



SEPTEMBER 2017

EFFECTIVE LEADERSHIP OF HEALTH & SAFETY

Instructions to candidates:

- a) Time allowed: Three hours (plus an extra ten minutes' reading time at the start – do not write anything during this time)
 - b) Answer any FIVE questions
 - c) All questions carry equal marks. Marks for each question are shown in []
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1. Every company should have an active health and safety monitoring programme, and as a manager you will have to carry out regular safety inspections of your department.
 - a) You have to carry out an inspection using a checklist. Identify what you would check under the heading of '**people**'. [6]
 - b) Employees can often take shortcuts or use poor working practices when using machinery and equipment. Explain the problems you may notice when observing them work. [9]
 - c) Discuss how checklists can also be used to improve safety performance standards. [5]
 2. Training of employees is a legal requirement as well as being an important part of the health and safety culture of an organisation. List the key organisational requirements for health and safety that should be covered in the induction of new employees. [20]
 3. A weakness in the safe system of work has caused an accident to happen in the company which has to be investigated by managers.
 - a) Under RIDDOR (Reporting of Injuries, Diseases and Dangerous Occurrences Regulations), comment on the types of accident that should be reported and why. [8]
 - b) When investigating this accident, the managers used the 'Five Whys' system to find the cause of the accident. Consider the benefits to the company of using this system when investigating accidents. [12]
 4. The Health and Safety at Work Act (HSW) 1974 and the regulations that come under it are the basis for all health and safety systems, practice and culture in the workplace. Identify what the **HSW Act** is and discuss other types of legislation that come under it to benefit health and safety in the workplace. [20]
 5. Assessing the health and safety management system is important to the organisation to ensure that safety standards are still high and procedures are being followed to help keep the organisation safe and legal under various legislation.
 - a) Outline the judgements that senior managers should be making when reviewing the health and safety management system. [10]
 - b) Audits can have problems and faults. Discuss what these problems and faults might include. [10]
 6. Risk assessments have to be carried out within a workplace to help keep people safe but there is usually a cost involved.
 - a) Identify what a **cost-benefit analysis** is. [4]
 - b) List the costs that may be required in order to keep people safe and help the organisation. [6]
 - c) Although there may be costs involved, there will also be benefits to the workplace. Discuss what these benefits could include. [10]
 7. Employers must have competent help in delivering their health and safety plans in the workplace. Consider what qualities employers should look for when appointing competent advisors. [20]
 8. The director of your company is aware that the company's health and safety performance is not as expected and should be reviewed. It is not time for the annual review yet. Explain the reasons that the director could use to trigger a review of health and safety performance. [20]