

Integrating Safety with Environmental Management Systems

Presented by
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Occupational Health and Safety Division
Department of Government Services



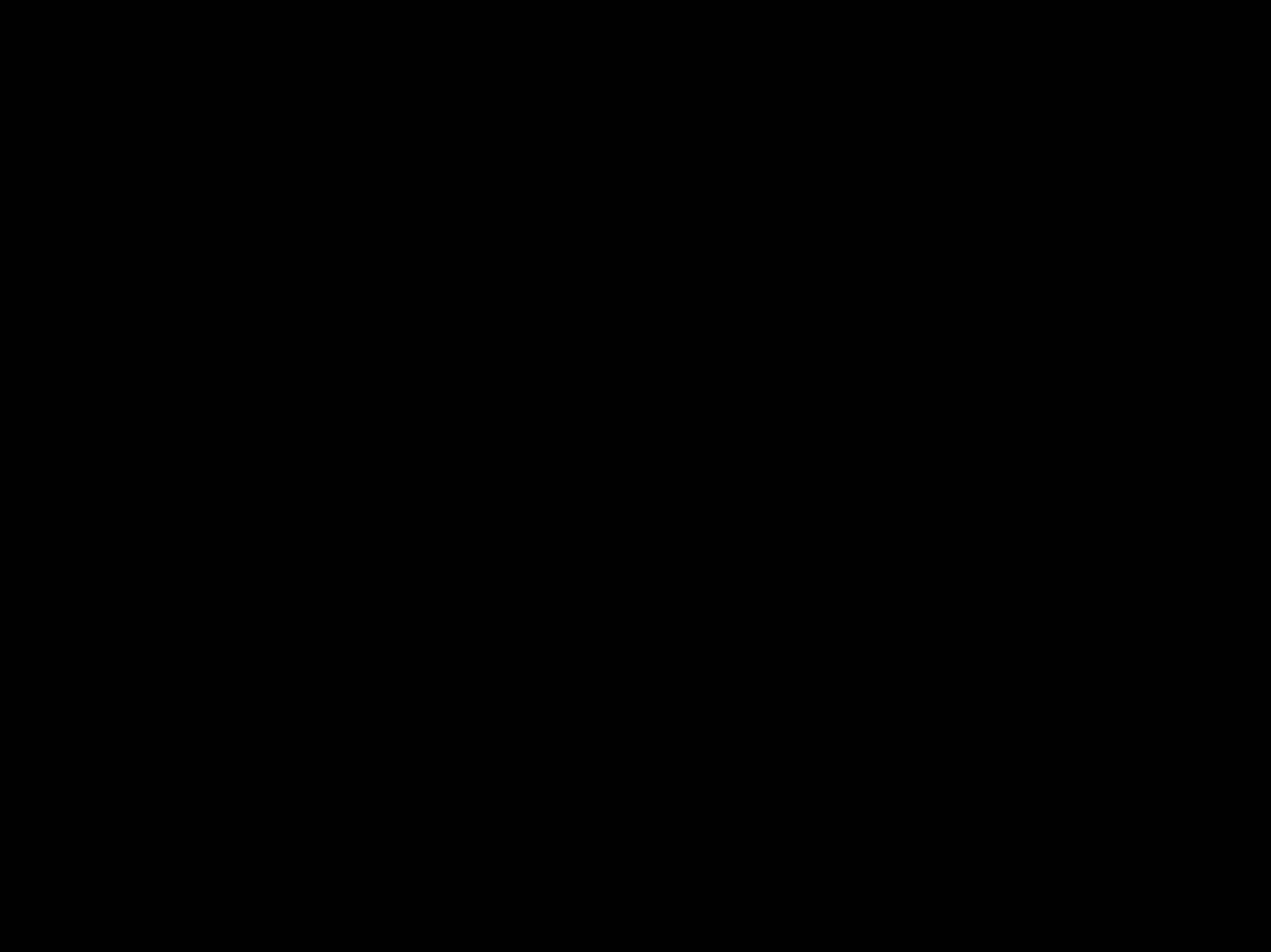
Overview

- Introduction
- OHS Division Overview
- Background on Management Systems
- Management Systems
 - What are they?
 - Why are they necessary?
- Elements of an Environmental Management System
- Synergies between Management Systems
- Advantages of integrating safety in management systems.
- Conclusion and questions

What is "SAFETY" ?

- Webster's defines: the condition of being safe from undergoing or causing hurt, injury, or loss
- Free from harm or risk

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- Attitude
- A way of thinking

A way of thinking!

Remember perception and reality



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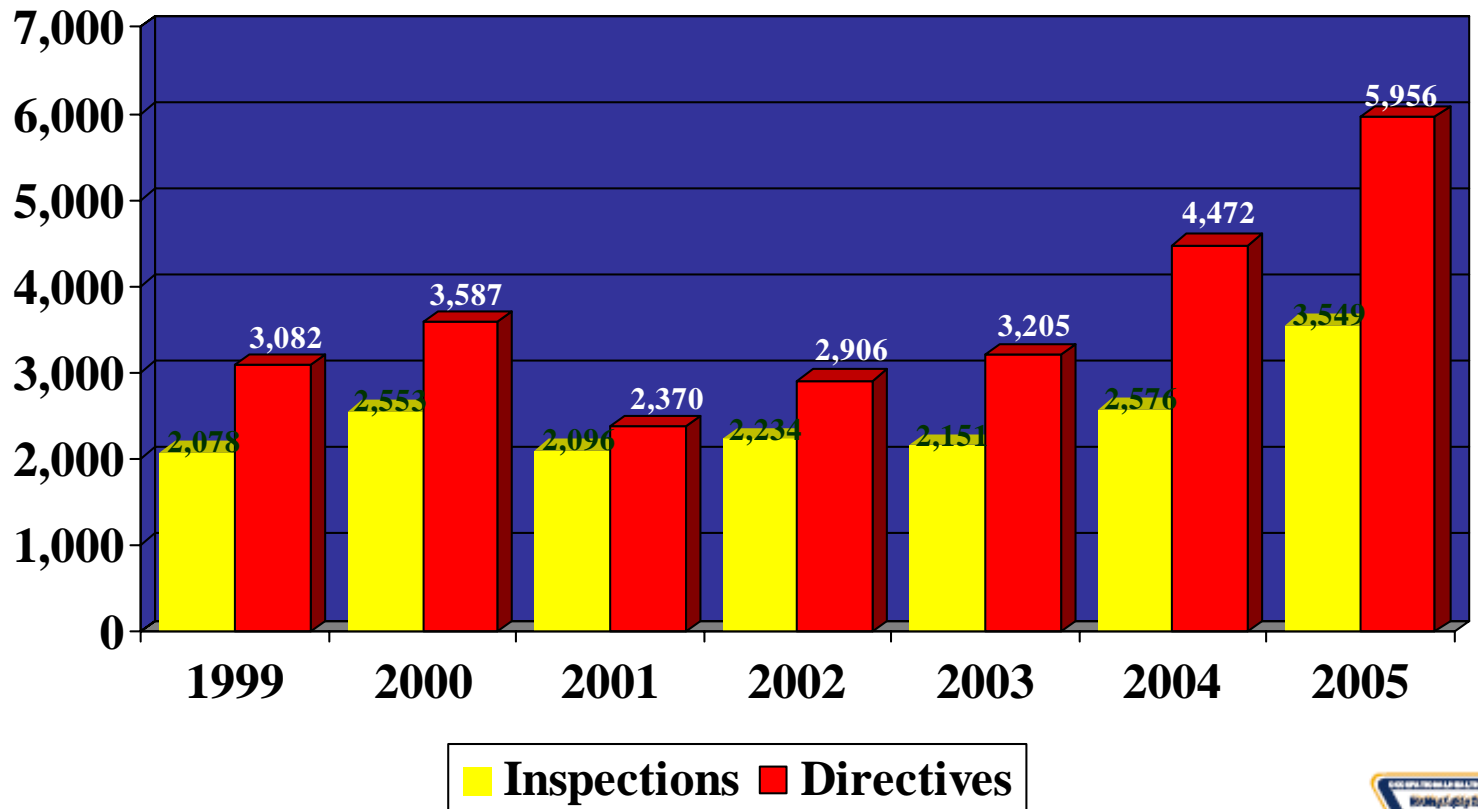
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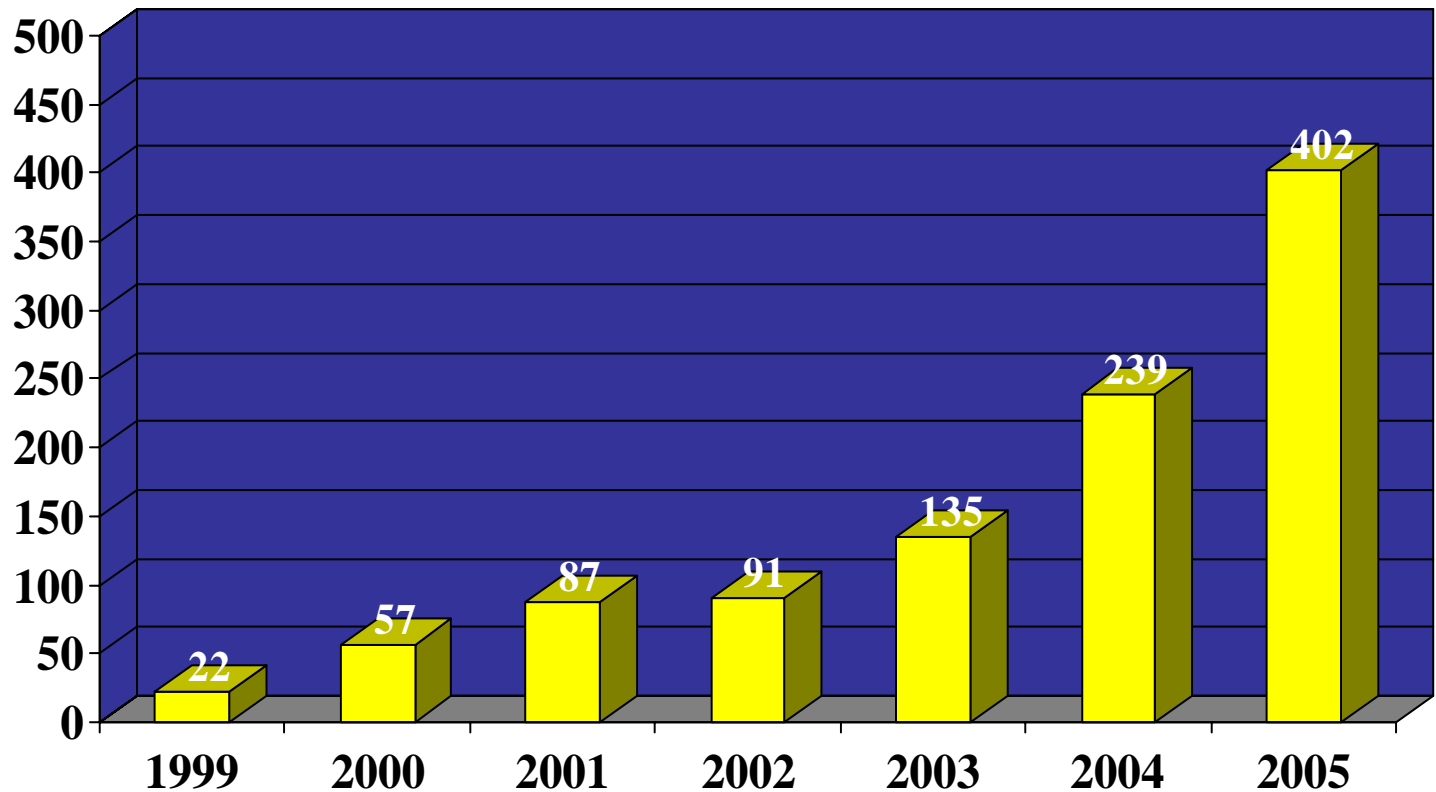
Overview: Why we exist!

The Occupational Health and Safety (OHS) Division of the Department of Government Services is mandated under the OHS Act to be concerned with occupational health and safety and the maintenance of reasonable standards for the protection of workers and self-employed persons. This is achieved through many multi-disciplinary activities including investigating workplace accidents, conducting compliance inspections and hygiene assessments as examples.

Numbers of Inspections and Directives Issued 1999 – 2005

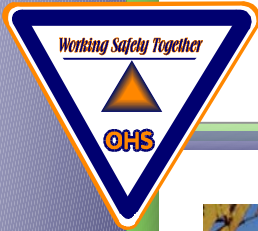


Stop Work Orders Issued 1999 – 2005



Purpose of Enforcement

- The OHS Division believes in firm but fair enforcement of health and safety legislation. The purpose of enforcement is to:
 - Ensure that stakeholders take action to deal immediately with serious risks;
 - Promote and achieve sustained compliance;
 - Ensure that stakeholders who breach health and safety requirements, and directors/managers who fail in their responsibilities are held accountable.



Municipalities have diverse and continuously changing work environments.



Municipalities shall

OHS Program Elements

- Leadership and Administration
- Communication
- Education and Training
- OH&S Committees
- Safe Work Practices and Procedures
- Hazard Recognition, Evaluation and Control
- Workplace Inspections
- Accident/Incident Investigation
- Emergency Preparedness



maintain a workplace, equipment, systems and tools that are safe.



provide information, instruction, training, supervision and facilities to ensure the health, safety of their workers.



ensure that workers & supervisors, are familiar with the health or safety hazards in their workplace.



conduct business undertakings so that the general public are not exposed to health or safety hazards.



shall consult and co-operate with the occupational health and safety committee, on all matters respecting occupational health and safety at the workplace;



Background – Safety Management Systems

- A 1969 study of occupational accidents by the Insurance Company of North America, led by Frank E. Bird Jr., Director of Engineering Services:
 - Studied 1,753,498 accidents at 297 organizations, all in different types of occupational establishments;
 - Covered 1,7500,000 employees working more than 3 billion hours over the period; and
 - Resulted in the widely known 1-10-30-600 accident ratio study.

Background – Accident Ratio Study



Background

- A study in the United Kingdom concluded that
 - There is no relationship between accident frequency rates and
 - the work conditions
 - the injury potential; and
 - the severity of injuries occurring.
- In other words:
 - A history of zero accidents does not mean you are safe!
 - Good OH&S Performance is often a result of

Background

- Accident frequency rate information should be looked at with information from systematic inspection and auditing of:
 - Physical safeguards;
 - Systems of work;
 - Rules and procedures; and
 - Training methods.
- In other words:
 - Look at the management system – not just the results!

Background

- According to William C. Pope, former manager of safety for the US Department of the Interior:
 - Accidents may be defined as “Management Errors”;
 - Your safety mission is larger than simply
 - Reduction of work injuries; and
 - Accident prevention.
 - Your safety mission is to establish a system of continual measurement and appraisal of administrative oversights.
- Dr. W. Edwards Deming discovered:
 - As few as 15% of problems can be controlled by employees;
 - As much as 85% can be controlled only by management.

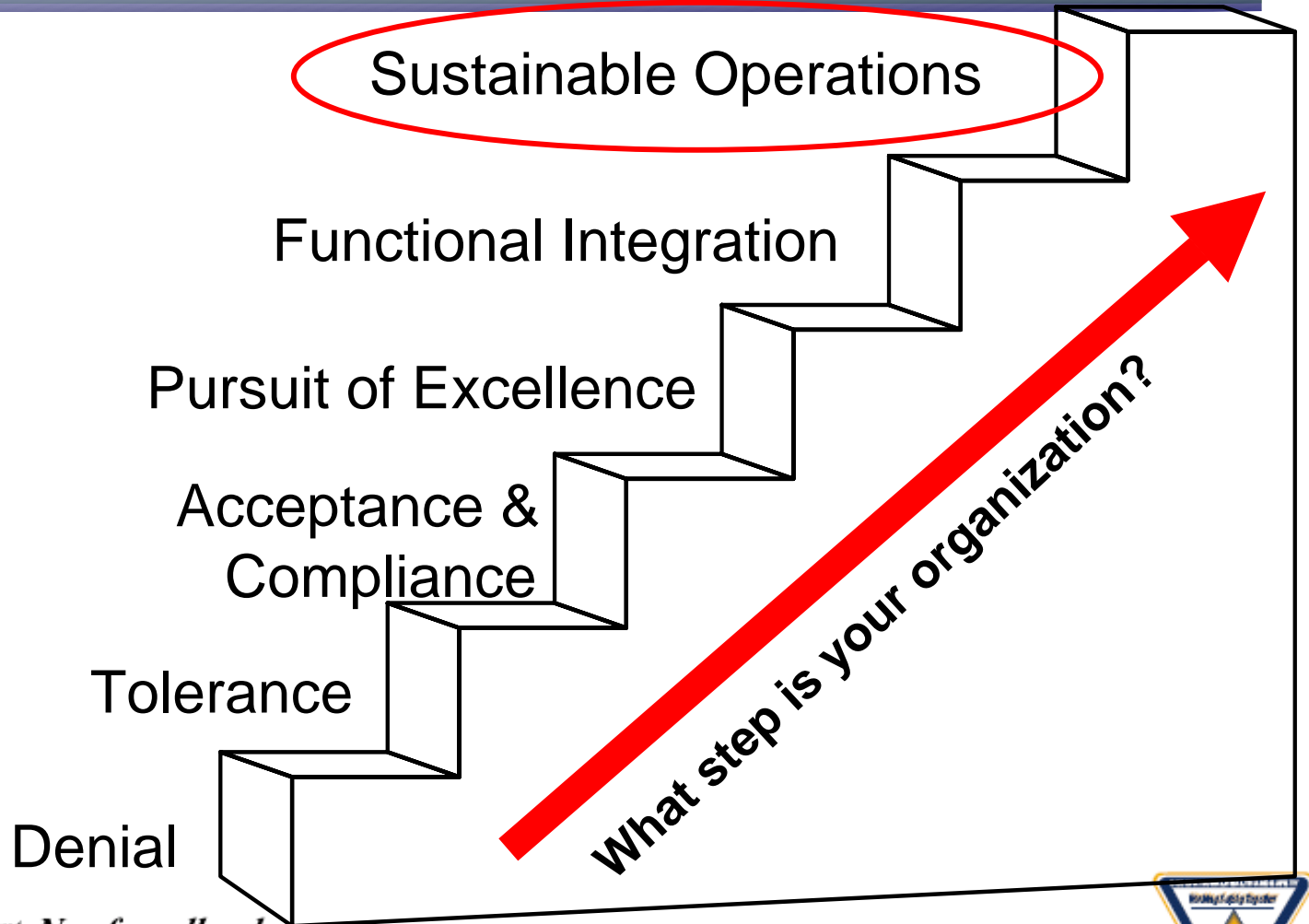
Background

- Associating safety management with “loss control management,” will:
 - Place a focus on the human and financial loss “drivers”;
 - Pave the way for integration of OH&S management with quality and environmental management, which may also be associated with loss control.
 - Place a focus on “risk assessment” – and managing “the risk of loss”.

Background

- Everyone has experience with
 - risk assessment and
 - risk management – for example:
 - Crossing the street;
 - Driving a car;
 - Taking a vacation.
- We often ask ourselves (without even thinking about it):
 - What is the risk? and
 - Is the risk acceptable?

Evolution of Safety/Environmental Management

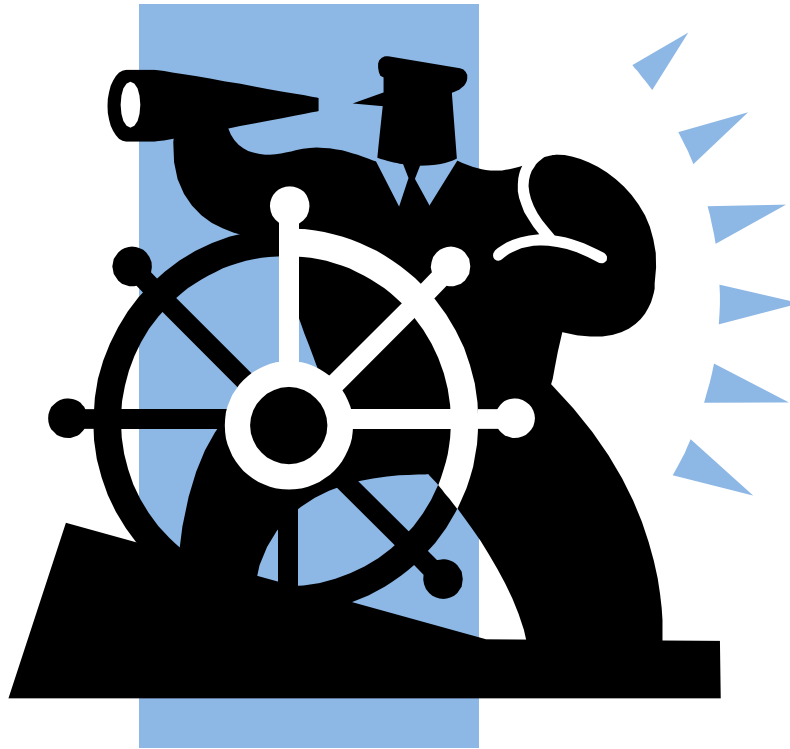


Management Systems

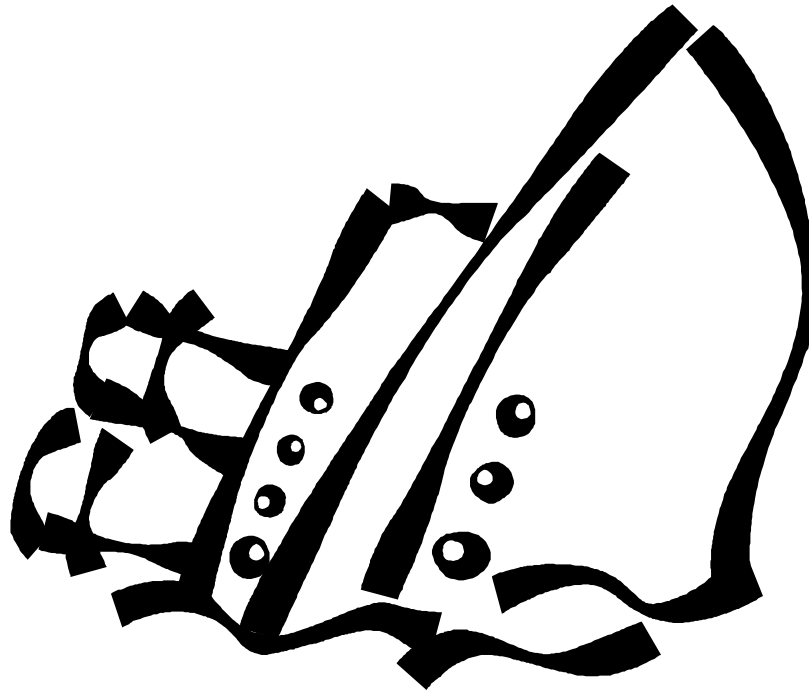
“What are they?”

- A system is the interconnection of components to achieve a given objective. These components include the organization, resources and processes. Therefore, people, equipment and culture are part of the system as well as the documented policies and practices.

Think of management systems as your Navigational Tool



Without a management system



Benefits of OH&S Management Systems

- Improved OH&S performance (reduced impacts on humans);
- Improved environmental and quality control;
- Improved compliance and reduced fines and penalties;
- Improved relations with regulators;
- Improved employee relations and morale;
- Improved corporate image, international acceptance, market share;
- Continual improvement;

Benefits of OH&S Management Systems

- Meeting customer demands, vendor certification, and improving customer satisfaction;
- Improved access to operating funds;
- Business Survival;
- Fosters developing and sharing OH&S solutions;
- Reduced compensation insurance premiums;

Benefits of OH&S Management Systems

- Reduced OH&S losses and associated costs:
 - Injury / rehabilitation costs;
 - Property damage costs'
 - Property insurance premiums and deductible payments;
 - Lost production costs;
 - Loss of skills – reduced productivity costs;
 - Retraining costs;

Benefits of OH&S Management Systems

- Increased operating efficiency:
 - A safer work environment safely allows a faster pace of work;
 - A systematic, defined, disciplined approach influences all other parts of the operation;
- Ability to attract the most skilled and qualified workers:
 - Improved worker loyalty;
 - Improved quality performance.
- Personal Satisfaction of doing “the right thing”.
- Reduced third party liability: Due Diligence

Due Diligence

- SAY WHAT YOU DO
- DO WHAT YOU SAY
- BE PREPARED TO PROVE IT



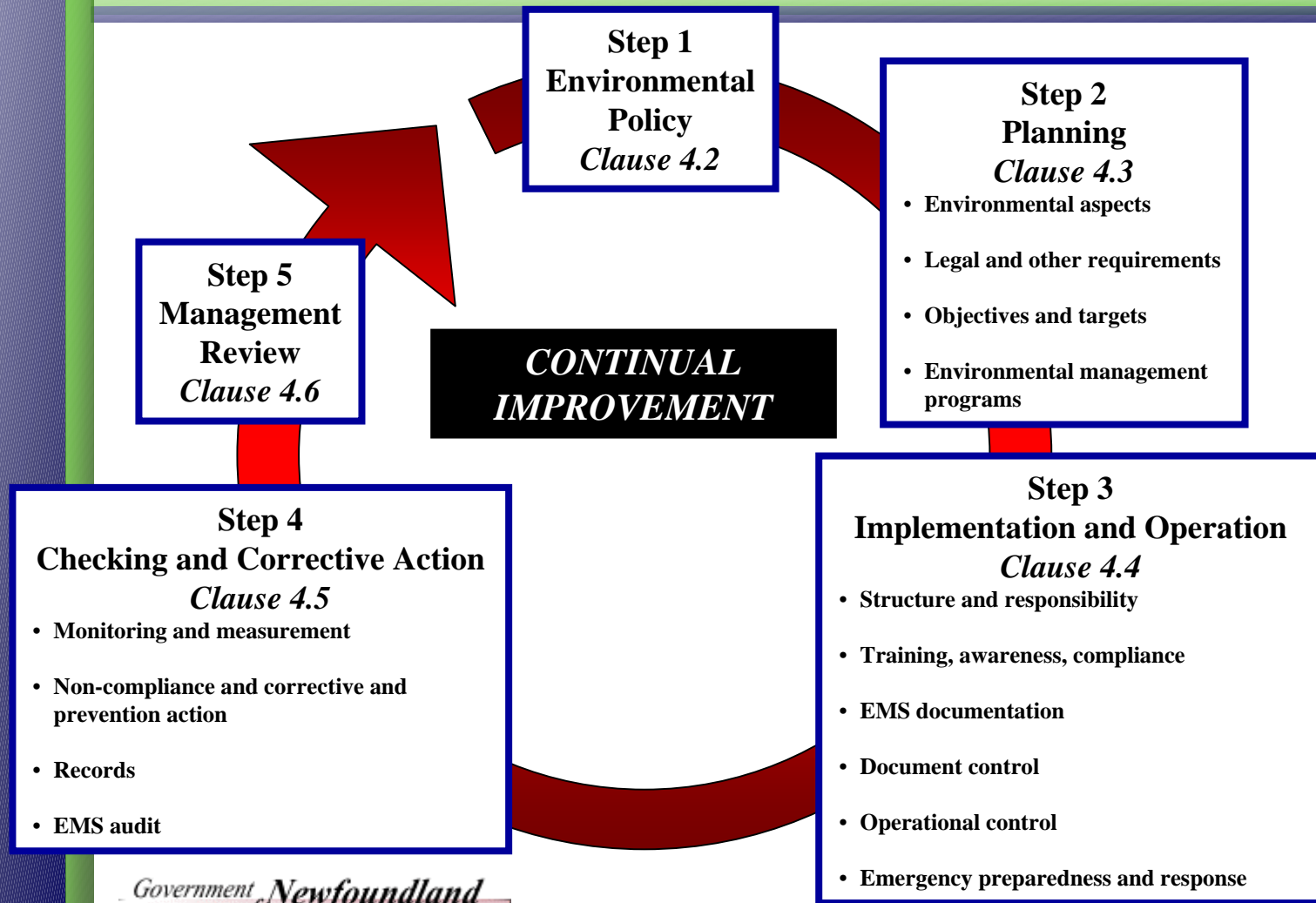
The necessary elements and implementation of an integrated management system include:

- Employee involvement
- Training
- Communications
- System documentation and document control
- Records
- Design control
- Hazardous materials/waste management
- Management of contractors
- Emergency preparedness and contingency planning processes
- Use and maintenance of equipment, tools, and the facility

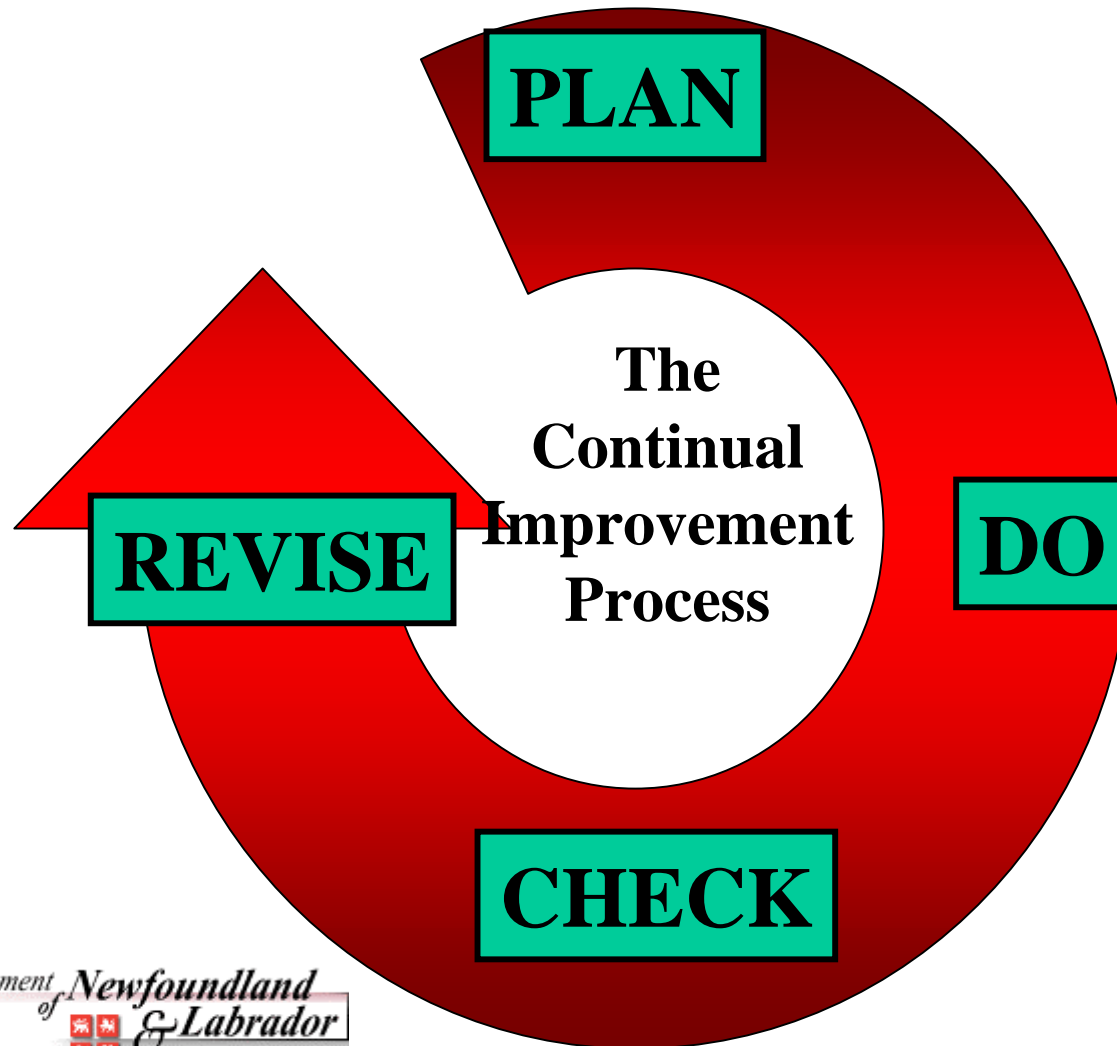
Types of Management Systems

- Quality
- Environment
- Safety

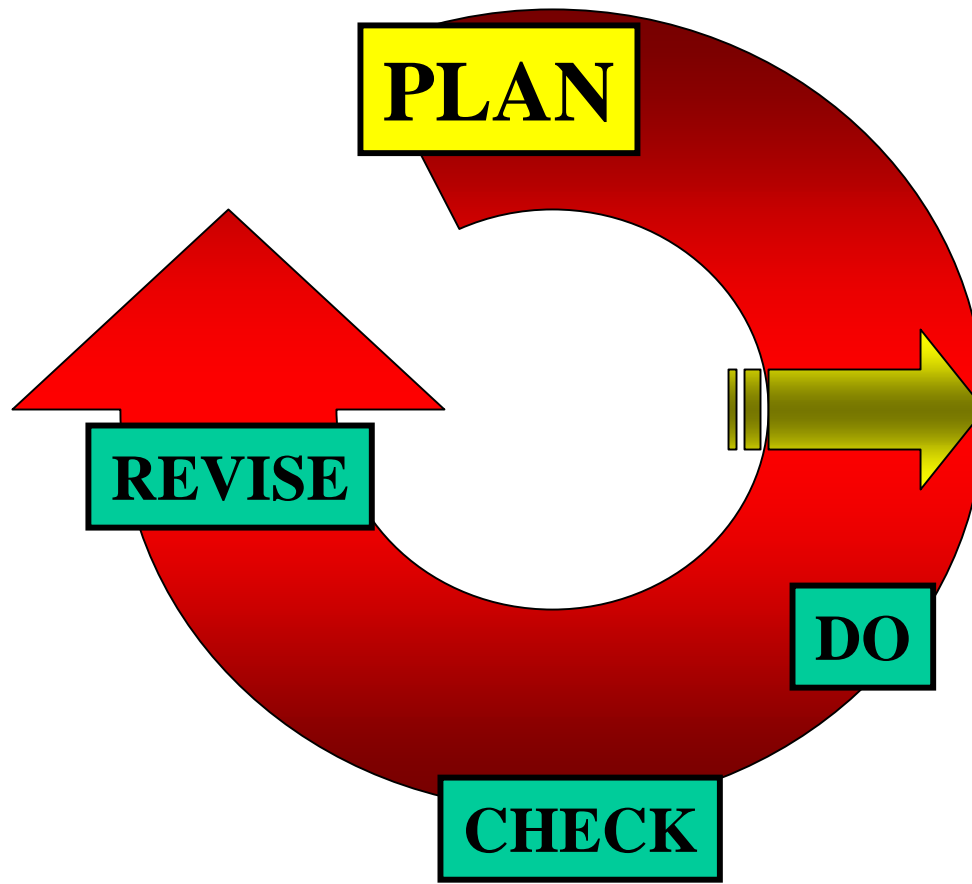
The Five Steps and Elements of ISO 14001



Synergies between Management Systems:

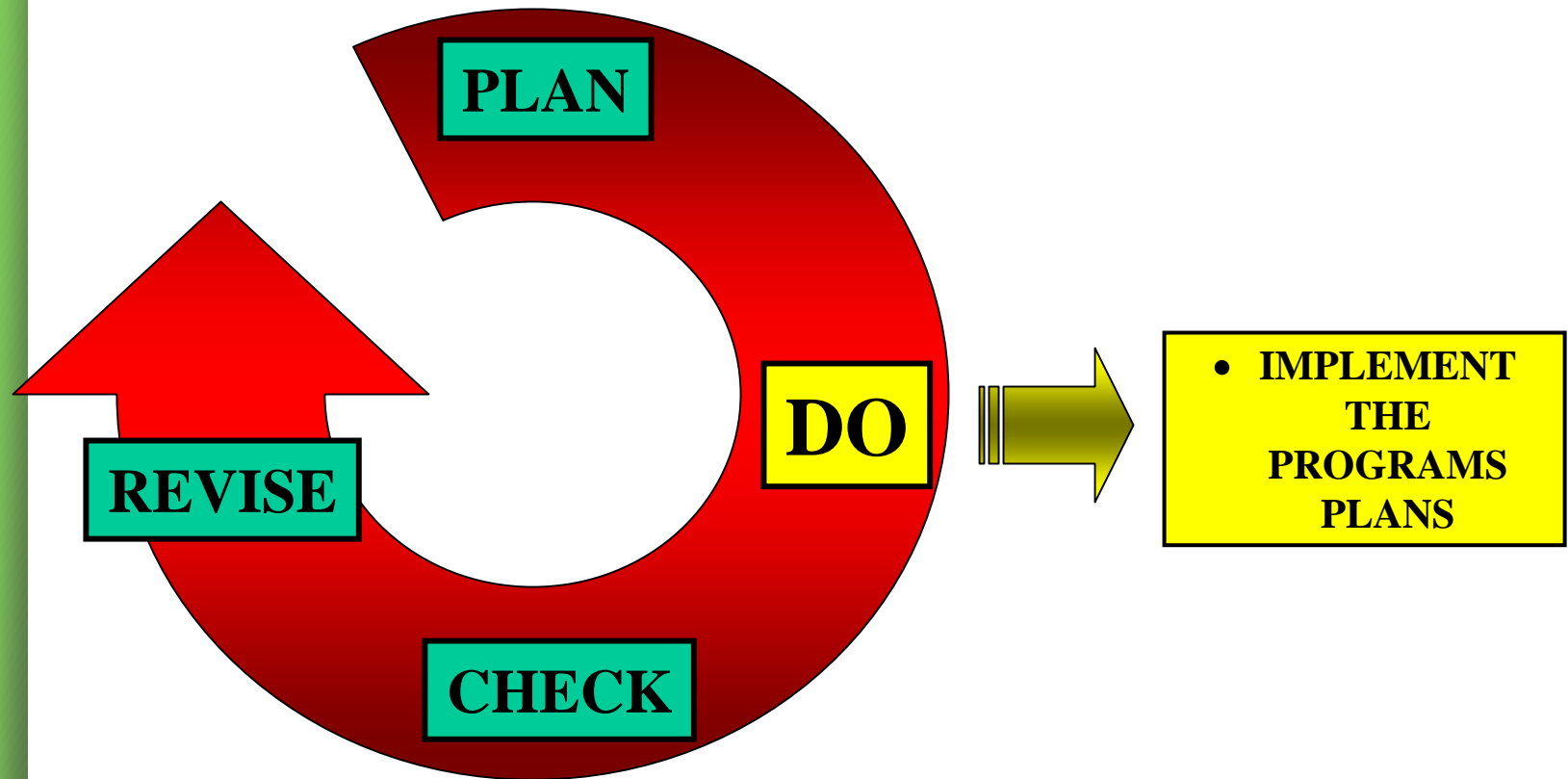


The Continual Improvement Process

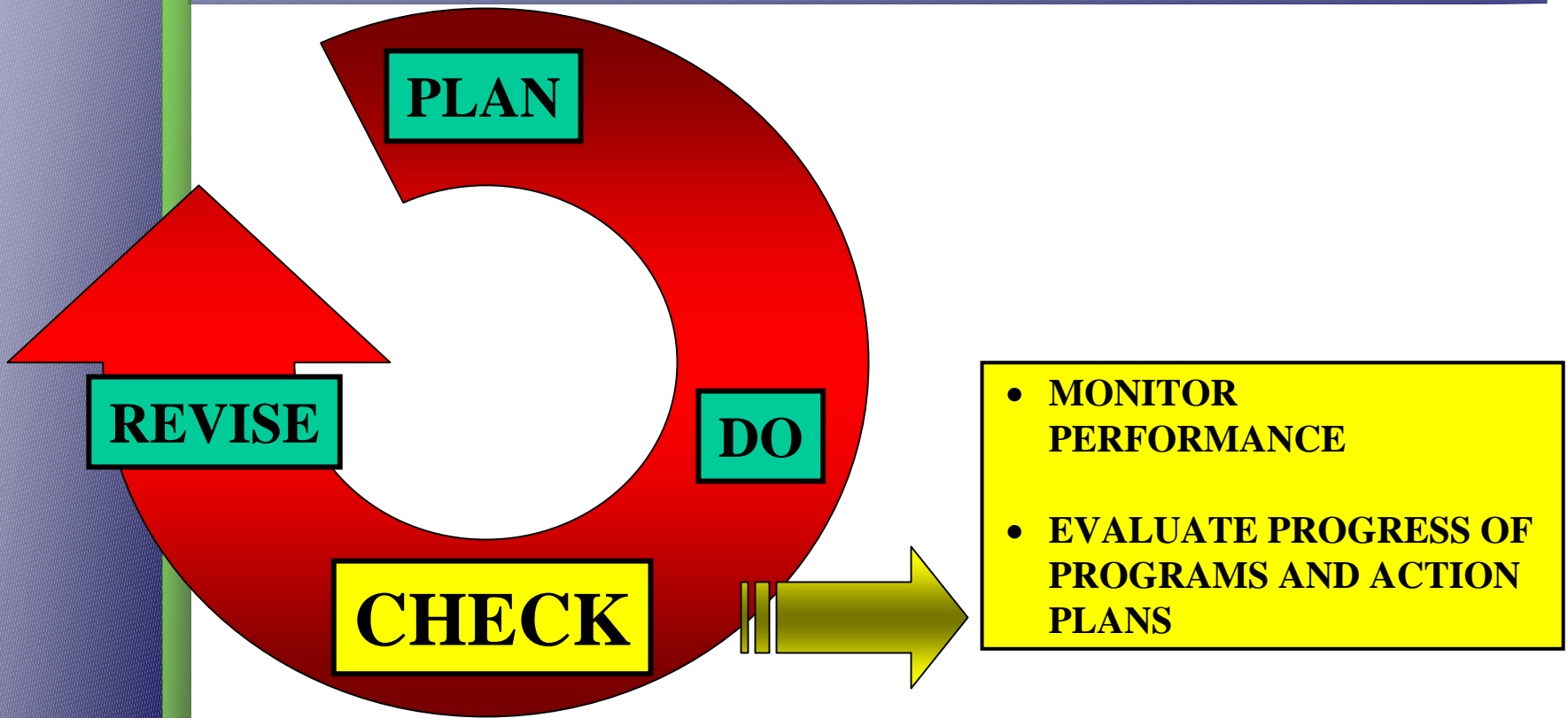


- FORMULATE POLICY
- IDENTIFY COMPLIANCE NEEDS
- IDENTIFY AND PRIORITIZE OTHER PERFORMANCE IMPROVEMENT NEEDS
- DESIGN PROGRAMS/ACTION PLANS TO IMPROVE COMPLIANCE AND PERFORMANCE

The Continual Improvement Process

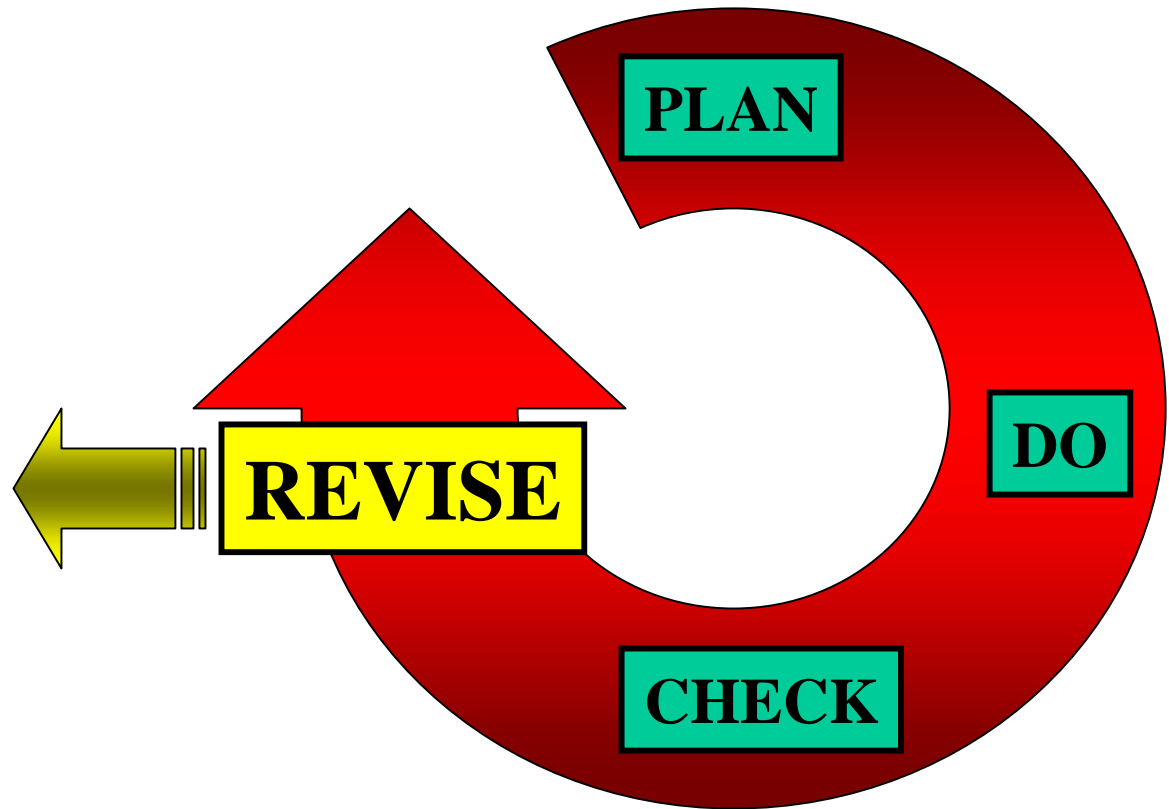


The Continual Improvement Process



The Continual Improvement Process

- **REVISE PROGRAMS/ACTION PLANS**
- **CONSIDER CHANGES IN THE POLICY**
- **CONSIDER NEW COMPLIANCE AND OTHER PERFORMANCE IMPROVEMENT NEEDS**



Integrated Implementation “Can” Be Successful...

- If you have a mature management system framework established and maintained
- If you have overlapping roles and responsibilities (i.e., H&S Manager or Risk Manager)
- If you have strong internal audit program(s)

Before You Decide...

- Define structure, roles and responsibilities, including authority and resource considerations.
- Identify cross functional representatives
- Create Implementation Plan and obtain management commitment.

Define the Beneficial Outcomes...

Where to start?

In the areas that will benefit. For example:

1. Communication

Improve horizontal and vertical internal communication. Strengthen the internal and external communications by establishing who your interested parties are.

More Benefits...

2. Training

Improve methods to ensure competency.
Reduce redundancy, yet meet established legal and other requirements.

3. Compliance Assurance

Improve/increase level of oversight yielding reduced potential for risk.

More Benefits...

4. Emergency Preparedness

Improve preparedness capabilities by integrating response plans to avoid conflicts such as roles and responsibilities, communication and reporting.

5. Records

Improve records management for liability protection and legal compliance.

More Benefits...

6. Integrated Plan and Procedures

Giving guidance and direction, covering all the elements required by OHS legislation ensuring that workers & supervisors, are familiar with the health or safety hazards in their workplace.

Management System Common Denominators

Management System Elements

Fundamental Needs of Healthy Organizations

Leadership Commitment



Motivating Force

Policy, Planning, Goals
and Objectives



Direction

Accountability and
Measurement



Performance Toward Goals

Checking and Corrective
Action



Process Improvement

Management Review



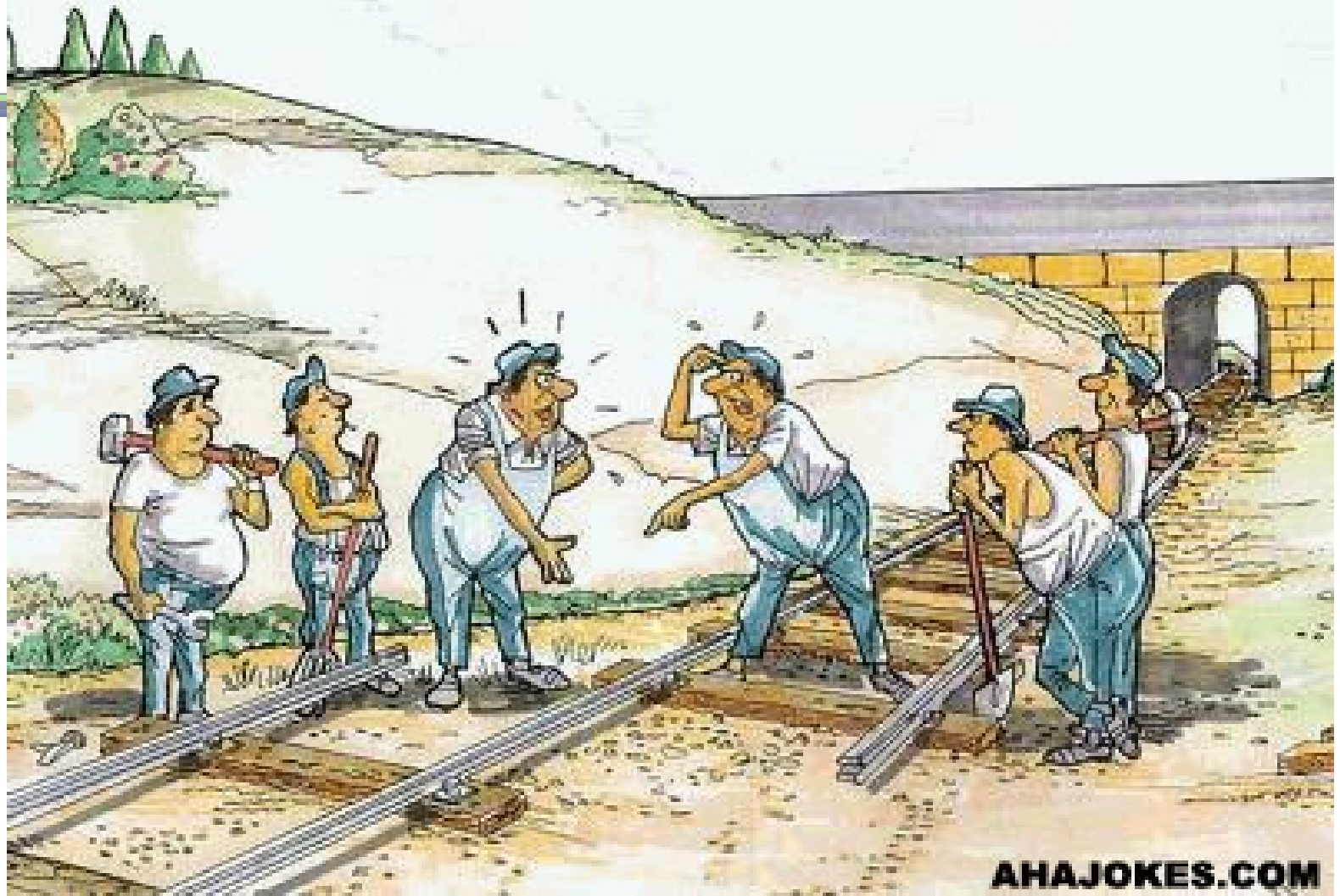
Diagnosis and Re-vectoring

Government Newfoundland

Bottom Line: Continual Improvement in Performance



Team Work



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Conclusion:

- Take an Integrated Approach
 - Apply lessons learned from one system to another.
 - Accept "Ownership" of Risks
 - Understand The True "Cost to Mission" of Risks
 - Manage to Reduce Safety and Environmental Risks
 - Build on previous success and learn from previous challenges.

Culture Change Takes Time and Active, Consistent Leadership Commitment

Act now and you won't have to react!

