

Funded by

**KfW**



Implemented by



# HEALTH AND SAFETY IN A COMPANY



## WHAT YOU NEED TO KNOW TO KEEP YOUR EMPLOYEES SAFE

*This brochure is brought to you by the Development of Financial System in Rural Areas in Serbia (SRFP) program, which is being implemented by the German Development Bank (KfW) in partnership with Business and Finance Consulting (BFC) and the Serbian Ministry of Agriculture, Forestry, and Water Management.*

# Introduction

## WHY IS HEALTH AND SAFETY ON THE JOB SO IMPORTANT?

Each year over 5,000 people die in the European Union countries alone from the consequences of accidents on the job. No accident-related deaths, there is little in way of data of persons dying from occupational diseases recorded by the EU. The International Labour Organization (ILO) researching this topic believes that 160,000 persons die from work related diseases each year. On an annual basis, EU companies lose 143 million working days each year to accidents on the job. These accidents and on the job-related diseases cost the EU economy approximately 500 billion euros a year. A company owner can reduce the level of these risks by developing an effective health and safety plan and vigilantly monitoring health risks on a daily basis.

Health and safety systems are created to identify and reduce hazards in the working place. How a company approaches the development of these systems can have a negative or positive impact on operations. They can be negative if the systems are burdensome or administratively rigid. They can be positive if developed in harmony with operations. For a positive impact, health and safety must operate in a coordinated step with the operations of the company and the meeting of production outputs and schedules. Beyond this, it is in the owner's and worker's best interest to have in place a protected working environment by allowing workers to take part in consultations regarding health and safety at work.

## ADVANTAGES OF A WELL-DEVELOPED HEALTH AND SAFETY SYSTEM

Focusing on health and safety supports chances to increase the company's effectiveness, while protecting employees. These advantages can bring:

- Guaranteeing greater business operations, thus expanding productivity by reducing accidents, interruptions, and operation stoppages.
- Decreased expenses and decreased risks, reduction of worker sick days and turnover rates, less accidents and reduced risk of legal issues.
- Enhanced reputation and increased view among buyers, customers and other associates.



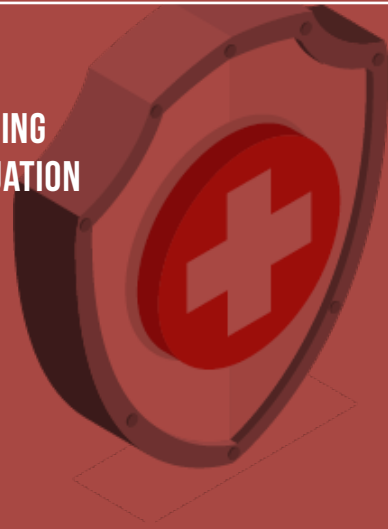
## HOW TO HANDLE HEALTH AND SAFETY FROM MANAGEMENT'S VIEW

A company's management team can take the reins on preventing health and safety hazards in the workplace. There are three points management must be cognizant of for health and safety:

- Management assuming control on the situation.
- Including employees in discussing the working environment.
- Continued evaluation and appraisal.

The three points are discussed in greater elaboration in this brochure.

## DISCUSSION 1. MANAGEMENT ASSUMING CONTROL ON THE SITUATION



Management assuming control on the situation is paramount for management. A view to a safe environment will only be successful if backed up by the entire management team. A strong management role and involved supervisors on all levels will ensure guidance to a safe environment. With this approach, it is obvious to everyone that health and safety are essential topics for the company.

In reality this translates into:

- The company dedicates itself to health and safety as a core benefit and involves employees in this process.
- Management has an in-depth overview of the hazards and risks of the company's working environment.
- Management must be an example of good health and safety practices by adhering to health and safety regulations on a daily basis.
- It is clearly outlined the responsibilities of various employees in avoiding and managing hazards and risks in the workplace, which are identified, managed and observed vigilantly.
- Health and safety can be integral in its long-term plans, corporate responsibility strategy and promoted within its upstream and downstream supply chains.

## DISCUSSION 2. INCLUDING EMPLOYEES IN DISCUSSING THE WORKING ENVIRONMENT



Including employees in the discussion process is essential in managing health and safety planning. Companies need to advise their employees regarding health and safety. This process comprises: providing information; training and coaching; involving employees in dialogue.

Employee feedback assists in an environment of discussion. Employees are urged to be included in health and safety regulations determination. Beyond this, some companies have discovered the advantages of fulfilling these legal requirements. These daily observances of health and safety requirements may lead to

employees taking part in other actions counting as committees on other topics.

Transmission of health and safety through the chain of command is essential, employees must know that their comments are listened to and suggestions are put into motion. On the same plain, employees must accept their obligation to observe health and safety regulations and are included with managing of regulations in a productive manner. This parallel process develops an environment on cooperation, trust and mutual problem solving. Once achieved, this

environment holds the promise for health and safety advancements.

The attributes of a collaborative environment can include decreased on-the-job accidents and a more productive workforce. In the end, this could lead to decreased days off due to accidents and a more efficient control of workplace risks. Worker suggestions are most useful during:

- Recording of hazards and risks during assessments.
- Compiling of regulations and procedures.
- Taking into account relevant findings during training and placement into practice.

## DISCUSSION 3. CONTINUED EVALUATION AND APPRAISAL



Monitoring and documenting are essential steps in advancing workplace health and safety. A reporting system that delivers the company's top management with information on the functioning of health and safety regulations can be beneficial in alerting issues, identifying problems, and essentially improving workplace health and safety. Points of a well-designed evaluation and review system include:

- Processes for informing company owners and top management to health and safety violations in an expeditious manner.
- Processes for informing company owners and top management to health and safety violations in an expeditious manner.
- Procedures for identifying and recording incidences related to accidents and illness rates.
- Manner for gathering and recording employee observations and experiences.
- Scheduled reporting of the effect that preventative activities counting as training and support programs have on health and safety.
- Intermittent audits of the success of risk controls and management of risks.
- Evaluation of the effect of introduction of new procedures or regulations have on health and safety.
- Effective regulations for introducing new and adjusted requirements per local laws.



# Health and safety management and in-house evaluation

A company is not built in a day, just as your health and safety policies are not created in the same amount of time. To get you on the road to developing these prevention policies, you need realize where your company stands on this issue. This self-evaluation procedure will allow you to collect the required information to improve your health and safety environment.

## WHERE DO YOU START?

In the course of the assessment, features of the company's health and safety points are raised:

- Management's role
- Current health and safety procedures
- Current prevention processes
- Information, training and advising

For the four points raised, three elements are assessed in the tool. On each of the elements, you evaluate the level reached in your company from the four points. Mark for each of the elements (A, B, C or D) which indicates best the situation in your company. The final score is calculated with the assistance of the matrix.

## WHO SHOULD FILL OUT THIS ASSESSMENT?

This assessment should be done by the owner or top management themselves but can be completed by more persons involved with the day-to-day dealings of the company. The final score is reached by calculating the average or after a discussion leading to the recognition of the most appropriate description for the company.

## WHERE DO YOU NEED TO IMPROVE?

In the end, the score will give you an idea of your level of health and safety within your company. This matrix will give you the motivation and a solid basis for improvement by looking at the description to reach a higher score.



	A	B	C	D
PREVENTION POLICY				
Prevention policy	No health and safety policy in place.	General health and safety targets are set.	Specific health and safety targets are set and reviewed now and then.	Specific health and safety indicators are measured and the policy is adapted accordingly to ensure continuous improvement.
Policy statement	There is no health and safety policy statement.	There is a general and vague health and safety statement.	A clear policy statement that expresses the company's engagement is drafted.	A clear policy statement showing the company's engagement is communicated to workers and clients.
Action plans	Measures in the field of health and safety are taken now and then (after accidents, an inspection visit, etc.).	Some actions in the field of health and safety are planned based on a global evaluation of the company's activities.	A health and safety action plan (indicating timing, responsibilities and resources) based on a risk assessment is established.	A health and safety action plan (indicating timing, responsibilities and resources) based on an in-depth risk assessment is established and regularly reviewed and adapted.
LEADERSHIP				
Leadership	Nobody demonstrates leadership in prevention because it is assumed that all individuals know the importance of it by themselves.	The company's OHS expert demonstrates leadership in prevention. He/she embodies the policy by giving a good example.	Management shows leadership in prevention. This is clearly mentioned in the policy statement.	Management leads by example and demonstrates leadership in prevention.
Responsibility	Nobody in the organisation has explicit health and safety responsibilities.	The responsibility for health and safety is delegated to the company's OHS expert.	The company's OHS expert together with line management is responsible for the health and safety policy.	Line management is responsible for bringing the health and safety policy into practice.
Management	Health and safety issues are almost never discussed during management and/or board meetings and they are not criteria for management performance evaluation.	Health and safety issues are only discussed during management and/or board meetings after serious accidents and in that case, they are criteria for management performance evaluation.	Health and safety issues are a standard item on the agenda of management and/or board meetings and discussion take place if necessary. They are part of the criteria for management performance evaluation.	Health and safety issues are a standard item on the agenda of management and/or board meetings, including follow-up and communication. They constitute major criteria for management performance evaluation.

## PREVENTION TOOLS

	A	B	C	D
<b>Risk assessment</b>	It takes a serious accident to start assessing the risks associated with the companies' activities.	The company's OHS expert has an accurate picture of the risk profile of the organisation.	Managers have an accurate picture of the risk profile of the organisation.	All safety and health risks are assessed, documented and regularly evaluated and reviewed. All workers are informed and instructed accordingly.
<b>Workplace inspections</b>	No workplace inspections are carried out because there are enough instructions and procedures to guarantee health and safety.	The company's OHS expert now and then performs workplace inspections to evaluate the health and safety situation on the shop floor.	The company's OHS expert regularly performs workplace inspections together with the line manager of that particular department/workplace.	Workplace inspections are performed regularly by the management and they take appropriate measures to tackle every non-conformity.
<b>Procurement (services, suppliers, products)</b>	Procurement takes into account several aspects such as price and efficiency. Health and safety criteria are not considered a specific aspect.	Procurement takes into account several aspects such as price and efficiency. Health and safety criteria are taken into consideration when procuring dangerous machines.	When procuring equipment, goods and services, specific health and safety criteria are taken into consideration.	When procuring equipment, goods and services, specific health and safety criteria are used and verified upon reception and before putting into service.
<b>INFORMATION, TRAINING AND CONSULTATION</b>				
<b>Work introduction and instructions</b>	New workers (including temps and apprentices) are directly put to work. They receive information and instructions when there is time available.	New workers (including temps and apprentices) are put to work after receiving written job instructions.	Before new workers (including temps and apprentices) are put to work, they receive all necessary information and instructions.	Before new workers (including temps and apprentices) are put to work, they receive all necessary information and instructions and it is checked that they understood them.
<b>Training</b>	The staff and management don't receive health and safety training. They learn by experience.	Workers receive specific job-related health and safety training.	Workers and management receive specific job-related health and safety training.	Each person in the company, from workers to management, receives all necessary safety and health training with regular updates.
<b>Consultation</b>	The company's OHS expert lays out the prevention policy and communicates it to the management.	Management lays out the prevention policy. The result is communicated to the workers.	Management lays out the prevention policy after consultation of the workers (representatives).	Management is engaged in an ongoing dialogue with the workers (representatives) on all OHS-related issues.

## How to calculate your score

To calculate your overall score, input your answers in the chart below:

Number of As =	<input type="text"/>	× 1 =	<input type="text"/>
Number of Bs =	<input type="text"/>	× 3 =	<input type="text"/>
Number of Cs =	<input type="text"/>	× 5 =	<input type="text"/>
Number of Ds =	<input type="text"/>	× 7 =	<input type="text"/>
<b>Total</b>		=	<input type="text"/>

## WHAT DOES YOUR RESULT MEAN?

### 61 and higher

The health and safety policy in your company appears to be well designed and ranks on a high-level. Your company just needs to maintain with its health and safety roadmap.

### 37–60

Your health and safety plan is on an acceptable level but is advised to review your plan to ascertain where it can be improved.

### 12–36

The level of health and safety in your company is at a beginner's level. You need to immediately start developing your health and safety measures.

*The preceding charts are taken from the European Union Management Leadership in Occupational Safety and Health document, 2012*

## RESOURCES AND FURTHER INFORMATION

You can find more information about health and safety from the following organizations:

Ministry of Labour, Employment, Veteran and Social Affairs, Government of Serbia  
[www.minrzs.gov.rs](http://www.minrzs.gov.rs)

European Agency for Safety and Health at Work (EU-OSHA)  
[www.osha.europa.eu](http://www.osha.europa.eu)

International Labour Organization (ILO)  
[www.ilo.org](http://www.ilo.org)