



MARCH 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. A manager has asked a supplier to provide a new substance that they will use for production in the factory. List the possible risks that the manager should consider when a substance is bought and used on site for the first time. [20]
  2. Risk assessments are an essential tool for helping management to keep employees and others safe in the workplace.
    - a) Explain what a **cost benefit analysis** is, which often accompanies a risk assessment. [4]
    - b) List the possible costs involved in implementing health and safety. [6]
    - c) Analyse the potential cost benefits that good health and safety risk reduction would have for the company. [10]
  3. The Director has to monitor various systems to gain a complete picture of the company's health and safety performance.
    - a) Outline what this measurement information helps an organisation decide with regard to health and safety. [10]
    - b) Discuss the performance measurement elements that come under the headings of **Input**, **Process** and **Outcomes**. [10]
  4. An employee has had an accident in the workplace which must be investigated.
    - a) The manager has to investigate the immediate cause of the accident. Describe the **personal** and **task** factors that should be investigated. [14]
    - b) The manager has used the Five Whys of Root Cause Analysis to base the investigation on. Analyse the benefits to the company for asking the Five Whys. [6]
  5. Health and safety behaviour at work has to be managed for a company to succeed at health and safety.
    - a) Discuss how health and safety behaviour at work can be improved. [10]
    - b) Outline the essential elements for a better health and safety culture in an organisation. [10]
  6. Competence is a key word used in health and safety literature and Regulation 7 of the Management of Health and Safety at Work Regulations mentions a 'competent person'.
    - a) The Director has to select a competent person. Outline the advice the regulations give to him in his selection of the competent person. [6]
    - b) What other considerations should the Director make when appointing this person? [14]
  7. The organisation has to have an effective auditing system to ensure health and safety compliance.
    - a) Give the definitions of **auditing** and **measuring**. [7]
    - b) Examine the THREE main sources of information auditors have to draw upon when auditing the organisation. [13]
  8. The company is due an annual review of various departments including health and safety. A senior manager has to review the health and safety policy.
    - a) Discuss the internal influences and organisational changes that might trigger a health and safety review. [10]
    - b) Summarise the external influences affecting health and safety that the senior manager might have to consider when reviewing the policy. [10]