

**OTHM LEVEL 6**  
**Diploma in Occupational Health and Safety**

**Element 7**



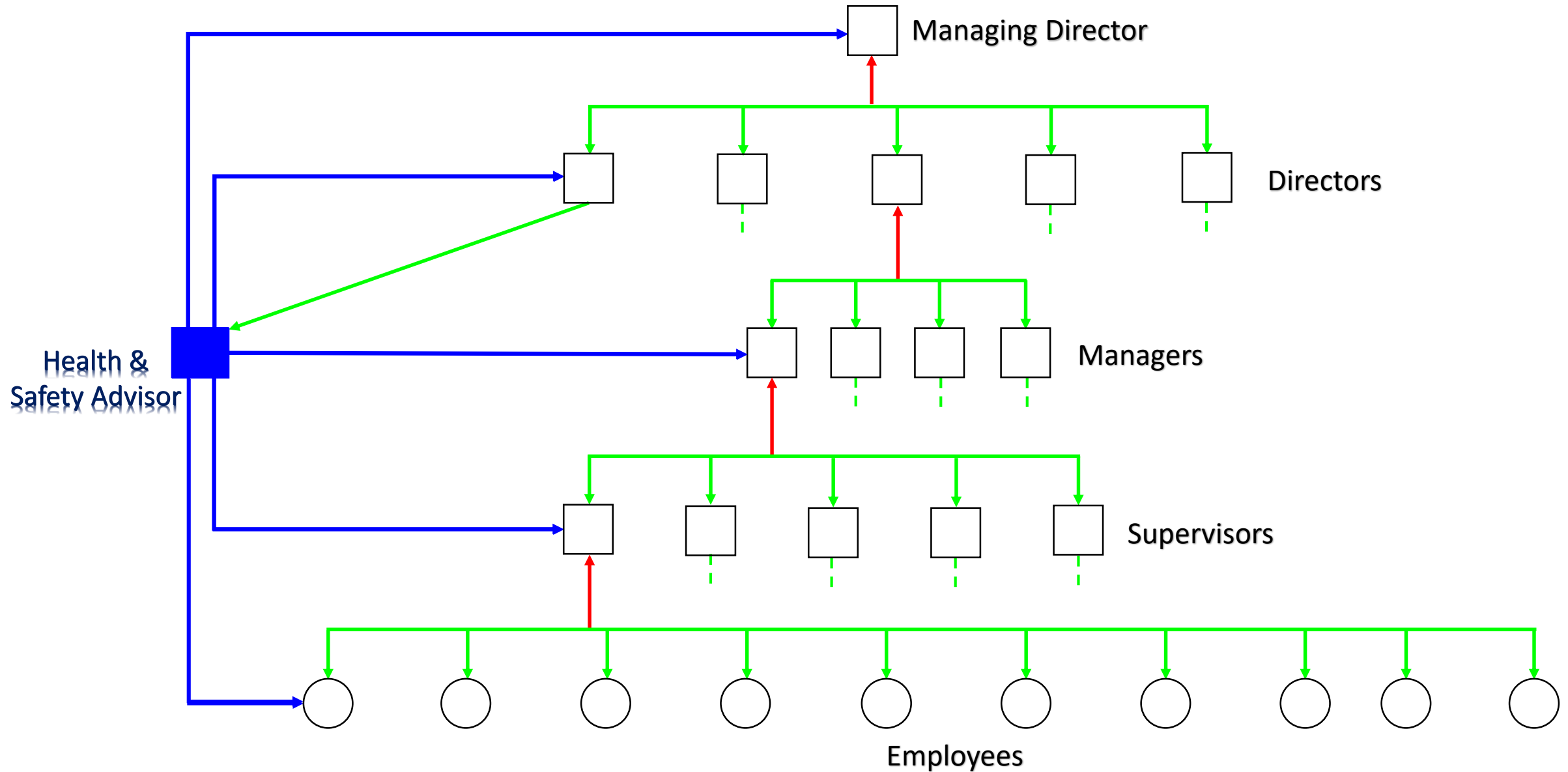
**Development of the Health and  
Safety Practitioner**



# LEARNING OUTCOMES:

- Understand roles and responsibilities of health and safety practitioners.
- Be able to assess organisational competence and skills requirements for health and safety practitioners.
- Be able to produce a personal and professional development plan in own area of responsibility as a health and safety practitioner

# SAMPLE OF AN ORGANISING CHART



# ROLES & RESPONSIBILITIES AT ALL LEVELS INCLUDES

❖ Managing Director & CEO

❖ Managers

❖ Supervisors

❖ Workmen

# ORGANISATION SECTION

Defines responsibilities for:

- ❖ **CEO or MD**

- ❖ Ultimately responsible and accountable

- ❖ **Management**

- ❖ Responsible for day-to-day management

- ❖ **All Employees**

- ❖ Responsible for acting safely

- ❖ **Competent Persons**

- ❖ First Aiders, Fire Marshals

- ❖ **Specialist Health and Safety Practitioners**

- ❖ Responsible for providing advice to support management and employees

## **Health and Safety Culture**

# Definition of Culture

- The safety culture of an organisation is the **shared attitudes, values, beliefs and behaviours** relating to health and safety.

**IDENTIFY** the factors influencing health and safety culture of an organisation?

- Management
- Communication
- Worker competence
- Co-operation





## Outline ways in which the health and safety culture of an organization might be improved. (8)

Answer:

- The ways that an organization might improve its health and safety culture are:
- Effective communication to achieve positive H&S culture (Ex: Policy communication);
- Leadership and commitment by acceptance of responsibility for health and safety;
- Equal priority to health and safety like other departments such as quality, finance, production.
- Incident investigation by identifying immediate and root causes;
- Consultation of workers and their representatives in decision making about work methods;
- Avoid blame culture;
- Set realistic achievable targets and rules;
- Policy should be clear and it should distribute to all level of employees;
- Safe work place, safe equipment and environment;
- Provide adequate PPE;
- Provide information, instruction, training, supervision;
- Rewards and promotions.





# Health & Safety Culture

## **Benefits of a Positive Safety Culture:**

- Increased levels of compliance with H&S rules and procedures.
- Improved production, Staff morale & Company reputation.
- Reduced accidents.
- Reduced ill-health.
- Reduced damaged to equipment
- Reduced staff complaints
- Reduced absenteeism and turnover.
- Reduced insurance premiums.
- Reduced fines and compensation claims.

# Safety Related Behaviour

Three significant factors influence worker behavior:

## The Organisation

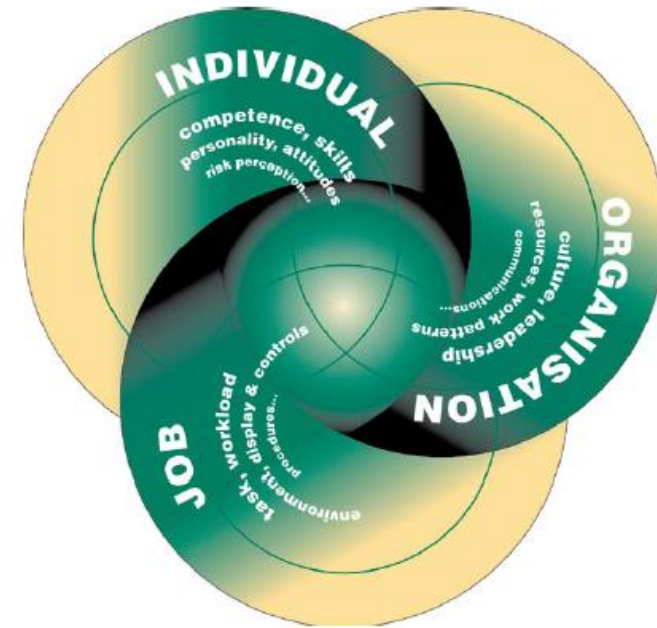
- Characteristics of the business

## The Job

- Nature of the job

## The Individual

- Personal characteristics



# Organisational Factors

- Policies and procedures
- Commitment and leadership from management
- Consultation and worker involvement
- Levels of supervision
- Peer group pressure
- Communication
- Safety culture
- Training
- Work patterns





# Job Factors

- Task
- Procedures
- Ergonomic
- Critical Jobs
- Equipment condition
- Work Environment
- Work Load
- Boredom and monotonous work
- Peer Pressure

# Individual Factors

- Competence
- Skills
- Attitude
- Experience
- Motivation
- Perception





# Attitude, Competence and Motivation

## Attitude:

- The way an individual believes they will respond in a given situation.

## Perception:

- the way a person interprets information detected by their senses.

## Motivation:

- The force which stimulate an Individual to do something.
- People are motivated by their perceived wants and needs.



# Changing Attitude



- Education & training
- High impact intervention ("aversion therapy")
- Enforcement
- Consultation

# Perception

Perception: the way a person interprets information detected by their senses:

- Sight
- Hearing
- Smell
- Taste
- Touch







**IDENTIFY** ways in which workers perception of hazards in the workplace might be improved?

## **Improving Hazard/risk Perception**

- Awareness campaigns/training
- Highlight hazards e.g. Safety signs
- Ensure adequate lighting is available
- Reduce distractions e.g. noise
- Avoid excessive fatigue

Identify the motivating factors that could lead to improved health and safety performance in the workplace?

Employers can motivate their employees by:

- *Rewarding safe behaviour* - Recognizing and rewarding achievement.
- *Performance standards made clear **commitment from the top***
- *Proving the commitment of the organization to safety by **providing resources and a safe working environment**;*
- *Improving H&S culture*
- *Demonstrating management commitment*
- *Ensuring good working environment*
- *Training and Communication*
- *Setting a good example*
- *Setting realistic goals*
- ***Involving** employees in development of safe system of work,*
- ***Involving** employees in development of risk assessments, PTW etc.*
- ***Involvement** of employees in safety decisions through **consultation and team meetings**;*
- *Providing **appropriate training for personal growth***
- ***Communication & consultation** with risk assessment, etc*



**Improving Health and Safety Behaviour**



# Management Commitment

- Securing management commitment is essential
  - Senior managers provide leadership and motivation
  - Needs clear policy, priorities and targets
- Commitment cascades down through the organisation
- Requires visible leadership



# Visible Commitment

- Demonstrated by:
  - Behaving safely themselves
  - Involvement in the day to day management of safety
    - E.g. attending safety meetings
    - attending safety trainings
  - Taking part in safety tours and audits
  - Promoting activities to improve safety
  - Enforcing the rules



# Disciplinary Procedures

- Sometimes rules are broken
- Employees may endanger themselves or others
- Ignoring issues can result in injuries
- Sometimes it is necessary to take disciplinary action to enforce the rules



# Competent Staff

- Competence (KATE)
  - Knowledge, Ability, Training, Experience
- Competent Managers
  - Understand the implications of their decisions on health and safety
- Competent Staff
  - Enables job to be done safely



# Methods of Consultation

- Direct consultation
  - Employer talks to each worker and resolves issues
- Through worker representatives
  - Committee is formed to represent workers
  - Regular meetings to discuss and resolve issues
  - Members may have rights in law





# Communication

- **Verbal** communication
- **Written** communication
- **Graphic** communication

What are the advantages and disadvantages of each method?

# Verbal Communication

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Direct</li><li>• Two way</li><li>• Quick</li><li>• Instant feedback</li><li>• Easy to do</li><li>• Flexible</li></ul>	<ul style="list-style-type: none"><li>• No record</li><li>• No reference</li><li>• Unstructured</li><li>• Inconsistent</li><li>• Too much</li><li>• Limited audience</li></ul>



# Written Communication

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Permanent record</li><li>• Reference</li><li>• Consistent message</li><li>• Accurate detail</li><li>• Wide audience</li><li>• Authoritative</li></ul>	<ul style="list-style-type: none"><li>• May go unread</li><li>• One way</li><li>• Often no feedback</li><li>• Time consuming</li><li>• Cost</li><li>• Misunderstanding</li></ul>



# Graphic Communication

Advantages	Disadvantages
<ul style="list-style-type: none"><li>• Consistent message</li><li>• Large groups</li><li>• Emotional Impact</li><li>• Use Humor</li><li>• Eye catching</li></ul>	<ul style="list-style-type: none"><li>• Boring</li><li>• No feedback</li><li>• Costly</li><li>• May be removed</li></ul> <p>Storage may be more expensive</p>





# Training

## What is Training?

Training (in the context of health and safety) is:

*“.... The planned, formal process of acquiring and practising knowledge and skills in a relatively safe environment.”*

# Training

- Training improve safety related behaviour
- Without training workers try to do their jobs:
  - By copying others (with their bad habits)
  - By doing the job the way they think is best






# New Employee Induction Topics

- Health and safety policy
- Emergency procedures
- First aid
- Welfare facilities
- Safe movement
- Accident and incident reporting
- Consultation arrangements
- Safety rules
- Personal protective equipment
- Safe working and permits
- Risk assessment system





# Identify When Health & Safety training to be provided?

## **Induction training**

- For new employees

## **Job change**

- New hazards following a change in job

## **Process change**

- New hazards associated with new ways of working

## **New technology**

- New hazards associated with plant and machinery

## **New legislation**


- Implications of the new legislation





## Identify Factors to be considered when developing training Programs?

- The type and function of the organisation
- Based on workplace hazards
- Risk profile
- Based on employee competency
- The accident history of the organisation
- There may be statutory training requirements
- The level of training previously provided
- Based on auditor recommendations



1. **Identify** measures that might be used to assess the effectiveness of health and safety training. (4)

2. **Give** reasons why it is important for an employer to keep a record of the training provided to each worker. (4)

### **Effectiveness of Training:**

- Accident rates
- **Feedback** from the trainers
- **Feedback** from the employees
- Sickness absences
- Compliance with procedures
- Concerns raised by employees as result of training
- Results of attitude surveys
- Quality of suggestions made

### Training records

- Proof of employees' competence
- Identify when refresher training needed
- Review effectiveness of training
- Assess progress against targets
- Provide evidence in investigations
- Provide evidence in legal actions



# Benefits of Training

Employee	Employer
<ul style="list-style-type: none"><li>• Less suffering</li><li>• Quality of life</li><li>• Job satisfaction</li><li>• Earning capacity</li><li>• Reach standard</li><li>• Flexibility of staff</li><li>• Improve safety attitude.</li></ul>	<ul style="list-style-type: none"><li>• Less accidents</li><li>• Less absenteeism</li><li>• Less compensation</li><li>• Less legal</li><li>• Improved morale</li><li>• Less product damage</li><li>• Greater productivity</li><li>• Improved efficiency</li></ul>

# Notice Board

## Information to display

1. H&S Policy
2. Emergency contacts
3. H&S Messages, slogans
4. Brief Incident report
5. First aid arrangements
6. Evacuation procedure
7. Safety statistics
8. Targets set for Safety



# Effectiveness of Notice Board

- ❖ Locating at visible places.
- ❖ **Dedicating H&S**
- ❖ Relevant and current Information
- ❖ **Neat and orderly state**
- ❖ Eye catching - color and graphics

