LECTURE 8
WORKPLACE HEALTH, SAFETY, AND WELL-BEING

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LEARNING OUTCOMES

On successful completion of this lesson, the learner will be able to:

LO1: Understand the <u>meaning, aim, covered parties and benefits</u> of workplace health and safety (H&S).

LO2: Discuss organizational, engineering and individual level <u>approaches to workplace H&S</u>.

LO3: Discuss how to conduct <u>H&S risk assessments</u> at work.

LO4: Discuss <u>other H&S imperatives</u> at work such as H&S audits, safety inspections, occupational health programs, stress management and welfare services.

LO5: Discuss <u>research priorities</u> and the <u>legal background</u> of workplace H&S initiatives.

LO6: Discuss the importance of business ethics.

WHAT IS HEALTH, SAFETY AND WELLBEING?

Also known as Occupational Health, Safety and Welfare.

➢ It refers to the <u>measures</u> that are taken place to ensure that the **work** environment is **hazard-free** and the **employees** are feeling **well physically, mentally and emotionally** whilst assuring expected <u>quality of life.</u>

➢ **Health:** Physical, mental and emotional fitness
➢ **Safety:** Hazard-free and conducive working environment
➢ **Wellbeing:** Welfare of people, overall happiness and quality of life

WHY WORKPLACE H&S FUNCTION?

There are numerous workplace hazards that threaten the H&S of the workforce which in turn affect the organization.

➢ Chemical hazards
➢ Poor standards of industrial hygiene
➢ Infectious diseases (biological/bio hazards)
➢ Obesity
➢ Smoking
➢ Stress and employee wellbeing
➢ Workplace violence and bullying
➢ Poor work-life balance (psychosocial hazards)
➢ Accidents and injuries (physical hazards)

Including but not limited to

SOME OHS DISASTERS IN HISTORY

➢ The Halifax Explosion:
https://www.youtube.com/watch?v=3bTJR5DkUKY

➢ The Bhopal Gas Leak Disaster:
https://www.youtube.com/watch?v=IwPSDMUtNmk

➢ The Sinking of the Titanic:
https://www.youtube.com/watch?v=ea6OjPryNwM

➢ Bumble Bee LLC (California) Tuna Plant Worker Fatality:
https://www.youtube.com/watch?v=PhqtbdOzx14

THE AIM

Protecting <u>employees</u> and <u>other people</u> affected by what the company produces and does against the hazards arising from their employment or their links with the company.

THE COVERAGE

It is to protect:
- ➢ Employees & their families
- ➢ Contractors/Subcontractors
- ➢ Customers
- ➢ Members of the public
- ➢ Employers

When they are involved in a business and/or may be affected by the occupational environment.

THE BENEFITS

Some benefits of health and safety initiatives are:

➢ Creating conducive work environment
➢ Creating happy workforce and society
➢ Developing better relations free from industrial disputes
➢ Help attracting and retaining talented workforce
➢ Increased trust in management
➢ Gaining loyalty & motivation
➢ Avoiding high insurance claims
➢ Protecting from unpredicted risks and costs
➢ Improving operational efficiencies, performance & profits.
➢ Preventing environmental pollution
➢ Achieving sustainable competitive advantage

WHO IS RESPONSIBLE?

It is not a blame game.

➤ Workplace safety, health and employee wellbeing are important **strategic and operational concerns** for organizations.

➤ It's a **legal and moral duty** to safeguard stakeholders.

➤ It's a **shared responsibility.**

MANAGERIAL COMMITMENT

➢ Making strategic decisions as appropriate.
➢ Developing & coordinating health & safety programs/reporting systems.
➢ Monitoring the health and safety systems daily.
➢ Coaching/training employees and managers to be safety conscious.
➢ Investigating accidents.
➢ Observing health and safety behavior of employees.
➢ Monitoring workplace for security problems.
➢ Communicating H&S practice with employees.
➢ Evaluating security procedures and recommending changes as needed.

INDIVIDUAL COMMITMENT

➢ Embrace the concept of OH&S.

➢ Make OH&S a priority in the workplace.

➢ Apply knowledge, awareness and attitude to be a safe employee.

➢ Use personal protective equipment, procedures, other equipment and materials to ensure safety.

➢ Persuade others to be safe.

➢ Ensure work environment, building and job site are safe.

APPROACHES TO WORKPLACE H&S

➢ Organizational approach

➢ Individual approach

➢ Engineering approach

ORGANIZATIONAL APPROACH TO OHS

- ➢ OHS strategy, policies, rules and disciplines
- ➢ Safety – first culture
- ➢ Enforcement of OHS legislations
- ➢ Safe work planning (risk & situational awareness)
- ➢ OHS committees/audits/risk assessment systems
- ➢ OHS record/management systems
- ➢ OHS penalty systems

Safety & Health
Best Practise
Audit
Policy And Procedures
Guidelines
Responsibility
Awareness
Training

Occupational Health & Safety (OHS) imperatives at the organizational level

INDIVIDUAL APPROACH TO OHS

➢ Reinforcing safety motivation and mindset

➢ Enforcing policies, rules, regulations, practices, and procedures

➢ Providing employee safety training

➢ Prompt OHS communications

➢ Rewarding employee safety behavior

ENGINEERING APPROACH TO OHS

➢ Designing work settings

➢ Designing safety clothing, tools and equipment

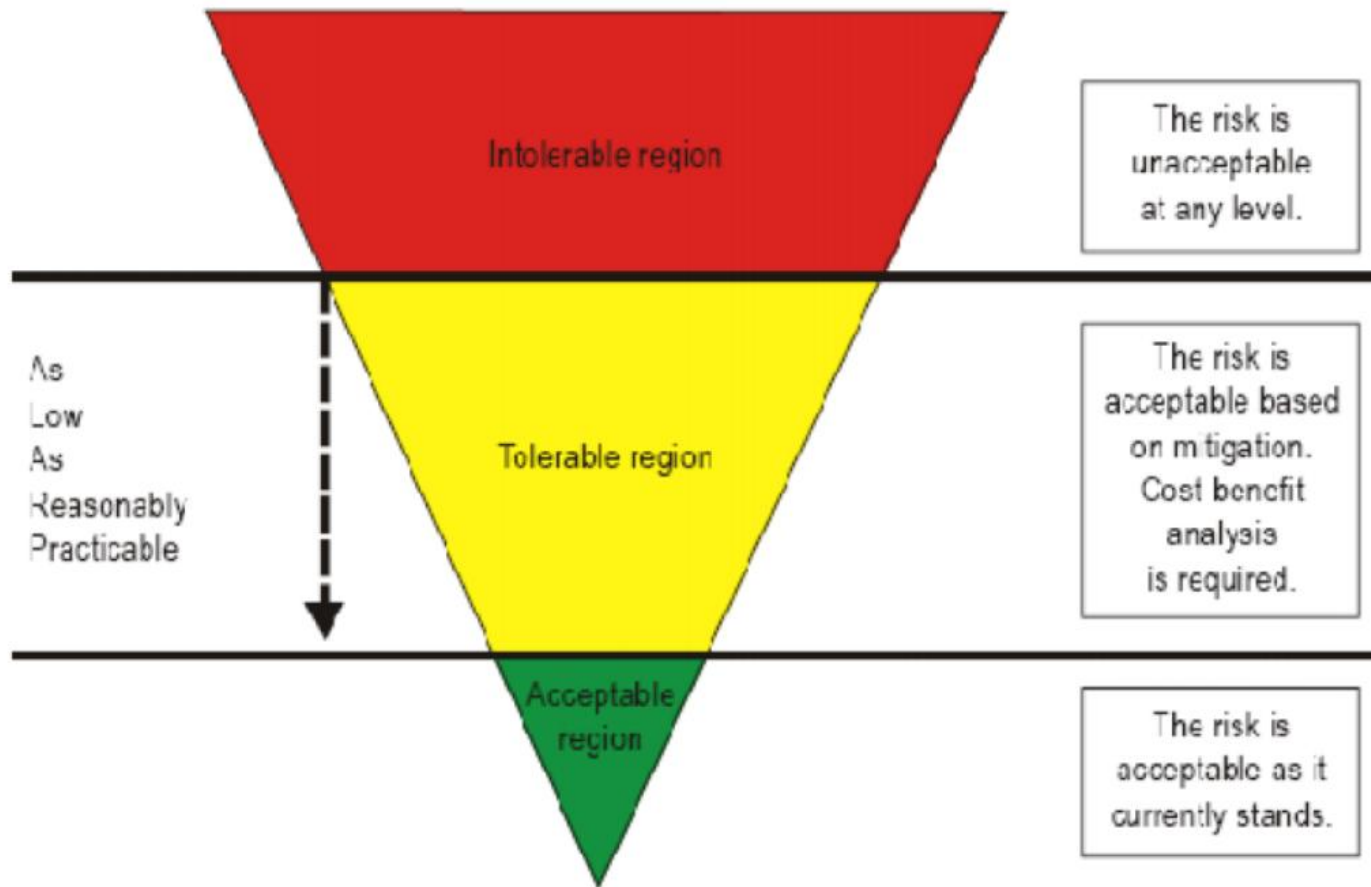➢ Reviewing tools and equipment for safety

➢ Applying ergonomic principles

1. Eyes to Source
2. Hands to Input Device
3. Body to Chair
4. Feet to Floor
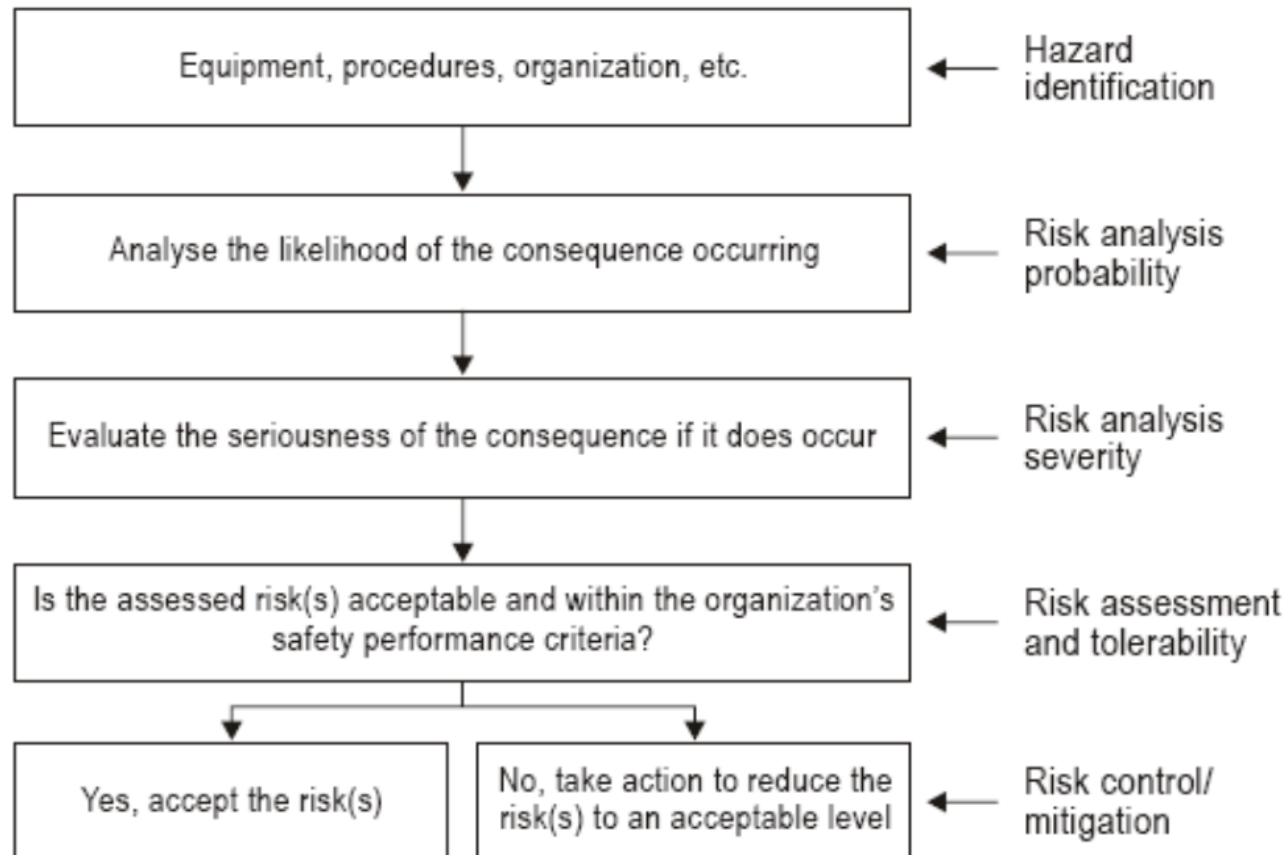
CONDUCTING H&S RISK ASSESSMENTS

Aims to identify hazards and initiate preventive or mitigative actions.

➢ A risk is <u>the chance of harm</u> actually being done by the hazard.

➢ A hazard is <u>anything that can cause harm</u>.

➢ **Risk assessments** are concerned with <u>looking for hazards and estimating the **level of risk**</u> associated with them.

➢ Control measures to be devised on the basis of the <u>relative importance of risks</u>.

➢ Risk assessments must be recorded if there are five or more employees.

LEVEL OF RISK

Source: Civil Aviation Authority of Sri Lanka

H&S RISK ASSESSMENT PROCESS (1)

Source: Civil Aviation Authority of Sri Lanka

HAZARDOUS ACTIVITIES

Also known as high risk activities at work.

➢ Loading and unloading of raw materials/products
➢ Stacking and storage of raw materials/products
➢ Movement of people and materials
➢ Processing of raw materials
➢ Maintenance of buildings, plant and machinery
➢ Operating machines
➢ Using electricity
➢ Use of equipment or methods

OTHER H&S IMPERATIVES

- ➢ Health and safety audits

- ➢ Safety inspections

- ➢ Occupational health programmes

- ➢ Stress management

- ➢ Welfare services

HEALTH AND SAFETY AUDITS

What is it?

➢ It is a comprehensive review of all aspects of the <u>whole organization</u> in order to <u>test whether the organization is meeting its safety aims and objectives</u>.

What does it cover?

➢ Hierarchies, safety planning processes, decision-making, delegation, health and safety policies, procedures, practices and programmes.

Who conducts it?

➢ Safety advisers/ personnel specialists/ outside agencies

SAFETY INSPECTIONS

What is it?

➢ It is a regular and systematic examination on a <u>specific area of the organization</u> in order <u>to locate and define any faults or errors</u> that might be the source of accidents.

What does it cover?

➢ It locates and defines any faults in the system, equipment, plant or machines, or any operational errors.

Who conducts it?

➢ Line managers and supervisors with the advice and help of health and safety advisers

OCCUPATIONAL HEALTH PROGRAMMES

Occupational health programmes should focus on:

➢ Eliminating the hazard at source
➢ Isolating hazardous processes and substances
➢ Changing the processes or substances used
➢ Providing protective equipment
➢ Training workers and good housekeeping
➢ Maintaining plant and equipment
➢ Regular inspections
➢ Pre-employment medical examinations and regular checks
➢ Taking ergonomic considerations into account
➢ Maintaining preventive medicine programmes

STRESS MANAGEMENT

Why organizations should take account of stress?

➢ Social responsibility to provide a good quality of working life.

➢ Excessive stress causes illness.

➢ Stress can result in inability to cope with the demands of the job.

➢ Excessive stress can reduce employee effectiveness.

➢ Excessive stress negatively affects organizational performance.

STRESS MANAGEMENT INTERVENTIONS

Occupational stress can be managed in different ways

- ➤ Job design and task analysis
- ➤ Targets and performance standards
- ➤ Placement & induction
- ➤ Career development
- ➤ Performance management processes
- ➤ Counselling & management training
- ➤ Work-life balance policies
- ➤ Senior management commitment
- ➤ Participative approach
- ➤ Stress prevention & coping strategies
- ➤ Risk assessment

WELFARE SERVICES

Welfare services fall into two categories:

➢ **Individual services**

  ➢ Sickness
  ➢ Bereavement
  ➢ Domestic problems
  ➢ Employment problems
  ➢ Elderly and retired employees

➢ **Group services**

  ➢ Company restaurant
  ➢ Sports facilities
  ➢ Social clubs
  ➢ Nursery facilities
  ➢ Benevolent societies

**Internal Counselling
External Agencies (EAPs)**

LEGAL BACKGROUND

➢ OH&S is a part and parcel of human security, which is **a basic human right.**

➢ No organization can be successful without making sure that the workforce and workplace are safe.

➢ **Regulatory bodies:** Department of Labour / NIOSH

  ➢ Factories Ordinance No. 45 of 1942
  ➢ Industrial Disputes Act No. 43 of 1950
  ➢ Shop and Office Employees Ordinance No. 19 of 1954
  ➢ National Institute of Occupational Safety and Health Act No. 38 of 2009

SERVICES OF NIOSH

➢ Environmental monitoring

➢ Medical monitoring

➢ Consultations

➢ Audits/Risk assessments

➢ Hazard identification

➢ Ergonomic audits

➢ Educational programmes & training

National Institute of Occupational Safety and Health

Statutory Board Under the Ministry of Labour and Trade Union Relations

NIOSH
National Institute of Occupational Safety and Health • Sri Lanka

No. 97, Jawatta Road, Colombo 05, Sri Lanka

ISO 45001 CERTIFICATION

Occupational Health and Safety Management System

➢ Stand out from others by improving organization's health and safety management system by the reduction in work-related risks and accidents.

➢ ISO 45001 is an Internationally accepted standard.

➢ The standard sets the requirements for the safety of the employees and manpower to prevent from any work-related accidents, diseases, illness, or any unforeseen injury.
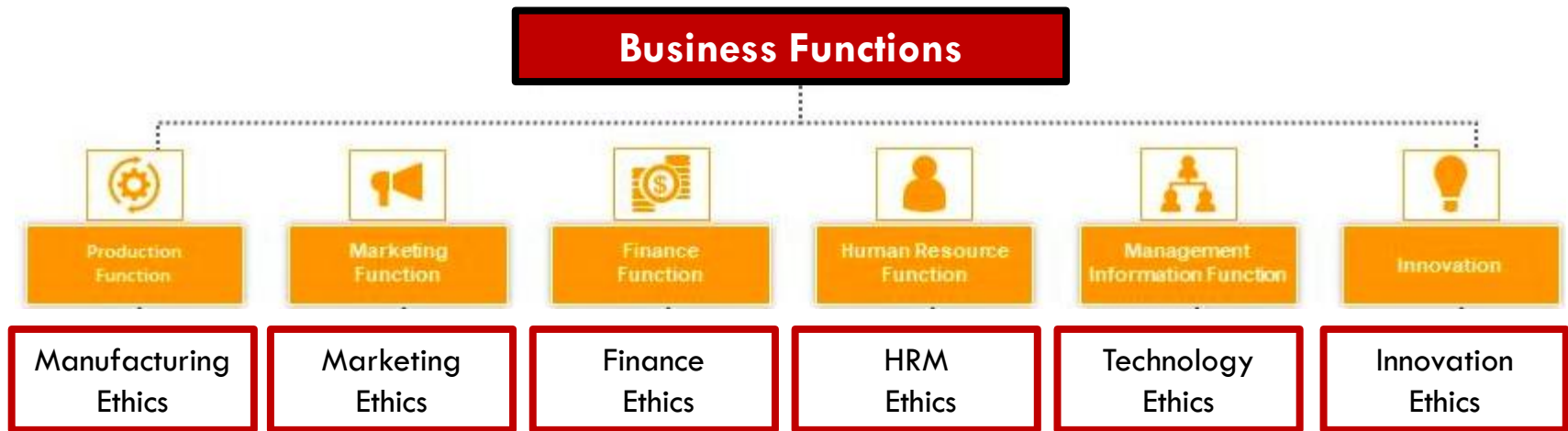
WHAT IS "BUSINESS ETHICS"?

It's in brief the moral principles that govern the conduct of business.

➢ **Business ethics** refers to the standards for morally right and wrong conduct in business.

➢ **Business ethics** is the implementation of policies, practices and procedures regarding topics such as fraud, bribery, insider trading, CSR, discrimination, corporate governance and fiduciary responsibilities.

➢ **Business ethics** is the study of ethical dimensions of the exchange of goods and services, and of the entities that offer goods and services for exchange.

ETHICS IN BUSINESS FUNCTIONS

Business ethics differ among business functions.

Business Functions					
Production Function	Marketing Function	Finance Function	Human Resource Function	Management Information Function	Innovation
Manufacturing Ethics	Marketing Ethics	Finance Ethics	HRM Ethics	Technology Ethics	Innovation Ethics

Ethics in each functional line is a subset of overall business ethics.

KEY PERSONNEL IN BUSINESS ETHICS

All stakeholders are responsible for ethical conduct.

- Board of Directors
- Top Management
- Line Management
- Employees
- Customers
- Suppliers
- Distributers
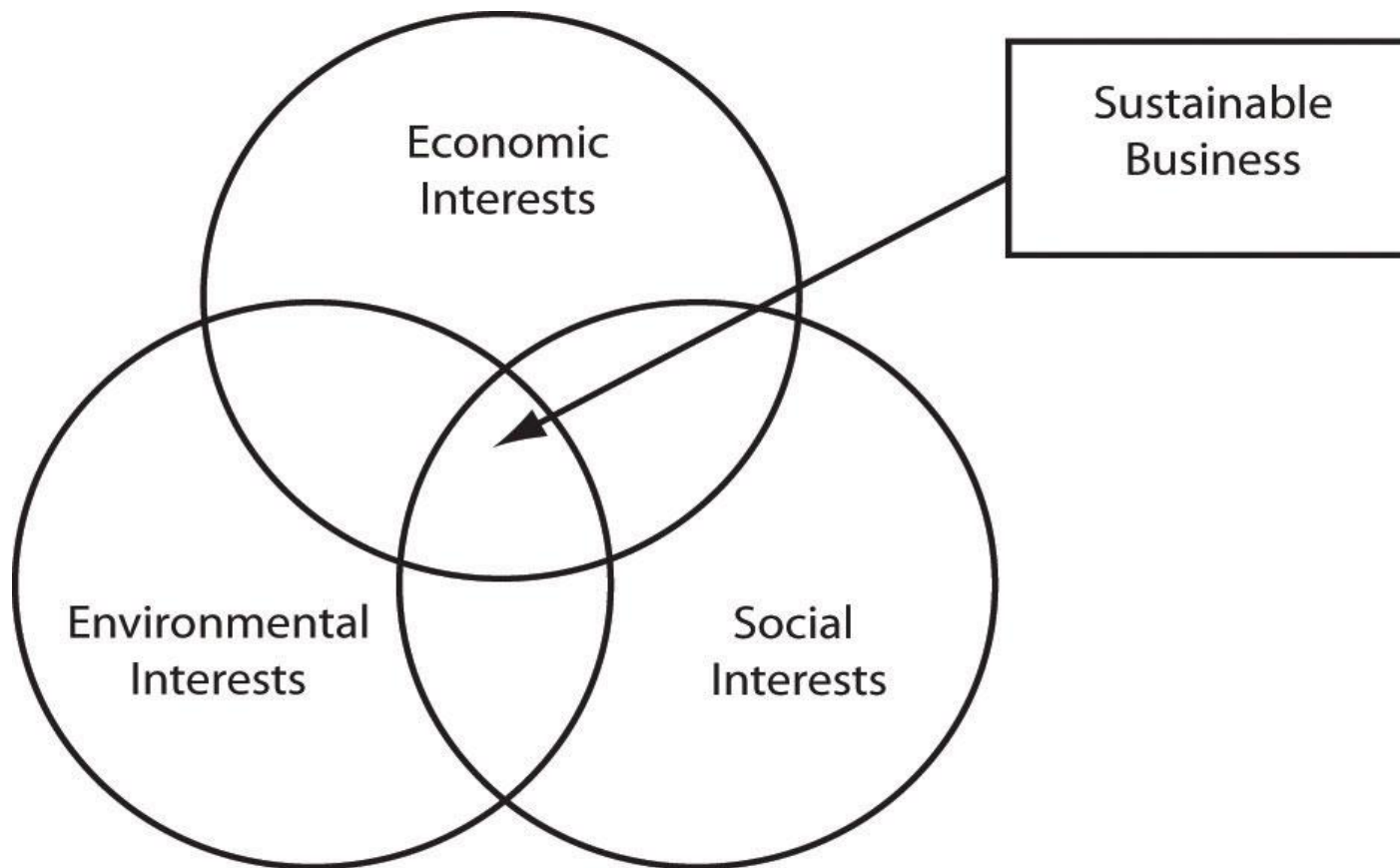- Professional Bodies
- The Government

HR'S ETHICAL ROLE

HR needs to be responsible on fostering ethics in different aspects of a business. For example:

➢ **Legal:** Compliance with anti-discrimination, industrial relations and occupational health and safety.

➢ **Strategic:** Leads to higher labour market competitiveness and capacity to attract and retain quality employees.

➢ **Operational:** improves productivity, reduces turnover and absenteeism.

ETHICAL BUSINESS

Ethical businesses are sustainable.

SUMMARY

➢ OHS are increasingly seen as important strategic and operational concerns for organizations.

➢ It is more than just simply meeting the legal requirements on H&S. It means employers active involvement in OHS by taking precautionary measures, developing action plans and effective implementation is indispensable.

➢ An organization's OHS programmes need to be embedded with its culture and linked with its strategic objectives in order to achieve strategic business objectives.

➢ OHS is everyone's job as it is a shared responsibility of all parties involved.

➢ OHS function in any workplace incurs a great deal of finance, yet it cannot be considered as a cost to be minimized because there is no way to create a successful workplace without a happy workforce.

➢ Organizational, engineering and individual level approaches to H&S as well as regular risk assessments, safety inspections, EAPs, stress management techniques etc are thus imperative for effective health, safety and wellbeing of employees at all levels.

➢ "Business Ethics" refers to organizational standards, principles, sets of values and norms that govern the actions and behavior of an individual in the business organization. All stakeholders are responsible for ethical business conduct.

RECOMMENDED READING

➤ Armstrong, M. (2009) Armstrong's Handbook of Human Resource Management Practice. 11th Edition, Kogan Page Limited, London.

➤ Boxall, P., Purcell, J. and Wright, P. (2007). The Oxford Handbook of Human Resource Management. Oxford: OUP .

➤ Gibb, S. (2007). Human Resource Development: Processes, Practices and Perspectives. Basingstoke: Palgrave.

➤ Marchington, M. & Wilkinson, A. (2011). Human Resource Management at Work: People Management & Development. 5th Edition. London: CIPD.

➤ Labour Code of Sri Lanka:
http://www.labourdept.gov.lk/index.php?option=com_content&id=65&Itemid=86&lang=en