

**Workflow: Health and Safety**

# Toolkit 6.2

## Safety Management

### target audience

All staff, contractors, service providers, and visitors.

### what it is

Safety management deals with the systems, processes and practices employed to enable and sustain a safety culture. Refer to [Toolkit 6.1 - Embedding a Safety Culture and Practice](#). A Safety Management System (SMS) in the organisation needs to be defined and designed to cover:

- Outcomes required (safety vision, policy, and objectives), management commitment and individual responsibilities and how to control and monitor health and safety compliance.
- Processes required to monitor safety incidents and deviations from the required outcomes.
- Action plans and routines to address gaps, including legal requirements for a safe working environment.
- Safety assurance actions (assurance = a proactive system) for ongoing verification of compliance to standards and practices.
- Processes to manage safety risks through hazard identification and risk assessments.
- Training and skills development activities.
- People engagement and participation on an ongoing basis.
- Reporting and communication activities to satisfy legal requirements like incident investigations, but also to ensure transparency, a key requirement for building organisational trust.

### why it is important

*“Safety is not an intellectual exercise to keep us in work. It is a matter of life and death. It is the sum of our contributions to safety management that determines whether the people we work with live or die.” – Brian Appleton*

A Safety Management System (SMS) is required to implement and control safety in the workplace. The benefits are numerous and include:

- Improved health and safety performance.
- Reduced cost associated with accidents and incidents.
- Improved staff relations and morale.

- Improve business efficiency.
- Access to desirable markets through improved public image and public relations.

A SMS allows companies to be pro-active in avoiding safety incidents and embedding a culture where everyone takes ownership of his/her safety and the safety of others.

## success factors

The South African Labour Guide (<https://www.labourguide.co.za/>) states that a health and safety system or programme generally includes the following elements:

- A formal H&S policy statement signed by the owner and displayed in the workplace.
- The responsibilities of individuals are described, understood, and accepted.
- H&S representatives have been appointed and committees are meeting regularly according to legislation.
- Risk assessments are done, and standard operating procedures (SOPs) reflect the primary objective of health and safety.
- Employee awareness and training.
- Statutory and general health and safety Inspections and certifications are adhered to.
- Potential health risks from exposure to noise, heat, dust, chemicals, etc. are known and controlled.
- Reporting, recording, and investigating all disabling accidents.
- Emergency preparedness procedures in place for fire, gas leaks, chemical exposure, etc.
- First Aid procedures, responsibilities and practices are in place.
- Contractor management includes safety management.

(The SA Labour Guide is a private company with no association with the Department of Labour or the Commission for Conciliation, Mediation and Arbitration (CCMA)).

## execution steps

1. Develop and report on H&S performance targets and deploy targets to team level.
2. Develop clear H&S responsibilities and formalise these in job descriptions and team responsibility matrices.
3. Specify PPE requirements per job profile. PPE for non-routine work needs to be specified when an instruction or workorder is generated.
4. Launch and sustain a H&S programme through regular meetings and other forms of communication (e.g., posters). Include H&S as a standard agenda item on regular meetings and keep minutes as evidence of deliberate and disciplined H&S management.
5. Introduce the requirements of the OSHA including the appointment of all relevant representatives and committees.
6. Develop a H&S audit and integrate with workplace organisation (5S) audits.

7. Introduce risk assessments. Refer to the [Basic Risk Assessment Template](#).
8. Introduce safety refresher training on an annual basis.
9. Introduce regulatory and critical equipment safety inspections. Refer to [Toolkit 7.2 - Critical Equipment](#).
10. Develop and introduce preparedness procedures.
11. Investigate and report all disabling incidents.

## assessment questions

**Please Note:** There is no minimum / maximum amount of questions you can add

1.	Have you developed emergency preparedness procedures for identified significant eventualities (e.g., uncontrolled fire, chemical contamination and first aid)?
2.	Have you made all legal appointments as required by the OSHA?
3.	Are monthly multi-level safety meetings sustained?
4.	Are all Safety incidents reported and investigated in line with OSHA requirements?
5.	Do all routine meeting agendas start with a safety moment?
6.	Is there active participation in health and safety activities from all organisational levels?
7.	Have PPE standards been developed and is there 100% PPE compliance?

## resources

1.	OSHA's 5 Workplace Hazards (Cultivating a workplace safety culture takes big picture thinking) Link: <a href="https://www.grainger.com/know-how/safety/safety-management/safety-compliance/kh-five-workplace-hazards">https://www.grainger.com/know-how/safety/safety-management/safety-compliance/kh-five-workplace-hazards</a>
2.	Basic Risk Assessment Template
3.	Health and Safety Gap Analysis checklist