



ICM

SEPTEMBER 2016

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. As a manager, you have to start the organisation's auditing process of the safety management system.
 - a) Outline the procedures that you would look at. [12]
 - b) A checklist has been drawn up to use for the inspection. Explain why you would use a checklist and the actions that may arise. [8]
 2. As a director and a member of the board, you have a corporate and individual responsibility for the health and safety of employees and others.
 - a) Assess what actions you need to take to ensure that the standards are set for health and safety within the organisation. [8]
 - b) Explain the FOUR elements that need to be incorporated into the management of health and safety. [4]
 - c) Identify the procedures that can hold people accountable for achieving health and safety objectives. [8]
 3. A supervisor has been investigating an accident in the workplace. It has been caused by a weakness in the safe system of work.
 - a) State the types of accident that should be reported and why. [14]
 - b) Discuss the other performance measures that might be investigated. [6]
 4. The organisation is having some building work done. A construction design manager has a key role in health and safety construction projects. Identify their main duties in health and safety aspects of the construction. [20]
 5. All managers have to ensure there is commitment towards a positive health and safety culture. Outline some commitments that managers could give towards a safer organisation. [20]
 6. An engineering company has to set up a new mechanical shop. As a manager in charge of this new facility, examine what factors need to be considered, the role you would play, and others you may have to consult to achieve a safe working area. [20]
 7. The board of directors of a company have to analyse accident information data for an annual review. Identify ways the information can be analysed and presented. [20]
 8. After a visit from the Health and Safety Executive (HSE), the directors of an organisation have decided to review and assess their health and safety management system.
 - a) When reviewing the management system, analyse the audit standards the directors should use. [10]
 - b) Discuss why an audit can fail and not help the organisation reach any conclusions. [10]