



ICM

DECEMBER 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 []
1. Employers have to consider human factors when making decisions about the health and safety culture within the organisation.
 - a) Give the definition of '**personal factors**', which could affect health and safety. [2]
 - b) Explain briefly the THREE most common psychological factors in health and safety. [12]
 - c) Describe other personal factors that can affect health and safety in an organisation. [6]
 2. A director must look at health and safety performance in a company.
 - a) Explain how the director could influence people to be held accountable for performance. [8]
 - b) Discuss what could be the company's internal influences on health and safety performance. [6]
 - c) Examine what external influences could impact on health and safety performance. [6]
 3. Competence is an essential factor when trying to promote a positive health and safety culture.
 - a) Due to several failures in safety, a manager has been asked to retrain some of the supervisors. Discuss what some of the safety failures could include that the manager would need to mention in the training. [10]
 - b) The manager also has to employ a safety advisor. Evaluate the competencies this person should have. [10]
 4. A manager has to carry out a risk assessment to consider a young person recently employed by the organisation.
 - a) Under which regulation is a young person defined, what age will a young person be in the regulation, and what should be taken into account? [7]
 - b) It is essential that a young person receives extra induction training in addition to the usual induction training subjects. Summarise what additional subjects should be included. [10]
 - c) State what other groups of people could be more 'at risk'. [3]
 5. A director has to review the organisation's performance after an audit.
 - a) Outline the subjects that the director should monitor to ensure that the organisation is on track with health and safety. [10]
 - b) Consider the reasons why the director should review the performance of the organisation. [10]
 6. Through monitoring, employers should be able to provide a complete rundown of the company's health and safety performance.
 - a) Discuss the measurement information required in the decision making of a company's health and safety performance. [10]
 - b) Describe the performance measurement elements that should come under the headings of **Input**, **Process** and **Outcomes**. [10]
 7. As a senior manager, you are required to carry out a workplace safety inspection.
 - a) While you are walking around the workplace you see some poor working practices amongst the employees. Comment on what these could be. [10]
 - b) If you were using a checklist, state what FOUR headings you could use. [4]
 - c) If you were carrying out an inspection of procedures, what would you examine? [6]

continued overleaf

8. Examine the reasons why a director may review the organisation's health and safety policy. Give both internal and external reasons for this. [20]