

Leading Safety & Health

JAMAICA EMPLOYERS' FEDERATION



Introduction

- This programme sets out an agenda for effective leadership of safety and health.
- It is designed for you the Board of Governors, Trustees, Directors, and officers of organizations of every type and size.

Introduction

- Protecting the safety and health of employees or members of the public who may be affected by your activities is an essential part of the risk management process and must be led by the Board

Introduction

- Failure to include safety and health as a key business risk in Board decisions can have catastrophic results.
- Many high-profile safety cases over the years have been rooted in failures of leadership

Introduction

- Safety and health laws places specific duties on organizations its owners, directors and management.
- Directors can be personally liable when these duties are breached - members of the Board have both collective and individual responsibilities for safety and health

Essential Principals

- Strong and active leadership from the top
 - Visible, active commitment from the board
 - Establishing effective downward communication and management structures
 - Integration of good safety and health management practices with business decisions

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Essential Principals

- Worker involvement
 - Engaging the workforce in the promotion and achievement of safe and healthy conditions
 - Effective upward communication
 - Providing high quality training

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Essential Principals

- Assessment and Review
 - Identifying and managing safety and health risk
 - Accessing [and following] competent advice
 - Monitoring, reporting and reviewing performance

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Planning

- The Board should set the directions for effective safety and health management systems
- Establish a Safety and Health Policy
 - Core Value
 - An integral part of your Organization's culture
 - Set performance standards
 - Communicated
 - Address both existing and new risk
 - Involve employees in the process

Planning

- Core Actions
 - The policy should ensure that everyone is aware of the significant risk faced by the Organization
 - The policy should set out everyone's role and that of the Board
 - In leading safety and health in an Organization, the Board should
 - Own and understand the key issues involved
 - Decide how best to communicate, promote and champion safety and health

Planning

- Good Practice
 - Safety and health should appear regularly on the agenda for Board meetings
 - Placing safety and health at the Board level will ensure safety and health issues are being taken seriously
 - Set targets to achieve safety and health goals

Delivery

Delivery depends on an effective management system to ensure, so as far as is reasonably practicable, the safety and health of employees, customers and members of the public

Delivery

- Organizations should aim to protect people by introducing management systems and practices that ensure risks are dealt with sensibly, responsibly and proportionately

Delivery

- Core Actions
 - Board members should take ownership and responsibility for safety and health and ensure:
 - Safety and health arrangements are adequately resourced
 - Risk assessments are carried out
 - Employees or employee representatives are involved in the decisions that affect safety and health

Delivery

- Core Actions
 - The Board should consider the safety and health implications of introducing:
 - Process modification
 - Safe work practices
 - With new hires or job changes or location changes
 - Dedicating adequate resources

Delivery

- Good Practices

Boardroom decisions must be made in the context of Organization's safety and health policy. It is important to design-in safety and health when implementing change

Delivery

- Good Practices

– Leadership is more effective, and reinforces safety and health, when Board members are visibly practicing safety and health and addressing breaches in policy immediately

– Management By Walk Around [MBWA]

Delivery

- Good Practices
 - Consider safety and health in performance appraisals
 - Setting standards for safety and health in procurement process
 - Ensuring safe work practices throughout the Organization, to include:
 - Contractors
 - Sub-Contractors, and
 - Suppliers

Delivery

- Good Practice
 - Establishing Board committees to address risk management issues, ensure that key issues are addressed, guard against wasted resources and unnecessary bureaucracy
 - Providing resources for safety and health training to promote understanding of key safety and health issues

Delivery

- Good Practices
 - Promoting safety and health programs and setting standards above the requirements of the law

Monitoring

- Monitoring and reporting are vital parts of a safety and health culture
- Management systems must allow the Board to receive both specific and routine reports on the performance of the Safety and Health Policy

Monitoring

- Many day to day safety and health information needs to be reported and not only at the time of a formal review.
- But only a strong system of monitoring can ensure that the formal review can proceed as planned and that relevant events in the interim are brought to the Board's attention.

Monitoring

- Core Actions
 - The Board should ensure that:
 - Appropriate priority is given to preventive information and incident and accident reporting and loss time
 - That periodic audits are carried out
 - Changes in the law and legal requirements are implemented

Monitoring

- Good Practices
 - Effective monitoring of sickness, absenteeism and long-term illness, alerts the Board to underlying problems
 - Collection and dissemination of safety and health data, allows the Board to bench mark the Organization's safety and health performance

Monitoring

- Good Practices
 - Reports on safety and health performance by Contractors, Sub-Contractors and Suppliers
 - Involve employees in the monitoring process to help build buy-in and support

Review

- A formal Board review of safety and health performance is essential. It allows the Board to establish whether the essential safety and health principles - strong and active leadership, worker involvement, risk assessment and reviews have been embedded in the Organization.
- It tells whether your system is effective in managing risk and protecting people.

Review

- Core Practices

- The Board should review safety and health performance at least once a year. The review process should:

- Determine whether the safety and health policy reflects the Organization's current priorities and goals
- Whether the risk management and other safety and health systems have been effectively reported

Review

- Review the decision making process to determine if safety and health policies are being adhered to

- Address any deficiency in the system and take corrective action

- Conduct a review whenever an unplanned event occurs

Review

- Good Practices

- Safety and health performance is reported in the Organization's annual reports

- Gather information through [MBWA] process

- Reward good safety and health performance at all levels

Leadership Checklist

- Demonstrate a commitment to safety and health
- Conduct a review of safety and health performance
- Communicate safety and health issues
- Allocation of resources for training
- Conduct risk assessment
- Contractor, Sub-Contractor & Supplier safety and health performance review
- Continuous Improvement Program
- Adherence to safety and health legislation

Thank You

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