



# ICM

JUNE 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. You have been asked to carry out a health and safety risk assessment for your organisation.
    - a) Explain why you must carry out a risk assessment and how it can help the organisation to follow objectives and keep people safe. [9]
    - b) If an accident should happen, there may be costs involved. Outline what these costs might be. [6]
    - c) Discuss why a hazard may not be obvious to the person exposed to it and what causes them to have accidents. [5]
  2. You work for a company that involves suppliers in their manufacturing process to cut costs, reduce waste and accidents. The supply chain approach means that suppliers and contractors are absorbed into the culture of the main company. The HSW Act section 6 places a duty on everyone in the supply chain (designers, manufacturers and suppliers of articles and substances for use at work).
    - a) Outline the general duties of people in the supply chain according to the HSW Act section 6. [8]
    - b) Identify how accidents could be reduced under the supply chain approach. [12]
  3. As a health and safety manager it is your job to evaluate ill health and injury statistics when monitoring performance. Discuss some of the problems you may encounter while using these statistics. [20]
  4. The company is due to review its health and safety performance.
    - a) Assume the role of director and examine the purpose of reviewing health and safety performance. [12]
    - b) As a member of the board of directors, comment on what the directors should ensure when reporting performance. [8]
  5. Workplace safety inspections are essential for monitoring the safety aspects of the organisation. You have decided to use a checklist for your safety inspection and will structure it using the 'four Ps', which are: Premises, Plant and Substances, Procedures and People.
    - a) List what you should include in the checklist under the heading '**people**'. [5]
    - b) List what you should include in the checklist for **plant** and **substances**. [5]
    - c) The health and safety manager is aware of the downside of using checklists for safety inspections. Explain the possible disadvantages of using checklists and how they could be overcome. [10]
  6. Communication with employees and listening to their views is essential for the health and safety of the whole organisation.
    - a) Discuss the potential problems when using verbal communication within the organisation. [10]
    - b) In the organisation, there are elected representatives for employee safety. Outline what they are able to discuss with employers and others on behalf of the employees. [4]
    - c) Management must be committed to safety. Identify what employers must do to produce and maintain a positive safety culture. [6]
  7. To comply with health and safety legislation, managers must appoint competent people to assist with their responsibilities in keeping everyone safe.
    - a) A health and safety practitioner has been appointed. Discuss their responsibilities and how they will help the organisation. [8]
    - b) Explain how a well-trained and competent supervisor can help with health and safety in a department. [12]

*continued overleaf*

8. While reviewing the company's health and safety procedures, various weaknesses have been discovered.
- a) In the processing department, an accident has been caused indirectly by a weakness in the safe system. Discuss the benefits a manager has by asking the 'five Whys' when investigating the accident. [6]
  - b) Accidents must be reported within the company and to the relevant authorities. Outline the types of accident that must be reported and why. [14]