# OTHM LEVEL 6 Diploma in Occupational Health and Safety

Element 2



# HEALTH AND SAFETY MANAGEMENT PRACTICE



#### LEARNING OUTCOMES:

- Understand the process of planning and organising occupational health and safety practices in the workplace.
- Understand the process of leading and controlling health and safety practices in the workplace.
- Understand the process of reviewing the performance of health and safety practices in the workplace.
- Understand the process of monitoring and auditing health and safety practices in the workplace.
- Understand corporate social responsibilities and ethical codes of conduct and their impact on health and safety management.



# ORGANISATIONAL HEALTH AND SAFETY ROLES AND RESPONSIBILITIES

- Employer
- Directors and Senior Managers
- Middle Managers and Supervisors
- Safety Specialists
- Workers
- Controllers of Premises
- Self-employed
- Suppliers, Manufacturers, Designers
- Contractors
- Joint occupiers of premises

# ROLE OF THE BOARD AND/OR SENIOR MANAGEMENT

- 1. Ensuring compliance with respect to health, safety, environmental as per the company, project HSE plan & statutory regulation
- 2. Ensuring & Monitoring implementation of HSE policy & plan
- 3. Interacting & coordinating with client and other agencies in connection with HSE
- 4. Monitoring safety procedure practice & their complaints
- 5. Ensure and monitor that all personal understand their HSE responsibilities

# ROLE OF THE BOARD AND/OR SENIOR MANAGEMENT

- 6. Conducting and organizing HSE training programme
- 7. Conducting Internal Safety Audit, Safety Meeting, Mock Drill, Emergency Evacuation Drill etc.
- 8. Organizing HSE promotional activities
- 9. Accident investigation reporting and recording
- 10. Inspect the work place to identify hazard and report the finding with recommendation for corrective action to the site management.
- 11. Periodic inspection of fire and safety equipment

# ROLE OF THE BOARD AND/OR SENIOR MANAGEMENT

- 11. Preparing updating company safety manual, HSE plan, job safety plan, job safety analysis, site safety rules, emergency plan
- 12. Ensure the availability and qualities of PPE
- 13. Guiding and advising latest HSE norms and regulations to the management
- 14. To coordinate and maintain waste management systems
- 15. Discuss the safety issue with the management during weekly or monthly meeting

#### IMPORTANCE OF PLANNING

#### Why planning is important in safety?

- Planning is the key to ensuring your health and safety arrangements really work.
- It helps you think through the actions you have set out in your policy and work out how they will happen in practice

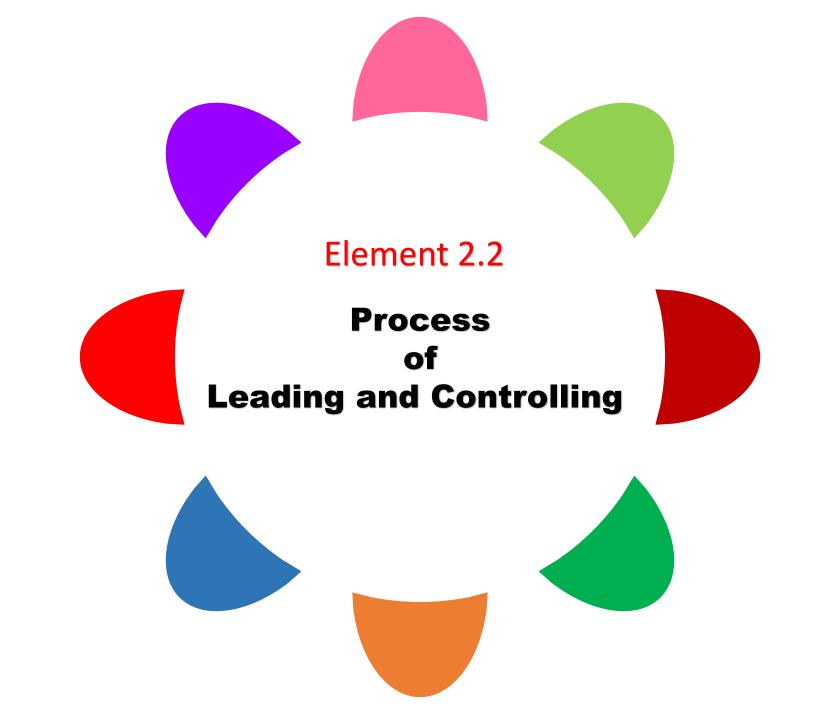
#### What are the Employer's Four Duties?

1- SAFE PLACE OF WORK

2 SAFE PLANT AND EQUIPMENT

3 SAFE SYSTEM OF WORK

4- TRAINING AND SUPERVISION



#### MANAGEMENT LEADERSHIP

- Management provides
  - Leadership
  - Vision
  - Resources
- Management leadership means
  - Business owners
  - Managers
  - Supervisors

#### MANAGEMENT LEADERSHIP

- Make worker safety and health a core organizational value.
- Are fully committed to eliminating hazards, protecting workers, and continuously improving workplace safety and health.
- Provide sufficient resources to implement and maintain the safety and health program.
- Visibly demonstrate and communicate their safety and health commitment to workers and others.
- Set an example through their own actions.

#### MANAGEMENT LEADERSHIP

Action item 1:

Communicate your commitment to a safety and health program

Action item 2:

Define program goals

Action item 3:

Allocate resources

Action item 4:

**Expect performance** 

# Action item 1 COMMUNICATE OUR COMMITMENT TO A SAFETY AND HEALTH PROGRAM

 A clear, written policy helps you communicate that safety and health is a primary organizational value — as important as productivity, profitability, product or service quality, and customer satisfaction

### How to accomplish it

- Establish a written policy signed by top management describing the organization's commitment to safety and health and pledging to establish and maintain a safety and health program for all workers.
  - Communicate the policy to all workers and, at appropriate times and places, to relevant parties, including:
  - Contractors, subcontractors, staffing agencies, and temporary workers at your worksite(s)
  - Suppliers and vendors
  - Other businesses in a multi-tenant building
  - Visitors
  - Customers
- Reinforce management commitment by considering safety and health in all business decisions, including contractor and vendor selection, purchasing, and facility design and modification.
- Be visible in operations and set an example by following the same safety procedures you expect workers to follow. Begin work meetings with a discussion or review of safety and health indicators and any outstanding safety items on a "to do" list.

# Action item 2 DEFINE PROGRAM GOALS

- By establishing specific goals and objectives, management sets expectations for managers, supervisors, and workers and for the program overall. The goals and objectives should focus on specific actions that will improve workplace safety and health.
- How to accomplish it
  - Establish realistic, measurable goals for improving safety and health. Goals emphasizing injury and illness prevention should be included rather than focusing on injury and illness rates.
  - Develop plans to achieve the goals by assigning tasks and responsibilities to particular people, setting timeframes, and determining resource needs.

# Action item 3 ALLOCATE RESOURCES

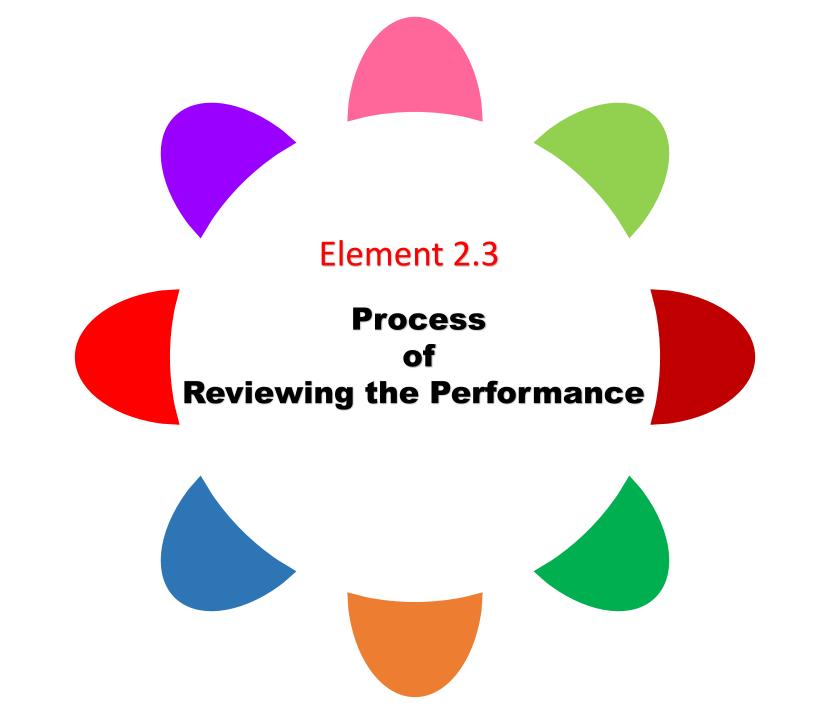
- Management provides the resources needed to implement the safety and health program, pursue program goals, and address program shortcomings when they are identified.
- How to accomplish it
  - Estimate the resources needed to establish and implement the program.
  - Allow time in workers' schedules for them to fully participate in the program.
  - Integrate safety and health into planning and budgeting processes and align budgets with program needs.
  - Provide and direct resources to operate and maintain the program, meet safety and health commitments, and pursue program goals.

### Resources depends on

- Organization's size
- Complexity
- Hazard types
- Program maturity and development
- Capital equipment and supplies
- Staff time
- Training
- Access to information and tools (e.g., vendor information, Safety Data Sheets, injury/illness data, checklists, online databases)
- Access to safety and health experts
- OSHA's free and confidential On-site Consultation Program

# Action item 4 EXPECT PERFORMANCE

- Management leads the program effort by establishing roles and responsibilities and providing an open, positive environment that encourages communication about safety and health.
- How to accomplish it
  - Identify a front line person or persons to lead the safety program effort, make plans, coordinate activities, and track progress. Define and regularly communicate responsibilities and authorities for implementing and maintaining the program and hold people accountable for performance.
  - Provide positive recognition for meeting or exceeding safety and health goals aimed at preventing injury and illness (e.g., reporting close calls/near misses, attending training, conducting inspections).
  - Establish ways for management and all workers to communicate freely and often about safety and health issues without fear of retaliation.



## Reviewing performance

- Carrying out reviews will confirm whether your health and safety arrangements still make sense. For example, you'll be able to:
  - Check the validity of your health and safety policy
  - Ensure the system you have in place for managing health and safety is effective
- You'll be able to see what has changed about the health and safety environment in your business. This will enable you to stop doing things that are no longer necessary while allowing you to respond to new risks.
- Reviewing also gives you the opportunity to celebrate and promote your health and safety successes. Increasingly, third parties are requiring partner organizations to report health and safety performance publicly.
- The most important aspect of reviewing is that it closes the loop. The outcomes of your review become what you plan to do next with health and safety.

### Leaders responsibility on review

- Consider the review findings. If improvement is needed act now, rather than reacting to an incident in the future
- Make sure that the review is carried out according to the plans, and that a report is issued to senior leaders at least annually
- Ensure the scope of the review will give assurance that risks are as low as reasonably practicable, and that your organisation is complying with health and safety law

### What are the objectives of the review?

- Making judgements about the adequacy of health and safety performance
- Assurance that the system for managing health and safety is working
- Ensuring you are complying with the law
- Setting standards
- Improving performance
- Responding to change
- Learning from experience

### Who will carry out the review?

- Someone independent, perhaps from another business area, could add value to the process. Review documents includes
  - Active monitoring (before things go wrong)
  - Reactive monitoring (after things go wrong)
  - Accident/incident/near-miss data
  - Training records
  - Inspection reports
  - Investigation reports
  - Risk assessments
  - New guidance
  - Issues raised by workers or their representatives
  - Checks required by law, eg on lifting equipment and pressure systems

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#### Worker consultation and involvement

- Discuss plans for review with workers or their representatives
- Use information from safety representative's inspections to feed into review
- Discuss the findings from your review with workers or their representatives you will have more success in securing improvements if your workers are fully involved

### Competence

- Ensure that those carrying out the review have the necessary training, experience and good judgement to achieve competence in this task
- See the guidance on Measuring and reviewing performance or use a trade association to assist with planning and benchmarking where you are now. Talk to similar organizations to compare performance and management practices
- If risks are complex and could have serious consequences, consider getting specialist advice, or supporting one of your own workers by providing additional training
- Check that training needs identified by the review have been addressed



## Monitoring Performance

• Monitoring performance means tracking goals and targets to see if your program is making progress.

# Major categories of monitoring

- Active Monitoring to ensure that health and safety standards are correct in the workplace before accidents, incidents or ill-health are caused.
- Reactive Monitoring using accidents, incidents and ill-health as indicators of performance to highlight areas of concern

#### **Active (Proactive)**

- Safety audits
- Safety inspections
- Safety surveys
- Safety tour
- Safety sampling
- Benchmarking
- Health surveillance
- Performance review

#### Reactive

- Accident data
- Incident data
- Ill health statistics report
- Near miss report
- Dangerous occurrences report
- Complaints by workforce
- Civil Claims

### Monitoring includes......

- Inspections
- Interviews
- Surveys
- Pre- and post-job debriefs/reviews
- Corrective actions
- Chemical exposure monitoring
- Incident investigation
- Equipment surveys
- Safety committee meetings

- Focus groups
- Learning teams
- Audits
- Management reviews
- Injury and illness tracking
- Worker training
- Reporting of worker concerns
- Workers' compensation claim reviews
- Regulatory compliance review

#### Performance Standards

- Number and quality of risk assessments covering work activities
- Provision of health and safety training to schedule
- Completion of consultative committee meetings to schedule
- Completion of workplace inspections to schedule
- Completion of safety review meetings to schedule



# Corporate Social Responsibility (CSR)

- Corporate social responsibility (CSR) can influence development of occupational safety and health (OSH) management and particularly contribute to:
  - integration of safety and health into business processes,
  - developing strategic approach to OSH that is compatible with strategic management,
  - developing strategies that improve OSH but also foster innovation,
  - combining the rational logic of prevention and safety management systems with ethical or value-driven approaches,
  - developing the external stakeholder perspective for OSH, and involve and commit new powerful stakeholders in safety and health programs,
  - developing more integrated approaches to safety and health, whereby occupational safety and health are no longer isolated from public safety and health, product safety, and whereby the safety and health responsibilities of companies are no longer limited to their own site.

#### Codes of conduct

- inter-governmental codes developed by international organizations (e.g. ILO Tripartite declaration of principles concerning multinational enterprises and social policy, ILO Declaration on fundamental principles and rights at work, OECD Guidelines for multinational enterprises, UN Draft guidelines for companies);
- model codes which can support developing companies' codes (e.g. UN global compact, Amnesty International Human Rights Principles for Companies and the International Confederation's of Free Trade Unions Basic Code of Labour Practice);
- multi-stakeholder codes developed jointly by companies, trade unions and NGOs (e.g. Ethical Trading Initiative, Voluntary principles on security and human rights for the extractive sector);
- international and European codes negotiated by the 'social partners' (e.g. European codes in the sectors of trade, textiles, wood and sugar, and framework agreements negotiated between multinational companies and international labour organisations);
- trade association or sector-specific codes adopted by a group of companies in a particular industry;
- company codes (adopted by a company).

### By ISO 26000,

- Social responsibility is defined as the responsibility of an organization for the impacts of its decisions and activities (products, services and processes) on society and the environment, through transparent and ethical behaviour that:
  - contributes to sustainable development, including health and welfare of society,
  - takes account of the stakeholders' expectations,
  - is in compliance with the applicable law and consistent with international norms of behaviour,
  - is integrated throughout the organization and practiced in its relationships.