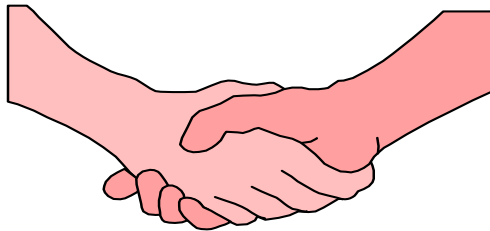


INITIATING CHANGE

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



The above motto is very applicable in safety management. Extensive consultation and involvement is necessary to succeed in safety.

The following is a generic approach to developing a Safety Management System. It is my best-guess of what your company needs to establish in the first 12 months of the Safety Management System. This will obviously be guided by discussion with relevant personnel and the findings of the initial audit.

How to have an effective Safety Management System

Audits-Have a thorough initial audit to determine how effective the current approach to safety is. This will involve examination of current safety systems, the safety paper trail, examination of records(particularly training & maintenance records), examination of policy and procedures, analysis of past incident experience, review of safety plans, meetings with employees, supervisors and workers (workers to complete the Tri-safe audit questions)

Need 6 monthly internal audits

Need an annual external audit if it is considered there are business drivers for external accreditation to A.S. 4801

EXCELLENCE

- EXCELLENCE IS NO ACCIDENT



Force-field analysis Early in the development of a Safety Management System it helps to get a mixture of workers, supervisors and management together to brain-storm an objective for the Safety Management System. Once the objective is defined carry-out a force-field analysis on it (brain-storm the constraining/ restraining and promoting / facilitating forces acting on the objective.)

Management commitment

Safety programmes will only work if driven from the top of the organisation by senior management. Senior management must create an expectation to perform in safety and cascade this down the line, they must set the safety example and be prepared to become personally involved in the safety programme

Compliance with statute law / common law principles Anticipate some education of all levels in the company required. Need particular work with senior management.

Policy-Need a dynamic policy statement and set of principles

Goals & targets Need a set of safety goals & targets that are gradually tightened

Safety Committee-Make sure the Safety Committee / Health & Safety Reps. are trained & effective

Safety Meetings-Make sure those conducting safety meetings are trained in conducting effective meetings

Safety in performance appraisals Make sure safety performance is included in performance appraisals, need detailed safety responsibilities for every position

Risk Assessment / Job Safety Analysis Tasks that have medium to high risks must undergo R.A. & J.S.A. Best done by teams of workers after appropriate training. This is the guts of how you do your work, the risks of the work and how to do it safely is established

Safety Inspections Need a regular schedule of safety inspections and follow-up mechanisms

Good Housekeeping-This is essential

Comprehensive induction programme-This is essential

Emergency response plans-This is essential

Safety Training-Need a training needs analysis to guide development of training

Workers compensation / rehabilitation Ensure efficient management

Contractor safety specifications Ensure detailed safety specifications built into tenders / contracts will contractors

Safety Procedures-Need safety procedures for medium and high risk tasks

Employee Assistance programmes. Need quick access to an E.A.P. supplier

Accident investigation Need an effective process in place so you can learn from accidents

Off-the-job safety programmes The organisations that are effective at safety promote safety off-the-job as well as at work

Safety promotions Various means are available

Fleet safety Fleet safety programmes can reduce company car costs considerably.

Personal protective equipment Need training in maintenance and use of P.P.E.

Safety Management Plan. Need a Safety Management Plan to guide your safety work and to present to companies you are working for as evidence of your safety responsibility and credibility.

Safety Standards The companies that have excellent safety programmes have internal standards of OHS excellence that they vigorously audit against

Safety leadership Management & supervisors need to be coached in how to be excellent safety leaders

Chemicals management Need a chemicals management system and ready access to Materials Safety Data Sheets, may need to purchase a computerised chemicals management computer programme such as Chem-Alert or Chem-Safe

Safety budget Need to establish a safety budget to draw on to pay for the safety initiatives. Also need to realise people will be taken away from production tasks for safety training & other safety work. This will be a cost to the business that will be the greatest in the first year of establishing the Safety Management System.

Advanced safety techniques

Benchmarking Safety benchmarking with companies in similar industries and dissimilar industries can be of particular benefit

Use of safety project teams Safety project teams can be an effective means of addressing major safety issues- define scope, objectives, time-frame (Gantt chart), competencies of members

SAFETY CHANGE

- KEEP IT SIMPLE
- REALITY TEST WITH THE WORKFORCE (MUST WORK IN THE “REAL WORLD)

