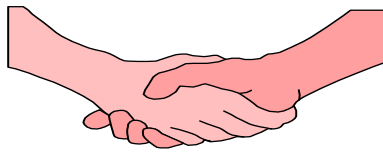


How to Develop a Health & Safety Management Plan – For Discussion Purposes

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INITIATING CHANGE

- When initiating change remember “People support what they create”



Guiding principles

1. Keep it Simple
2. Reality-test it with the workforce

Note: This outline is for a Health & Safety Management Plan, similar approaches can be made to develop Quality, Environment. and Training plans

The pace and depth of the interventions may vary. A slow, thorough assessment may be deemed necessary or it may be seen as important to get some runs on the board quickly in which case a shorter time and depth will be spent on the analysis. There may be some value in establishing a part time **safety project team** to assist in the implementation of safety systems

1. Safety Risks

- i. Gain a basic understanding of the Safety risks and how the current Safety Management System addresses these risks-This will require visits to and discussions with personnel at a cross-section of sites throughout Australia. Examination of work in progress will be necessary.
- ii. Gain a basic understanding of the Safety Training needs and how the training plan addresses the needs.
- iii. Hold discussions with safety, training, legal, insurance staff, relevant managers, relevant team leaders and a cross-section of workers / contractors about how Safety Management and Safety Training is managed –
 - a. Ask questions like-What do you do? How do you do it? What are the Safety risks? , How are the risks managed?, What Safety training have you had?, What else needs to be done in the Safety Management & Safety Training areas?, Do you need to upgrade your safety skills?, What is the best way to upgrade your safety skills, What assistance do you need from the OHS Manager to help you do your work?, If I was the OH&S Manager the first things I would do to improve Safety Management and Safety Training are.....

- b. There is a requirement to establish the needs of workers, supervisors and managers in the safety area. A safety climate survey may be applicable

iv. Hazard Management Plans

Safety management plans are to a certain extent generic, they must be boosted by hazard management plans that address specific hazards. The following is a recommended process to develop hazard management plans.

- a. Define the scope of coverage of the hazard management plan
- b. Divide into discrete business activities or processes and list the hazards of these activities / processes. For example for a gas pipeline construction job the processes / activities include clearing the right- of- way, digging ditch, stringing out pipe, bending pipe, weld &x-ray welds, attach sleeves, lower in, backfill, hydro-static test, restore right-of-way.
- c. Using fault-tree analysis list the causes of the hazards
- d. Apply the 9 box model to ensure pre-event, continuing and post-event controls are in place

| <i>9 BOX MODEL</i> | <u>P Prevention</u> | <i>Monitoring</i> | Contingency |
|---------------------|---------------------|-------------------|-------------|
| Eqpt, / Engineering | | | |
| Procedures | | | |
| Skills/Competencies | | | |

- e. Identify the position that is responsible for ensuring the control actually happens.
- f. Identify the competencies necessary for the person who controls the hazard to be able to do the required job
- g. Send out the draft hazard management plan for validation and modify as necessary
- h. The hazard management plans must be explained to all employees
- i. Safe working procedures must be developed using job safety analysis and employees must be trained in the safe working procedures.
- j. Audits must ensure the controls are in place and working.

2. Incident Reporting / Workers Compensation Management

Assuming the organization has a well-developed incident reporting system look to this system for guidance as to the frequency and severity of incidents. Review workers compensation claims experience and claims management procedures-in some states there are considerable reductions in premiums available though rapid moves to place injured parties into rehabilitation programmes.

3. Legislation

Review the legislative guidelines for each state the organization operates in.

4. S.M.S. and Safety Training Plan

Review and if necessary update the objective of S.M.S. and the Safety Training plan.

5. Force-Field Analysis

- i. Carry out a Force-Field Analysis (promoting / facilitating forces and constraining / restraining forces acting on the objectives)
- ii. Use a cross-functional team to carry out the analysis.

6. Safety Initiatives and Audits

Review previous Safety Management and Safety Training initiatives and audits and the status of implementation of previous recommendations.

- i. If necessary, use a trained cross-functional team to carry out a Safety audit. Use A.S.4801 as the minimum standard for the safety audit. Need a detailed set of auditing guidelines for the auditors to use.
- ii. Develop recommendations arising out of the audit, a plan for implementing the recommendations and a means of following up to ensure the recommendations are implemented
- iii. Consider the wisdom of utilising one of the commercially available OHS audit systems

7. Safety Training

Review the current approach to Safety Training, a Safety Training needs analysis may be necessary.

- i. In particular, ensure induction training, training of team leaders and training of contractors is appropriate. May need a contractors induction course that it is mandatory for all contractors to attend prior to commencing work with the organization.
- ii. Consider the need to conduct a Hazard Identification / Risk Assessment / Hazard Control course for designated risk assessment teams and once risk assessment teams are trained have them carryout risk assessment on, initially, the identified high risks.

8. Consultative Mechanisms

Review the operation of Safety consultative mechanisms.

9. Safety Responsibilities

Review how Safety Management and Safety Training responsibilities are incorporated in position descriptions and the performance appraisal process.

10. Contract Specifications

Review safety specifications in contracts. Probably need a Contractors Safety Manual that outlines in some detail the organizations expectations of contractors in safety. Contractors must submit a Safety Plan as part of securing the contract and these Safety Plans must be audited.

11. Emergency Response Plans

Review Emergency Response Plans and ensure they are practiced.

12. Safety Procedures

Review Safety procedures to see if they are used and useful in the “real world” Training in Job Safety Analysis may be necessary to develop appropriate procedures.

13. Benchmarking

Identify Safety potential benchmarking partners and make initial contact

14 Safety Communications

Analyse current safety communications, avoid communications from on high, instead use supervisors to get the message across to the troops and frame the messages to be relevant to the troops immediate work area. Consider the need for regular safety meetings

15. Safety Management System / Safety Training Plan

Develop a new Safety Management System (incorporating hazard management plans) and a new Safety Training Plan (incorporated in the Quality Assurance system).

- i. The Safety Management System may contain internal standards of OHS excellence such as visitor safety, contractor safety, compliance with statute law, use of personal protective equipment, management commitment, hazard identification/risk assessment, safe working procedures, loss prevention and control, employee involvement, emergency procedures, accident investigation, education/communication, inspections, health and fitness, injury management.
- ii. There must be stated goals for the S.M.S., preferably expressed as positive performance indicators. Need a name for the S.M.S., possibly a competition for the name.
- iii. Once the new S.M.S. is developed its implementation must be the subject of regular, rigorous audits

A Health & Safety Manual with sections for both strategic and operational implementation of the S.M.S. will be an outcome of this work. A manual of Standard Operating Procedures will also be necessary .Remember a safety professional achieves more by what he facilitates others to do than he / she does themselves.

For more detailed advice please refer to the papers “What Makes a Safety Programme Fly” and “The Hazard Management Process” by this author.