



ICM

SEPTEMBER 2017

PROMOTING A POSITIVE HEALTH & SAFETY CULTURE

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 recently taken a role as health and safety manager within a large organisation. They have had some issues with health and safety failures in the past and want to improve the way that health and safety is viewed within the business and to ensure that it is taken seriously by managers and staff.
 - a) Consider which basic elements are required for a successful health and safety culture. [8]
 - b) Explore the most important components for a positive organisational health and safety culture. [12]
 2.
 - a) Explain the role of the board in the planning, direction and delivery of health and safety management. [8]
 - b) Every level of management has organisational health and safety responsibilities. Provide a summary of the typical management levels of responsibility for the key roles of:
 - i Managing director/chief executive
 - ii Department manager
 - iii Supervisors [12]
 3. Personal factors which affect health and safety may be defined as any condition or characteristic of an individual which could cause or influence him/her to act in an unsafe manner.
 - a) Describe the psychological factors of **attitude, motivation and perception**, which have an effect on the health and safety of an individual. [12]
 - b) List other personal factors which can affect health and safety. [8]
 4. As health and safety manager, you have highlighted that the high incident rate within the organisation is affected by certain key factors relating to the organisation's health and safety culture.
 - a) Describe the factors that may have a negative effect on a health and safety culture. [15]
 - b) You also think there are some economic factors that might be influencing health and safety performance. Explain the most common economic influences on health and safety standards. [5]
 5. As health and safety manager, you want to make it clear to the employers in the organisation what their responsibilities are under health and safety regulations. You've decided to highlight some key points.
 - a) Employers owe a duty of care to their employees. There are FIVE main things that they must provide to demonstrate this. What are they? [5]
 - b) There are THREE levels of statutory duty, which are: **absolute duty, practicable duty and reasonably practicable**. Provide an explanation for EACH of these duties. [15]
 6. There are many influences on health and safety standards, some are positive and others negative. No business is totally divorced from their suppliers, customers and neighbours.
 - a) Identify when demands by customers have a negative effect on a health and safety culture. [4]
 - b) Evaluate when poor communications in an organisation have significant influence on health and safety issues. [8]
 - c) Explain the most common ways that economics influences health and safety standards. [8]
 7. Your organisation has just decided to introduce night workers to your team. Explain what you should ascertain when employing people who would be classified as night workers. [20]

continued overleaf

8. A manager has been placed in charge of a new set of workers. He is very keen to ensure health and safety responsibilities are highlighted from the very start and brings his questions to you, the health and safety manager.
- a) The manager knows he must consider his employees when focusing on health and safety. Explain what is meant by the term '**personal factors**'. [4]
 - b) There are a set of questions the manager can use as a checklist to ensure all the relevant personal factors have been covered. What are these questions? [8]
 - c) There are THREE psychological factors that affect how people behave towards health and safety. Identify and explain EACH. [6]
 - d) Memory is an important personal factor that affects health and safety. Why is this? What should we do because of this? [2]