

# **ISHEPOSHE**

**Environment | Health | Safety**

## Why We Should Manage Workplace Health and Safety

# Learning Objectives

1. Discuss the moral, financial and legal reasons for managing health and safety in the workplace.
2. Explain how health and safety is regulated and the consequences of non-compliance.
3. Summarise the main health and safety duties of different groups of people at work.
4. Explain how contractors should be selected, monitored and managed

## 1.1 Morals and Money



**Health** Absence of disease or illness.

The protection of the bodies and minds of people from illness resulting from the materials, processes or procedures used in the workplace”.

For example, exposure to hazardous chemical can result in physical ill health (asthma), verbal abuse or work-related stress can result in psychological ill-health.



**Safety** The protection of people from physical injury

For example, working at height on an unprotected edge is unsafe, because there is a potential to fall from height resulting in serious injury or death. Hence provision of safe working platform prevent physical injury is considered as safety.



The provision of facilities to maintain the health and well-being of individuals at the workplace.

Welfare facilities includes:

- Washing and sanitation arrangements
- The provision of drinking water
- Heating, lighting, accommodation for clothing
- Seating (when required by the work activity)
- Eating and rest rooms
- First aid arrangements are also considered as welfare facilities



## Occupational ill-health

is concerned with those illnesses or physical and mental disorders that are either caused or triggered by workplace activities. Such conditions may be induced by the particular work activity of the individual or by activities of others in the workplace.

The time interval between exposure and the onset of the illness may be short (e.g. asthma attacks) or long (e.g. deafness or cancer).

# Reasons for Managing Safely



Duty of care

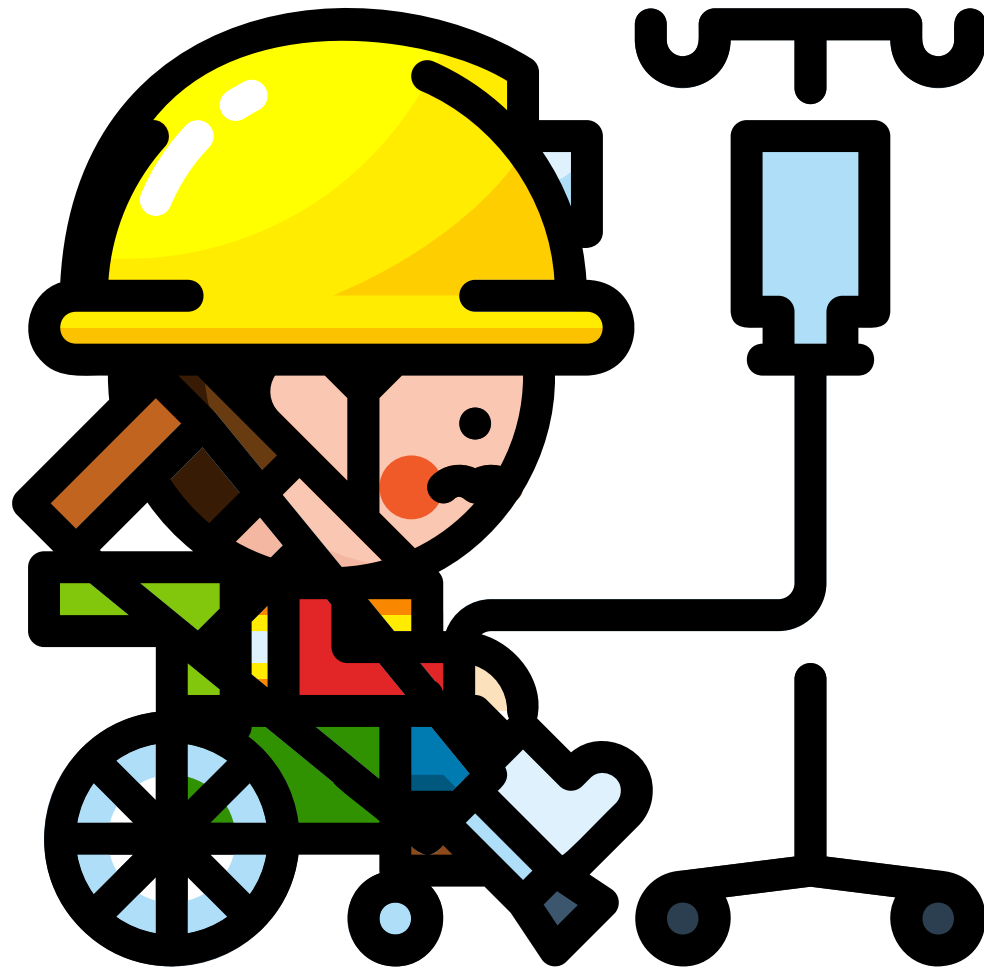


- Preventive
- Punitive
- Compensatory



- Direct Cost
- Indirect Cost





- The injured people may suffer pain, disability, and financial losses as part of their employment.
- The effects of an injury can have consequences on individual personal and social life.
- It also have impact on injured person's family which is morally unacceptable.

Organisations 'do the right things' so that the workers return to home happily without any injury or ill-health

Employers have a moral duty to ensure the health, safety, and well-being of their employees and non employees

Accidents and ill-health involve costs

## Direct Costs

Measurable costs directly associated with the accidents.

Involves payment of money.

For e.g.

- Compensation pay outs.
- Victim Sick pay.
- Fines from criminal court.
- Machinery repair costs

## Indirect Costs

Indirect costs arises as a consequence of the event.  
Often difficult to quantify, substantial than direct costs.

For e.g.

- Loss of worker morale
- Supervisor time spent on investigation and preparing reports.
- Recruiting and training new employees.
- Loss of business reputation and goodwill

# Insured / Uninsured Costs

There is a legal requirement to have insurance against certain types of liability, however many of these costs are not covered by insurance.

|  |                      | INSURED   |  |  |          |
|--|----------------------|-----------|--|--|----------|
| <b>D</b><br><b>I</b><br><b>R</b><br><b>E</b> | Employers' liability |           | Business interruption                    | <b>I</b><br><b>N</b><br><b>D</b><br><b>I</b><br><b>R</b> |          |
|  | Public liability     |           | Product liability                        |  | <b>N</b> |
|  | Damage to buildings  |           |  |  | <b>D</b> |
|  | Damage to vehicles   |           |  |  | <b>I</b> |
| <b>C</b><br><b>T</b>                         | Sick pay             |           | Investigation costs                      | <b>R</b><br><b>E</b><br><b>C</b><br><b>T</b>             |          |
|  | Repairs              |           | Loss of goodwill                         |  | <b>E</b> |
|  | Product lost/damaged |           | Loss of corporate image                  |  | <b>C</b> |
|  |                      |           | Hiring and training of replacement staff |  | <b>T</b> |
|  |                      | UNINSURED |  |  |          |

## 1.2 Regulating Health and Safety

ILO C155 Occupational Safety and Health Convention 1981, will have a legal arrangement in place to promote occupational safety and health are set into national laws and enforced.

In UK, the Health Safety Executive enforces legislation under HASAWA 1974.

There is no harmonised standard for health and safety, each country has their system in place to protect employees so far as is reasonably practicable.

ILO is a tripartite structure

- Employers'
- Workers
- Government

ILO implements national policy on social, economic, and many other issues

## The Functions of the ILO

The ILO has four principal strategic objectives:

1. To promote and realise standards, and fundamental principles and rights at work.
2. To create greater opportunities for women and men to secure decent employment.
3. To enhance the coverage and effectiveness of social protection for all.
4. To strengthen triparty and social dialogue.



International labour standards are legal instruments drawn up by the ILO's constituents and setting out basic principles and rights at work.

They are either 'conventions,' which are legally binding international treaties that may be ratified by member states, or 'recommendations,' which serve as non-binding guidelines.

ILO OSH Convention C155, employers have various responsibilities. The responsibilities shall be 'so far as is reasonably practicable'

“So far as is reasonably practicable”

means that the degree of risk must be balanced against the time, cost, effort, and degree of difficulty necessary to combat it.





## The general duty includes

- the provision and maintenance of plant and systems of work that are safe and without risks to health.
- arrangements for ensuring the safety and absence of risks to health from the use, handling, storage and transport of articles and substances.
- the provision of information, instruction, training, and supervision sufficient to ensure the health and safety at work of his employees.
- Workplace is maintained in a safe condition without risk to health, including the means of access and egress
- provision and maintenance of the working environment for his employees which is safe and without risk to health and adequate as regards the provision of and arrangements for their welfare facilities.

ILO convention C155, 1981, sets out the responsibilities of the workers to safeguard themselves and others from harm.

## **ILO R164 sets that the employee should**

- Take reasonable care for their own safety and that of other people who might be affected by business undertakings.
- Comply with procedures and instructions provided to take care of themselves and others.
- Use of safety devices and Personal Protective equipment correctly and not to misuse it.
- Report any situation to the supervisor or employer which they believe, could present imminent danger which they cannot themselves correct.
- Report any accident or occupational ill health which arises as part of the employment.

ILO Convention C155 insists that workers must be provided with certain rights.

Article 19 to 21 of Convention C155 provides the following rights to the workers:

- Workers must be given with suitable training regarding occupational health and safety.
- Workers must be provided with adequate information on actions taken by the employer to establish occupational health and safety.
- Employers must make arrangements to the workers and their representatives so that can co-operate and consult with employer on matters relating to occupational health and safety.
- The employee must be given with the right to leave the workplace where is there is significant risk may present to his life or health and shall not return to the place until the workplace becomes safe.

# Role of Enforcement Agencies

There is no harmonized standards for health and safety globally, the enforcement system may vary from country to country.

There are various agencies that can enforce law, investigate, provide advice on matters related to health and safety and so on are

**Enforcement Agencies**

**Fire Authorities**

**Insurance Companies**

# Consequences of Non-Compliance

- Issuing enforcement notices
- Fixed penalty fine
- Prosecute the employer in the criminal court
- Withdrawal of License

These standards are not legal documents but still they are adopted by many countries globally.

Standards demonstrate good management practices.

The ultimate objective of an organisation is to achieve management quality and environment.

Standards that ISO has developed includes:

- ISO 9001 – Quality Management Standard (QMS)
- ISO 14001 – Environmental Management System (EMS)
- ISO 12100 – Safety of Machinery

International standard for occupational health and safety management:

- ISO 45001:2018
- HSEG65



- The Health and Safety Executive
- Occupational Safety and Health Administration (OSHA) U.S

## Internal sources of information

- HSE Policy
- Risk Assessment
- Accident / Ill-health records
- Safety Committee meeting minutes
- First aid treatment records
- Absenteeism records
- Safe system of work / Method statement.
- Inspection / audit reports.

## External Sources of Information

- Government Bodies i.e. UK - HSE, USA - OSHA
- International Bodies i.e. ILO, WHO
- Professional Bodies i.e. UK - RoSPA, IIRSM
- HSE Publications.
- Manufacturer's Data
- Insurance Companies
- Trade Associations
- These international bodies even have their own websites which provides valuable sources of updated information:
  - <http://www.ilo.org>.
  - <http://www.osha.gov>.
  - <http://www.hse.gov.uk>.



## 1.3 Who Does what in Organisations

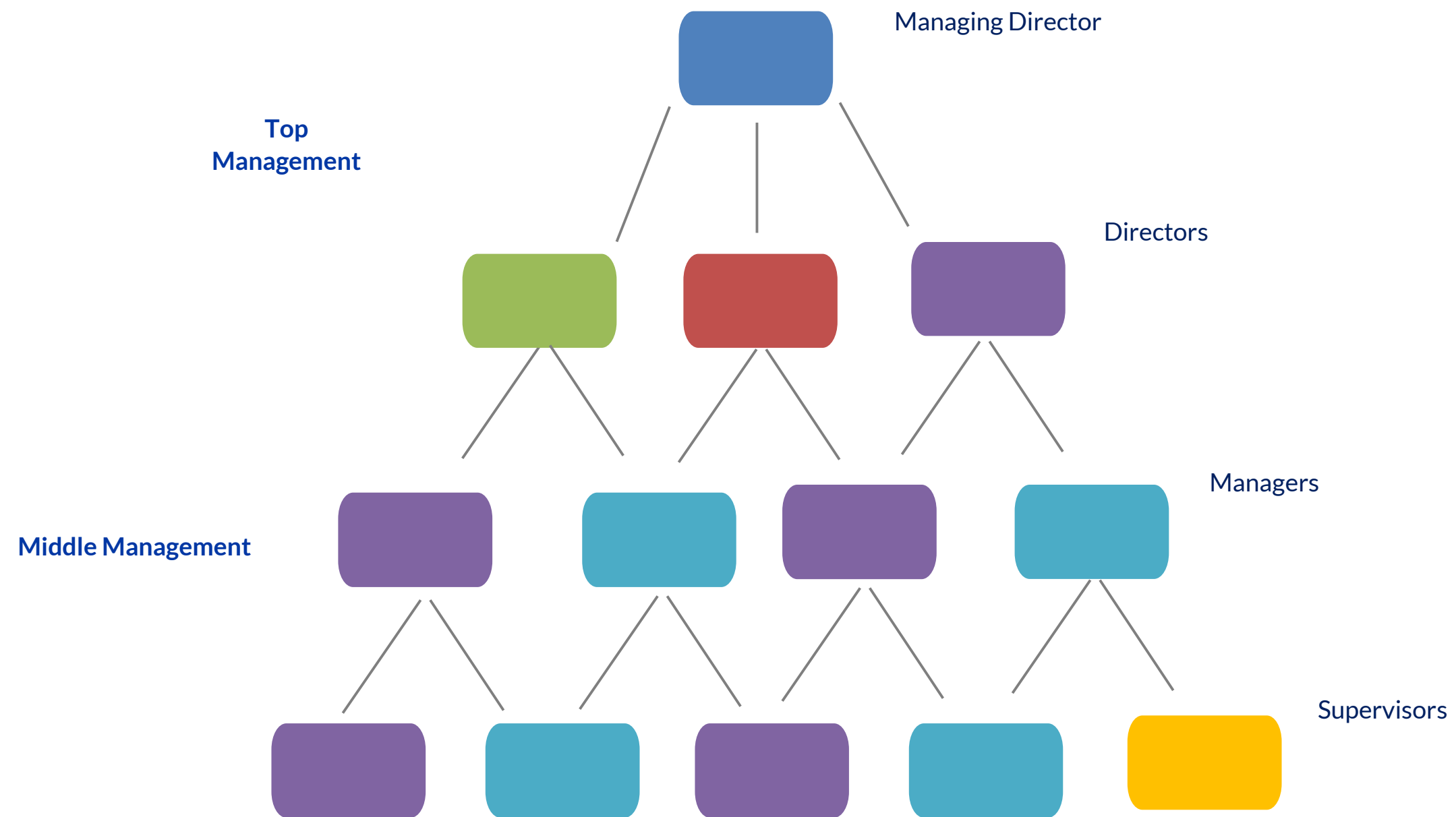
In all the management systems, organising is an essential part of the successful management of health and safety.

The significance of this element is to define clear roles and responsibilities for various parties

# Employers' responsibilities towards employees includes

- Developing policy, setting responsibilities and arrangements to implement the policy.
- Provision of safe workplace, machinery, equipment and substances.
- Providing necessary information, instructions, training considering the workplace requirements and individual capabilities.
- Provision of adequate supervision of work, work practices and the use of correct application of health and safety measures.
- Provision of welfare facilities including drinking water, toilet facilities, changing rooms, eye wash stations, first aid provision etc.,
- Provision of suitable and adequate personal protective equipment without out any cost the employees.
- Consultation with their workforce or other representatives on all matters related health and safety.
- Taking precautions to eliminate mental and physical fatigue.

# Directors and Senior Managers



Directors and senior managers are to make sure that:

- Health and safety policy are developed and established.
- Carrying out risk assessments and ensures that suitable control measures are in place.
- Involve themselves in leadership activities like site visits, consultation with the workforce.
- Allocation of suitable resources

In addition, the senior managers will be provided specific responsibilities. For instance, taking care of high risk activities, or entire division or region.

- May appoint competent person to meet organisations health and safety obligations
- Reviewing health and safety performance of an organisation to ensure the objectives are being met and remains valid.

# Reviewing Health and Safety Performance

Directors and Senior managers must periodically review organisation's health and safety performance.

This can be done annually.

The review should focus on

- Functioning of health and safety management system
- The resources for continual success



Responsible for day to day operations

Operational Responsibilities of the middle managers include:

- Provision and maintenance of workplace, equipment, and tools without any risk to health.
- Risk assessments are carried out and reviewed at regular intervals.
- Effective consultation and co-operation with workers, supervisors, and top management.
- Identifying training needs and providing trainings to the workers and contractors.
- Involve themselves in accident investigations and work-related ill health.

Supervisor does close supervision of the work activities, they are responsible for the areas under their control. The responsibilities include:

- Conduct risk assessment and put effective risk controls in place so far as is reasonably practicable.
- Develop safe system of work and involve workers when developing procedures and ensure that the members of his team are trained.
- Consultation with the workers and employee representatives.
- The supervisor must set as an example by showing his commitment and control on safe behaviour and following procedures.
- Carry out first level of investigation followed by near misses, accident/incident or ill health reported and report to the senior managers.
- Carrying out workplace inspection on the areas under their control and to take actions against unsafe conditions, unsafe practice which are observed at the time of inspection.
- Report to their managers on matters regarding health and safety, where they do not have authority to take actions.



Co-operate with other employers

Share information with other employer about the risk that may arise and affect the other employer's workers.

Effective communication and exchange of information between both the employers

Development of policies – smoking, emergency spills, Fire.

Development of emergency procedures for shared risks, for example, when establishing fire evacuation arrangements

Provision of information about risks through regular meetings

Conduct common fire drills, join inspection and procedures for disposing wastes.

Carryout joint site risk assessment.

## Definitions

### Client

A person or a firm who engages service of a contractor or other professional person or company.

### Contractor

A person or a firm that undertakes a contract to perform certain work independently on behalf and not under the direct control of the client.

**Many of the health and safety problems arising from contract work result from:**

- Poor selection of contractors.
- poor planning and agreement methods.
- Poor communication and sharing of information.
- Lack of monitoring from both the parties.

- Address the risk to the safety of its employees.
- Address the risk to the contractor's employees arising from premises / plant / equipment / activity.
- Address risk to the public / others arising from the work.

## Address the risk

- to their own employees arising from the work.
- to the client employees arising from the work.
- to the client arising from the work.

- Selection of Contractor
- Planning the job
- Co-ordination of the work.
- Monitoring the contractors work
- Review the contractor's performance and effectiveness of existing control

The contractors must be selected carefully based on their competence in health and safety

- The health and safety policy of the contractor.
- Experience in similar type of job and industry.
- Accident / ill health records.
- The quality of the previous risk assessments, safe working methods.
- Details of the previous and current clients.
- Membership of professional body or certified body, for example, Civil Engineering Contractors Association (CECA), in UK; Builders Association of India(BAI), in India.
- Enforcement history, any enforcement actions taken against the contractor.
- The competence and training records of the staff, e.g. their qualifications, experience and training.
- Machinery and equipment maintenance and testing records.
- Arrangements in place for monitoring, reporting accident/ ill health.

- Carrying out a risk assessment for the contracted work and together with employer to consider any risks from each other work activity that could affect health and safety of workers or others
- Developing safe working methods to control the risks.
- Carrying out Job Safety Analysis.
- Maintaining the documents for safe working methods (Method Statement).



Co-ordination must exist between the client and the contractor.

That the work activity of both the parties does not conflict each other.

Several contractors carrying out different tasks at one time

The activity of one person must not create a hazard for another in the same work area.

For example if the contractor is carrying out a machinery maintenance it would be wise to prohibit other workers or operators do any task with the machinery.

Ensuring that contract terms and conditions are being met in terms of technical quality as well as health and safety.

Frequency depends upon

- The hazards
- The risk associated.

High risk activity may require frequent monitoring.

Long duration low risk work may be subject to weekly or less frequent checks.

The proposed frequency is agreed between the client and contractor initially.

- Regular Checks – ask yourself ‘are the control measures are effective?’
- Investigating after things went wrong, e.g. Near misses, accidents, ill health reported.

Ask yourself what went wrong and how it can be prevent from happening again?



The contractor's job is complete when the work has been completed according to the plan and the terms of the contract agreement.

A joint client / contractor review can be effective in reviewing contractor's performance.

Any issues arising should be recorded. The information may determine the future use of the contractor or the need for changes to contractor management arrangements.

Moral reasons to manage health and safety.

Go through the link - <http://kenwoodward.co.uk/kens-accident/>.

1. Explain the management failure.
2. Discuss how this accident has changed Ken's personal life.

**End-of-Section**