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REGISTRATION NUMBER: AIPMS/208/2018.

AFRICA INSTUTUE FOR PROJECT MANAGEMENT STUDIES

ASSIGNMENTS FOUR

1. What are the major elements of Safety management system? Explain.
2. Safety Plan

A safety plan is a strategic action plan that forms part of the business plan. It analyses the current and prospective risk for a company and charts how the risks will be eradicated and controlled over a calendar period (the safety plan must have a budget). This plan will ensure that there is a governance structure within your company that ensures every worker clearly understands their safety obligations (and how to comply) and is accountable to carry out those obligations.

1. Policies, procedures and processes

Policies, procedures and processes include all safety paper infrastructures within your company. This paperwork will describe all safety behavior, expectations, record-keeping, incident reporting, and incident notification documentation.

1. Training and induction

Depending on the nature of your workplace (whether it is low-risk or high-risk), everyone who enters your workplace should receive training on the rules of your company; the rules of the site; and the rules of the location they are visiting. The training content will depend on the level of risk the person is exposed to.

1. Monitoring

Your obligations to monitor your workplace depend on circumstances and need. Always consider the level of risk. The higher the risk, the more frequent and detailed the monitoring needs to be. Other times when monitoring will be necessary include: to ensure that all risk has been covered by a new risk assessment that has been carried out due to a change in process, e.g. the installation of new workstations; and when an investigation takes place following an incident.

1. Supervision

The only way to ensure your workers are carrying out their safety obligations is to have adequate supervision. The level of supervision required in your workplace will increase if the level of safety control put in place to reduce a risk is low, i.e. the less effective the control measure used, the higher the level of supervision necessary.

1. Reporting

The governance structure of your company needs safety reporting at all levels, not just at board level. Your workers need to know what safety looks like – what’s going right and what’s going wrong. This can only occur when they receive safety feedback from you, e.g. how many hazards were identified, the risk levels associated with those hazards and what control measures were implemented.

1. What role does a leader play in providing employees safety? Support your answer with relevant examples.

A leader is person who influences the attitudes and behaviors of others. Sometimes he/she does this through his/her formal role and sometimes by his/her personal influence. Leaders can be at all levels of an organization: from the board and senior executives, through middle level managers such as site managers, to front-line supervisors. Preparing safety and health policies and consulting employees, including the safety committee where it exists, and the Safety Representative, as appropriate;

• devising safety and health strategies for key high risks;

• setting safety and health objectives and targets for employees;

• devising plans to implement the safety and health policy;

• ensuring that appropriate organizational structures are in place;

• identifying and allocating resources for safety and health;

• ensuring that the safety and health policy is effectively implemented, and checking whether objectives and targets have been met;

• reviewing the effectiveness of the safety and health management system;

• implementing any necessary improvements derived from carrying out risk assessments;

• giving all personnel the authority necessary to carry out individual safety and health responsibilities;

• devising appropriate arrangements whereby employees are held accountable for discharging their responsibilities;

• establishing clear and unambiguous reporting relationships;

• devising job descriptions that include safety and health responsibilities;

• incorporating safety and health performance in the appraisal system where personal appraisal

1. Great safety performance helps to attract and retain the best and brightest. Justify.

Human resources are one of the most valued assets of an organization therefore, employers always try to hire and retain the best and brightest workers available. People like to associate themselves with organization that excel in corporate social responsibility so for the organization to excel in corporate social responsibility which most workers especially the generation Y workers like, the organization should have the ability to look after the health and safety of all workers and well-being of the environment because it is the core component of being socially responsible. According to Low et.al. (2008) with this complex workforce, the solution for attracting and retaining workers is rather complex. This complexity is driven by the different values of the many generations in the same workforce at one time. The larger an organization becomes the more complex it become to manage the health and safety of all generation groups. Each year, the traditional and baby boomers generations are being replaced by an increasing number of generation Y workers in the workforce as a consequence, attraction and retention strategies must be designed to primarily attract and retain generation Y workers which at the same time satisfy the needs of the baby boomers and generation X workers. According to Dols et al. (2010), Generation Y knows what it wants from the workplace, unlike baby boomers and Generation X who are intent on pleasing leadership. Generation Y workers are prepared to ensure that leaders are aware of their inherent training and expertise limitations and the risk exposures to all generated from such conditions. Dols et al. (2010) advised when leadership supported safety in the nursing industry, this was a means of “showing respect and recognition, two important factors for development of morale” (Dols et al., 2010, p. 72). McKayn (2010) advised that Generation Y and subsequent generations are all concerned about a greener global culture. This places demands on organizations to not only be safer but also to be socially more responsible in its investments. The ability of organizations to attract and retain the best and brightest of available workers helps to determine the ultimate competitive position of such organizations. To achieve this goal of the best and brightest, organizations must differentiate themselves from competitors in its safety management systems and safety performance, its impact on the environment, and its social programs. As a consequence, organizations that are safe and socially responsible provide themselves opportunities for hiring the best and brightest among the workforce that ultimately translates into a strong competitive advantage for such employers

1. Enumerate eight factors that contribute to improvement of workplace health and safety in an organization.

Creating an effective safety culture is an ongoing process and is a large commitment on behalf of the entire company, however, the effort results in a positive attitude toward safety and a reduction in accidents and incidents. Here are a couple of tips from OSHA to get you started on building a strong safety culture at your organization:

1. Define safety responsibilities: Do this for each level within your organization. This should include policies, goals and plans for the safety culture.
2. Share your safety vision: Everyone should be in the same boat when establishing goals and objectives for their safety culture.
3. Enforce accountability: Create a process that holds everyone accountable for being visibly involved especially managers and supervisors. They are the leaders for a positive change.
4. Provide multiple options: Provide different options for employees to bring their concerns or issues full-face. There should be a chain of command to make sure supervisors are held accountable for being responsive.
5. Report, report, and report: Educate employees on the importance of reporting injuries, first aids and near misses. Prepare for an increase in incidents if currently there is under-reporting. It will level off eventually.
6. Rebuild the investigation system: Evaluating the incident investigation system is critical to make sure investigations are conducted in an effective manner. This should help get to the root cause of accidents and incidents.
7. Build trust: When things start to change in the workplace, it is important to keep the water calm. Building trust will help everyone work together to see improvements.
8. Celebrate success: Make your efforts public to keep everyone motivated and updated throughout the process.
9. What are operating risks in an organization? What are some of the sources of operating risks?

Operating risks according to Vasilash are “internal to the business and relates to its ability to achieve its chosen strategy” (Friend and Zehle, 2004, p. 136). Friend and Zehle (2004) identified the following sources of operating risks:

1. Personnel in critical roles resign or are poached by a competitor.

2. “Unforeseen problems occur in the production process” (Friend and Zehle, 2004, p. 137).

3. Equipment maintenance and process problems.

4. Stocks become damaged.

5. Security, fire, theft, and floods.

6. Information technology and information management-induced risks.

7. Sabotage and unproductive actions of rogue employees that ultimately result in large liabilities for the business.