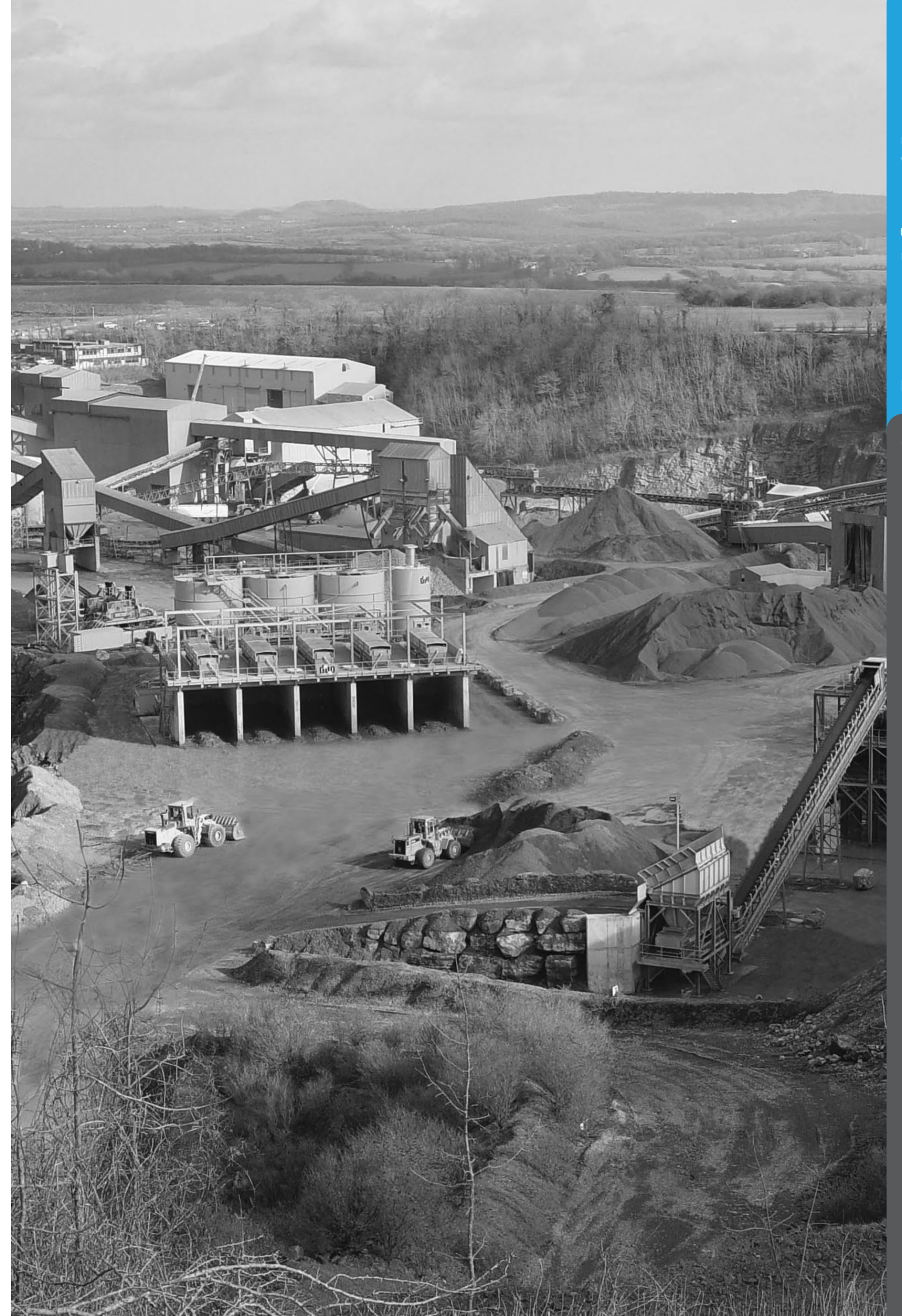
You might also find these additional resources useful:

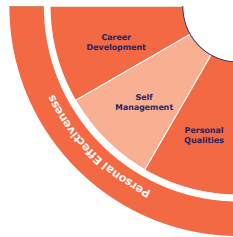
Team Building Ideas at Mind Tools:

www.mindtools.com/pages/article/newTMM_52.htm

Institute of Quarrying

IQ supports professionals working within the quarrying and minerals products industry through membership and training. These factsheets are produced across a range of topics to share ideas and best practice. Further information can be found via the knowledge section on the IQ website www.quarrying.org.





Personal Effectiveness

This is about developing an awareness of your own personal attributes, strengths and weaknesses and learning how to use them in the most effective way.

- Chairing Meetings
- Dealing With Stress
- Preparing For Your First Management Role
- Understanding CPD
- Understanding Your Personal Qualities
- Achieving Work-Life Balance
- Working Abroad
- Writing a C.V

Chairing Meetings

A good chairperson can make the difference between a productive and motivating meeting and a frustrating waste of time. Being a good chairperson requires skill and leadership to ensure the best use of everyone's time. Very few people receive adequate training or support in chairing meetings and yet adopting some fairly simple techniques and practices can fulfil this important role.

What is it?

Meetings are generally most effective when there is a purpose and reason to bring people together. They help teams reach their goals and ensure projects stay on track.

Some meetings are very formal and associated with strict terms of reference and a constitution that nominates the position of Chair. Others are small and informal but still require leadership and order through a meeting representative in the role of Chair.

Before the Meeting

The chairperson's role starts before the meeting takes place. The chairperson must be clear on the purpose and logistics of the meeting (where, when etc), attendees, areas of discussion and what the desired outcome of the meeting is.

Depending on the size and type of meeting, the Chair might want to assign roles to others to help facilitate the smooth running of the meeting. The sorts of roles to consider include secretary (or minute taker) and who the lead speakers on certain agenda items are.

It might be helpful to work through the agenda in advance with these key people to agree what and how information is going to be recorded as well as identify what the important tasks are to ensure they are fulfilled during the meeting.

Agenda

In its simplest form, the agenda will be a list of things that need to be discussed. Adding timings to an agenda will help with planning, can sharpen people's minds in getting through a particular item of business and will help set expectations so that the meeting can be helped to run to time.

It is normally valuable to circulate an agenda in advance, as part of helping participants to prepare for the meeting. For small and informal meetings, you may decide to agree an agenda at start of the meeting itself.

Here is a list of items that are usually included in an agenda but you may want to write your own:

- Apologies for absence
- Minutes of the last meeting – agree these are a correct record
- Matters arising from the last meeting including a review of action points
- Issues to be discussed
- Any other business
- Date of next meeting

At the Meeting

The Chairperson should always arrive early. The meeting room set up can be checked, attendees welcomed, speakers introduced and ensure that all have the agenda and any papers.

Call attendees to attention at the start of the meeting to set out timings of the meeting, any planned breaks (for refreshments for example) and any safety announcements or general housekeeping rules. These rules may or may not be explicitly stated but can include items such as mobile phone use, how to make a contribution to the meeting and acceptable behaviours towards fellow meeting attendees.

When it comes to the main body of the meeting itself, you have a number of key objectives as chairperson:

Get through all of the agenda, on time. Introduce each item, keep conversations on track, have a method to deal with points made off topic that you want to return to later (if time allows) and don't allow private conversations.

Make sure everyone is able to contribute. Maintain eye contact, acknowledge those who have indicated they want to speak, encourage all to speak, monitor more dominant personalities to allow all to contribute, listen and summarise points made, remain neutral.

Steer the meeting to make decisions.

When introducing agenda items outline what decisions need to be made, keep a list of key points, summarise these to guide decision making, summarise decisions taken with detail of who will do what and by when.

Deal effectively with any disruptions or difficulties. Managing conflict is the most challenging aspect of being a Chairperson but your role will give you legitimate authority to deal with these situations. Remind people of the ground rules, treat people consistently, keep summarising points to reassure participants they have been heard to enable the meeting to move on, involve others to see if the particular topic needs more time to discuss, suggest that the issue being debated can be taken outside the meeting and in extreme examples, adjourn the meeting if it becomes too heated and emotional.

Close the meeting. Thank all the participants, agree that minutes and actions will be circulated and if possible, agree the next meeting date. After the meeting ends, speak to people after the meeting to gather feedback from participants.

Chairing meetings is an important role and one that takes skill. Like any other skilled activity, you will get better with practice and by listening to people's views on how you performed and how you can improve.

Why is it important to me?

You may find that you need to organise and run meetings for all sorts of reasons within your day-to-day work. Knowing how to chair meetings will help you to make sure that time is well spent and that your meetings are productive and motivating.

IQ believes that running effective meetings is an important skill for professionals working in the quarrying and minerals products industry.

Where Next?

For short clips on how to chair effective meetings, take a look at these YouTube videos:

www.youtube.com/watch?v=uvLDIPlxaRg
www.youtube.com/watch?v=oPhKhTI0Lss
www.youtube.com/watch?v=KCpcqdgGf-F0
www.youtube.com/watch?v=rFeA-pM0o8Y
www.youtube.com/watch?v=xQW1fEwYZVA

For guidance on how to manage conflict: Refer to the IQ Factsheet '**Managing Conflict**' within the Engagement, Influence & Impact segment of the Skills Wheel.



Dealing with Stress

The Health and Safety Executive (HSE) define stress as “the adverse reaction people have to excessive pressures or other types of demand placed on them”. Stress is not an illness – it is a state. However, if stress becomes too excessive and prolonged, mental and physical illness may develop.

What is it?

Stress is our body’s natural defence mechanism that helps us survive by alerting us to danger and preparing our bodies for action. When we feel trapped or threatened our brain senses fear and triggers our fight or flight response. When this happens we experience certain physical sensations such as increased heart rate, stomach churn, muscle tension, tingly head, nausea, tightness or pressure in the chest, muscle tension or sweats.

Research shows that by triggering our fight or flight response we activate the right front part of the brain which alters the way we think. In humans this can make us defensive, aggressive, destructive and resistant to help.

This is because we resort to the same kind of thinking as all animals when trapped or threatened which is to **DART**: Defend, Attack, Run or Tolerate (accept your fate).

There are many ways of dealing with stress and below are a few helpful tips that may be able to help whether you are suffering from stress yourself or concerned about a colleague.

Dealing with Stress – Employees

Learn to manage your stress better by:

Managing external pressures so stressful situations don’t seem to happen to you quite so often; and

Developing your emotional resilience so you’re better at coping with tough situations when they do happen.

Tips for managing stress include:

- Make some lifestyle changes such as using relaxation techniques, making time for your interests and hobbies, making time for your friends and finding a balance in your work/home life
- Look after your physical health by eating healthily, trying to be more physically

active and get a good night’s sleep

- Give yourself a break not only by getting a change of scenery but learn to be kinder to yourself and reward yourself for your achievements
- Change how you see the situation, set realistic goals, avoid extremes, avoid stressful situations, set priorities, manage your time effectively and change how you react to stress/manage how stress affects you

Dealing with Stress – Employers There are 6 main stress factors:

1. Demands: This includes issues such as workload, work patterns and the work environment. Pay attention to the way jobs are designed, training needs and whether it is possible for employees to work more flexible hours. Employees often become overloaded if they cannot cope with the amount of work or type of work they are asked to do.

2. Control: How much say the person has in the way they do their work. Think about how employees are actively involved in decision-making, the contribution made by teams and how reviewing performance can help identify strengths and weaknesses. Employees can feel disaffected and perform poorly if they have no say over how and when they do their work.

3. Support: This includes the encouragement, sponsorship and resources provided by the organisation, line management and colleagues. Give employees the opportunity to talk about the issues causing stress, provide a sympathetic ear and keep them informed. Levels of sick absence often rise if employees feel they cannot talk to managers about issues that are troubling them.

4. Relationships: This includes promoting positive working to avoid conflict and dealing with unacceptable behaviour. Check your policies for handling grievances, unsatisfactory performance and poor attendance and misconduct, and for tackling bullying and harassment. Ensure staff are aware of policies and that line managers are trained to recognise potential problems at an early stage. A failure to build relationships based on good behaviour and trust can lead to problems related to discipline, grievances and bullying.

5. Role: Whether people understand their role within the organisation and whether the organisation ensures they do not have conflicting roles. Review your induction process, ensure accurate job descriptions and maintain a close link between individual targets and organisational goals. Employees will feel anxious about their work and the organisation if they don’t know what is expected of them.

6. Change: How organisational change (large and small) is managed and communicated in the organisation. Plan ahead so that change doesn’t come out of the blue. Consult with employees so they have a real input, and work together to solve problems. Change needs to be managed effectively or it can lead to uncertainty and insecurity.

Why is it important to me?

Being able to manage stress effectively is key to maintaining your overall health. Healthy, happy employees are more productive which helps to create a positive and highly effective workplace. Therefore it is important to be able to recognise the signs of stress both in yourself and others in the team to be able to develop solutions to help manage the situation.

IQ believes that dealing with stress for individuals both personally and in managing teams is an important skill for professionals working in the quarrying and minerals products industry.

Where Next?

Refer to the IQ Factsheet '**Achieving a Work-Life Balance**' within the Personal Effectiveness segment of the Skills Wheel.

Preparing for Your First Management Role

Preparing for your first management role can be quite daunting and there are many different skills you will have to acquire in order to succeed. One of the most important things for you to do, is to build a good relationship with your own manager and arrange regular meetings to discuss your performance.

What is it?

Management is the process of working with

or through people to achieve organisational goals.

Moving into a management role may mean that you have to change the relationships you have with your existing colleagues. You will have to set an example of how you expect your staff to behave and you may come across conflicts that you have not previously encountered.

Top management skills

- You need to be organised, self-motivated and have the ability to take on higher level challenges
- Have the ability to develop positive working relationships
- Be capable of leading projects with multiple participants
- Handle conflict well and be able to analyse different angles of a situation before reacting
- Demonstrate that you can communicate effectively with a team

What to do when you’re the new boss

- Ensure that you learn everything you can about the organisation and your employees
- Read all policies and enquire about whether there is any formal training that you can attend
- Find yourself a mentor
- Change your focus – your number one job is to help other people achieve targets
- Make yourself available to your staff

Management roles

Respected author and academic on business management, Henry Mintzberg, identified 10 primary roles of management. These roles or behaviours can be categorised as interpersonal, informational or decisional in nature.

Interpersonal

The **Liaison** will have excellent networking skills, build an outside network of contacts and develop these relationships.

As a **Leader** you will have to uphold excellent emotional intelligence, motivate the people around you and lead in an individual and collective manner.

A **Figurehead** aims to represent their team, will always set a good example at work and completes a number of routine roles of a legal or social nature.

Informational

A **Disseminator** knows how to share information and outside views effectively in both a verbally and written form. You will disseminate what is useful information and how it is critical.

A **Monitor** gathers information effectively, has the ability to overcome information overload and has a thorough understanding of the company and their staff.

The **Spokesperson** knows how to represent an organisation at public events and meetings.

Decisional

As a **Resource Handler** you will manage budgets, cut costs and prioritise.

An **Entrepreneur** has excellent change management skills, can think logically when faced with a problem and has the drive to create and implement new ideas.

The **Disturbance Handler** can diffuse team conflict, address any issues and manage emotion in a team.

A **Negotiator** defends business interests and directs negotiations within the team and organisation.

In reality management involves all of these roles and includes many different skills from communication to managing costs and budgets.

When developing your management skills you should use these roles as a guide to ensure that you are prepared for any circumstance you may face.

An important point to remember is that management requires a completely different skill set. You may have been excellent in your previous role, but essentially you are starting from scratch. To overcome this you should read articles, books, attend webinars and training courses to learn the basic competencies of management.

Why is it important to me?

Being a successful manager will help to develop you and your career to its fullest potential. Being aware of the different aspects required to be a good manager will help you to identify your areas of strength as well as those areas that you may need to focus on.

IQ believes that good management is fundamental to a successful and profitable industry.

Understanding CPD

CPD stands for Continual Professional Development and is the process of continuous, regular learning that all professional people should undertake. Your CPD will involve learning new things as well as staying up to date on issues that you're already familiar with.

What is it?

The Institute of Quarrying encourages everyone in the industry to do **CPD**. To maintain your membership of the Institute – which is, after all, a professional qualification – you need to demonstrate that you're actively pursuing your own continuous professional development by keeping a record of what you've done.

Qualifications and CPD

You may have academic or vocational qualifications, which acknowledge that at a certain point in time, you were able to meet the knowledge and skills requirements of an examining body. This might have been demonstrated through an exam, an observed assessment or through collating a portfolio of work. By doing CPD, you're showing that you're up-to-date with current knowledge and events in a particular subject.

Personal Development

By setting yourself CPD goals and priorities, you can take control of your own personal development. A great way to identify priorities for yourself is through an appraisal or performance review with your line manager or mentor. The CPD you do is yours – you own it and you're doing it for yourself, to advance your career as a quarrying professional.

Types of CPD and where to get it

A common misunderstanding is to assume that CPD means going on a training course. Whilst training courses are an obvious and structured way of getting CPD, there are many forms of learning that you can take advantage of, some of which can be done on-the-job, some are best done away from work and some you can do in your own time:

- IQ technical evenings
- Seminars and conferences
- Research into new techniques, technologies, working methods
- Coaching someone or spending time reflecting with your own coach or mentor
- Training courses
- Online learning
- Participating in your professional body, such as chairing a group or meeting
- Taking part in working groups established for particular subjects
- Writing articles, procedural documents, guidance, training courses
- Representing your site, company or the industry at external events
- Toolbox talks
- Visiting new sites or departments
- Work shadowing – spending time understanding some else's role
- Deputising for your manager
- Undertaking a specific project
- Reading articles, journals and papers on certain subjects
- Training or instructing someone (if you're not a regular trainer!)
- Preparing for and giving talks and lectures
- Organising and conducting site visits
- Supervising trainees

What ISN'T CPD

CPD is really all about learning new things or refreshing your knowledge by doing new things. It's your responsibility to think about

what this means for you, but the sorts of things that wouldn't normally be recognised as CPD are:

- Anything that's part of your normal day-to-day work
- Travelling time to CPD events
- Time spent recording your CPD activities
- Repeated activity

Keeping a record

If you are a member of a professional body, such as the Institute of Quarrying, they will normally provide assistance with CPD. IQ provides members with CPD folders as well as a mobile CPD app that allows easy recording of all of your CPD activities. To maintain your own records, as a minimum we recommend keeping a note of:

- What you did
- What you learned by doing it
- When this was
- The amount of time it took

Why is it important to me?

Planning for, doing, recording and reflecting on CPD activities is a way of maintaining your professional competence. It requires a continuous and systematic approach in identifying both skills and knowledge that need to be developed or need to remain current within your area of work or expertise. IQ believes that **CPD** and ongoing learning is essential for professionals working in the quarrying and minerals products industry.

Where Next?

If you are a member of IQ and haven't yet downloaded our CPD app, you can get this by searching for '**IQ CPD**' in the Apple or Google Play stores.

Understanding Your Personal Qualities

Your personal qualities are the characteristics that make you who you are. As well as the knowledge and skills that you are able to bring to your work, your personal qualities define how you will go about applying yourself to a role or task. Learning how to identify and make best use of your personal qualities is an important part of being able to develop both personally and professionally.

What is it?

Your personality can make the difference between poor and great performance for both for yourself and your team – whether or not you're consciously aware of how your personality is affecting your work.

Before you think this is all getting a bit too warm and fuzzy, it is worth picking up a copy of the Quarries Regulations 1999 because under Regulation 2(1) it states that:

"competent" in relation to a person means a person with sufficient training, experience, knowledge and other qualities to enable him properly to undertake the duties assigned to him, and "competence" shall be construed accordingly.

Therefore personal qualities are an important ingredient in defining competence. Often overlooked alongside the rather easier to identify skills and knowledge criterion demonstrated by qualifications and training.

Some examples of personal qualities that employers look at are:

- Perseverance
- Self-discipline
- Ambition
- Attitude to risk
- Learning styles
- Extrovert vs introvert
- Confidence
- Flexibility
- Work ethic
- Positive mental attitude

Getting to Know Yourself

There are a number of tools and techniques available to help you get to grips with your own personal qualities:

Feedback

- Ask others about how they see you
- Use your appraisal with your line manager to help inform you
- 360 degree appraisals, where colleagues give you feedback on aspects of your performance and personality can be very powerful

Diagnostic Tools

There are a number of self-diagnostic tools available that can give you insights into aspects of your personality. Some that you might find useful are:

- **Psychometric Tests:** Myers Briggs Type indicator (MBTI), Clarity 4D and the California Psychological Inventory are just three amongst many tests available to help tease out aspects of your personality
- **Learning Styles:** various tests and questionnaires are available to help you to better understand the way you prefer to learn. The Honey and Mumford model suggests four learning styles: Activist, Theorist, Reflector and Pragmatist
- **Team Role:** in a team situation, which sort of role do you prefer to play and how does this change in different situations
- **Leadership style:** there are several well-established models that seek to describe styles of leadership. Blanchard's Situational Leadership Model is one place to start, it looks at how your own style could or should change depending on the circumstances you find yourself in

Coaches and Mentors

Enlisting the support of a coach or mentor can really help you to reflect upon your own performance and approach to work. This doesn't have to be a formal arrangement and can take place outside of work. A good coach will help you to better understand what drives you and how your personality traits can help or hinder the achievement of your goals.

Why is it important to me?

As a professional in the quarrying industry, it is important that you understand your own attributes and how they impact on you doing

your job. Having an insight into the attitudes, behaviours and preferences of others helps to build teams and leads others towards successful performances. Understanding your own and others' personality traits can help with problem solving, particularly where the problem is rooted in behaviours.

IQ believes that understanding your personal qualities is an important skill for professionals working in the quarrying and minerals products industry.

Where Next?

A number of tools are referenced in the diagnostic tools list. For further reading on these please refer to the following websites:

Psychometric Tests

Myers Brigg: www.myersbriggs.org

Clarity 4D: www.clarity4d.com

California Psychological Inventory: www.cpp.com

Learning Styles

Honey and Mumford: https://www.open.edu/openlearn/ocw/pluginfile.php/629607/mod_resource/content/1/t175_4_3.pdf

Team Roles

Belbin: www.belbin.com

Leadership Styles

Blanchards Situational Leadership Model: www.free-management-ebooks.com/faqld/leadtheory-06.htm

Further industry specific guidance on leadership and workforce engagement can be found at the QNJAC website: <http://www.qnjac.co.uk/qnjac-guidance/leadership-and-workforce-engagement>

How Teams Work

Refer to the IQ Factsheet 'How Teams Work' within the Engagement, Influence & Impact segment of the Skills Wheel.

Achieving a Work-Life Balance

All of our lives have become increasingly demanding and frantic. Work, home, family, friends, hobbies and interests all compete for our time. The concept of achieving a work-life balance is being able to properly prioritise between our career ambitions and our lifestyle preferences.

What is it?

Let's first define what work-life balance is not.

Work-Life Balance does not mean an equal balance. Trying to schedule an equal number of hours for each of your various work and personal activities is usually unrewarding and unrealistic. Life is, and should be, more fluid than that.

Your best individual work-life balance will vary over time. And often on a daily basis. The right balance for you today will probably be different for you tomorrow.

There is no perfect, one-size fits all balance you should be striving for. The best work-life balance is different for each of us because we all have different priorities and different lives.

Finding the right balance between work and the rest of your life can be a challenge. We've pulled together tips to help you make sure you work to live, rather than live to work.

1. Be flexible.

More and more employers offer flexible working conditions. If starting earlier in the day or working from home would help, ask your employer if it's possible. They'll benefit from your increased focus and commitment if you're working in a way that suits your personal circumstances.

2. Manage your time well.

You might spend 11 hours at work, but if four of them are spent chatting to colleagues, writing personal emails or researching holidays then it's not a productive or healthy situation.

Keep a strong focus on work at work, leave on time and use those extra hours to enjoy life.

3. Say no with a smile.

There's no point volunteering for every project if the quality of your work is going to suffer. Saying no firmly but politely shows you've got a clear understanding of your priorities.

4. Develop your skills.

Take advantage of any training opportunities available. Developing your skills will help you to do your job faster and more efficiently.

5. Take care of yourself.

Remember to keep your energy levels up with a proper lunch break (don't just snack on crisps), go home at a decent hour and never check work emails in bed. If you let your health take a back seat to your job, the quality of your work will go downhill and you'll end up even more stressed.

6. Schedule in fun.

This helps stop your work from eating into your personal life. If every Wednesday you want to leave on the dot at five to go to a gym class or meet friends, then make it happen.

7. Make work your friend, not your enemy.

Seek out tasks and projects that you particularly enjoy doing. If you let your managers know that you're good at something and enjoy doing it, they're likely to give you more of the same.

8. Take regular short breaks.

9. Investigate ways to work smarter not harder/longer.

Helping yourself

You need to take personal responsibility for your work-life balance. This includes speaking up when work expectations and demands are too much. Employers need to be aware of where the pressures lie in order to address them.

The following are other areas that you need to actively manage:

- Try to 'work smart, not long'. This involves tight prioritisation - allowing yourself a certain amount of time per task - and trying not to get caught up in less productive activities, such as unstructured meetings that tend to take up lots of time
- Take proper breaks at work, for example by taking at least half an hour for lunch and getting out of the workplace if you can
- Try to ensure that a line is drawn between work and leisure. If you do need to bring work home try to ensure that you only work in a certain area of your home - and can close the door on it.
- Take seriously the link between work-

related stress and mental ill health. Try to reduce stress, for example through exercise, relaxation or hobbies

- Recognise the importance of protective factors, including exercise, leisure activities and friendships. Try to ensure that these are not sacrificed to working longer hours, or try to ensure that you spend your spare time on these things
- Watch out for the cumulative effect of working long hours by keeping track of your working hours over a period of weeks or months rather than days. When assessing your work-life balance, include hours spent worrying or thinking about work, as these are a legitimate part of work and a good indicator of work-related stress

Why is it important to me?

The UK loses 10.4 million working days per year as a result of workrelated stress*. Beyond the impact on the economy, the cumulative effect that a poor work-life balance has on the individuals affected is impossible to measure. Those with an unhealthy balance may struggle to develop and progress in a positive way that brings satisfaction and happiness in both their personal and/or professional lives.

IQ believes that maintaining a healthy work-life balance is important for professionals working in the quarrying and minerals products industry.

*As quoted on <https://www.mentalhealth.org.uk/a-to-z/w/work-life-balance>

Where Next?

There are many websites and organisations that can offer advice about work-life balance, mental health and flexible working. A few worth looking at are:

Work-Life Balance:

www.worklifebalance.com

Mental Health Foundation:

www.mentalhealth.org.uk

ACAS:

www.acas.org.uk

IQ:

Refer to the IQ Factsheet 'Dealing With Stress' within the Personal Effectiveness segment of the Skills Wheel.

Working Abroad

If your dream is to travel, experience other cultures or start a new life in another country, an overseas job may be the choice for you. While there are many things to know about how to apply for a job abroad, technology makes it easier to find work opportunities in other countries.

What is it?

We live in a world where travel is accessible to all and sought after skills are highly transferable. There are many opportunities to work abroad for either a fixed or indefinite amount of time and this factsheet will provide an overview of some of the things you'll need to consider.

Research the countries you wish to work in.

Determine what skills are in demand to make sure there is a good fit to what you can offer. Then you'll need to find out practical information like what kind of visas and immunisations you'll need to relocate there. Try to establish what the culture is like and average living conditions. Work out what the cost of living is to make sure you get a job that pays sufficient to live comfortably. Be familiar with safety information, medical facilities and travel alerts.

Contact the Embassy of the country you wish to work in.

Find out what is needed to enter the country and relocate there.

Check what vaccinations are required.

You don't always need vaccinations if you're travelling abroad, it will depend on where and when you're travelling and what activities you plan to do. The website www.fitfortravel.nhs.uk has vaccination information for every country in the world. Get advice about vaccinations at least 8 weeks before you travel, as some vaccinations need to be given well in advance for them to work properly.

Apply for a passport and visa.

Many overseas jobs will not consider you unless you already have these items. The Embassy of the country you want to work in will provide visa application information.

Learn the language.

You may not need to be fluent in the local language to get a job, but having a command of basic phrases will make life abroad easier.

Remember there are two barriers when it comes to a language that isn't English: yours and theirs!

Search for international job postings on regular job sites and international sites.

Most regular job boards include international listings, larger recruitment consultants have international offices and most international organisations will list all of their available jobs across their different locations. Applying for an overseas job is similar to applying for any job in that employers are looking for a good fit between your skills and the job requirements.

Banking.

Make sure your salary is paid to you correctly by setting up an overseas bank account as soon as possible, preferably before you leave.

Have some reserve money for emergencies.

In case your pay doesn't come through as expected or you get taxed more than you expected.

Make sure you have sufficient health insurance cover.

Get fully covered in the country you move to either with your company or independently. The UK government has reciprocal healthcare arrangements with most European countries. If you're going to be working in a European Economic Area (EEA) country, you need to get an EHIC (European Health Insurance Card) in order to receive healthcare, which will either be free or reduced cost treatment.

Prepare your paperwork.

Ensure you have all necessary copies of visas, work permits, certificates etc. Make sure you can access copies quickly and easily in case you lose any of them, as it will help with the replacement process.

Tell the government you're leaving.

Get in touch with key government departments (especially HMRC) to make sure that any issues relating to tax, National Insurance, pensions etc are managed. Refer to the list of contacts at www.gov.uk/moving-or-retiring-abroad as to whom you should inform.

Integrate with the local community.

Be prepared for culture shock, it's natural but make the most of your new country by being

open to new experiences and learning from the locals.

Why is it important to me?

There's a lot to think about when considering working abroad. This document doesn't cover everything but hopefully it helps you to think about the typical issues involved.

IQ has a network of **international offices** to help support people working in the quarrying and mineral products industry around the world. We think that working abroad presents a huge opportunity for individual development both personally and professionally.

Where Next?

Useful websites with further information:

Official Government Website:

www.gov.uk has a wealth of information about moving or working abroad.

Vaccination Information:

www.fitfortravel.nhs.uk for up to date information about what is needed to travel safely in different countries.

European Health Insurance Card – find out where it can be used and how to apply for one at: www.nhs.uk/NHSEngland/Healthcareabroad/EHIC/Pages/about-theehic.aspx.

Discover how our Quarry Face, Paul Clark, is finding working abroad: <https://www.quarrying.org/careers/quarry-faces/paul-clark>

Writing a C.V.

Your CV should highlight how you meet the requirements for the job you are applying for. It is important to tailor your CV to a specific job and you should never send the same CV to multiple prospective employers.

What is it?

CV stands for Curriculum Vitae and is a summary of your education, work history, experience and skills.

Your CV should be split into sections that describe your talents and achievements. If you don't have a lot of paid work experience but have held voluntary positions, it is good to include them.

Personal Details

These should appear in the header of the document. Remember to include your name, address, contact number and email address. Your email address should appear professional even if supplied by a free email account provider (email addresses such as sexybeast@ are not appropriate).

Personal Profile

A couple of short sentences that should summarise your skills and qualities; relevant work history and achievements and future career aims.

Employment History

Start with your most recent job and work backwards. You need to include the name of your employer, dates employed, job title and main duties. Relate your skills, experiences and achievements to the job you are applying for. Keep to short bullet points and use clear, direct language.

Education and Training

Provide details for any university, college course or NVQs that you have completed or are currently undertaking. Include the name of the training or education provider along with dates and qualifications achieved/ studying. Also include any work related courses.

Interests and Achievements

Only include hobbies and interests that are relevant to the job. Show how your interests have supported your personal development and broadened skills that would be useful to your employer.

Additional Information

Explain any gaps in your employment, state the driving licence you hold.

References

It is good practice to have two references and at least one should be a work related reference. Personal references are OK but should not be a family member.

Five Top Tips

1. Always check your grammar and spelling
2. Keep your CV to a maximum of 2 sides of A4
3. Showcase achievements and offer evidence of how targets have been met

4. Be aware that a future prospective employer may search for you on social media sites. You may want to review your public profiles to minimise any embarrassing images or comments
5. Keep it simple – it should be easy to read and have active language

What is active language?

Writing about yourself in an active language style means that you are clearly stating what action you have taken in a situation you are describing. Examples of active words are:

Achieved	Evaluated
Administered	Examined
Advised	Increased
Assessed	Liaised
Arranged	Managed
Budgeted	Monitored
Completed	Organised
Conducted	Planned
Co-ordinated	Recommended
Created	Represented
Designed	Researched
Devised	Responsible for
Developed	Supervised
Discovered	Trained

What about covering letters?

A covering letter is just as important as your CV. It allows you to express your enthusiasm and suitability for the job role by highlighting your most relevant skills and experiences. The basics of a good covering letter should include:

Opening paragraph

State why you are contacting them and grab the readers attention by showing what you have to offer. Relate your offer to the specific job advertised or type of job role sought if you are sending in a speculative application.

Middle Paragraphs

Focus on the skills and experiences you can bring to the job. Demonstrate how you meet the desired criteria. Include details that can directly relate to the company you are writing to as this will show your research on the organisation and enthusiasm for the role.

Closing Paragraph

Be positive by reiterating the strongest bits of your CV for the role without being repetitive, express flexibility for interview appointments and thank the reader for taking the time to review your application.

Before submitting your application, always proofread your CV and covering letter. Try to ask someone else to proofread the documents too.

Why is it important to me?

Knowing how to best sell yourself through a well written CV and covering letter is essential to starting and progressing your career in the minerals products industry. Being clear and articulate in expressing your achievements and the transferable skills you can bring to a role will be key to understanding your own personal qualities and the career development opportunities available to you.

IQ believes that being able to write a winning CV and covering letter is important for professionals to assist in developing their overall personal effectiveness. It features on our **Skills Wheel** which captures all the key skill and knowledge areas we believe are vital to successful career development in the mineral products industry.

Where Next?

Institute of Quarrying

IQ supports professionals working within the quarrying and minerals products industry through membership and training. These factsheets are produced across a range of topics to share ideas and best practice.

Further information can be found via the knowledge section on the IQ website www.quarrying.org.



IQ Academy – Progressive learning

IQ has supported the industry with relevant and recognised qualifications since 1949.

From that first formal examination we have been constantly developing our training to raise standards as well as meet the needs of an ever changing industry. Our training has also met the global challenge that many operators face and as a result our training is recognised in many countries around the world.

A modern approach to training and development

We have a suite of programmes that can be tailored to suit you. Courses can be delivered using a combination of methods including online modules, face-to-face sessions and formal assignments.

Study programmes can be developed in order to achieve IQ membership requirements or as a pathway to formal qualifications.

The IQ Academy is ideal for those individuals who:

- Are new to the industry and looking for introductory knowledge to build on
- Have been in the industry a long time and may even have qualifications but want to update their knowledge in specific areas
- Want to learn about quarrying industries other than the one they are already trained or experienced in
- Work for a quarry operator in administrative, finance or customer facing roles
- Are suppliers to the mineral products industry and want to understand more about the processes and issues involved to help their customers

To find out more about IQ membership and training go to **www.quarrying.org**.

www.quarrying.org

