

مركز أبوظبي للصحة المهنية
ABU DHABI OCCUPATIONAL SAFETY AND HEALTH CENTER

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Abu Dhabi Occupational Safety and Health System Framework (OSHAD-SF)

OSHAD-SF Guidance Document

OSH Roles and Responsibilities

Version 3.0

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1. Introduction

- (a) This guideline has been developed and issued by OSHAD to provide a detailed explanation and information on a specific OSHAD-SF subject matter.
- (b) It has been designed to provide guidance on specific topics relating to the development and implementation of the *OSHAD-SF* and its requirements.
- (c) It has also been designed to provide detailed interpretations of important principles, concepts and processes to be followed when developing and implementing an OSHMS.

2. OSH Leadership within Entities

2.1 OSH Leadership

- (a) To demonstrate strong and active leadership in OSH requires a combination of organizational / management initiatives and personal behaviour.
- (b) For senior managers, the following initiatives are critical:
 - (i) assign accountability for OSH - in practical terms this means that each department / division should be held accountable for its OSH performance, including:
 - 1. incorporating specific OSH responsibilities into the position descriptions of the CEO, directors and managers; and
 - 2. incorporating Key Performance Indicators (KPIs) into the performance review process.
 - (ii) provide OSH management training to ensure managers understand the link between OSH and operational priorities and have the knowledge and skills to fulfill their responsibilities;
 - (iii) allocate finance and human resources in accordance with the priorities detailed in the OSH Policy, strategies and plans;
 - (iv) invest in experienced and qualified OSH professionals;
 - (v) build positive relationships and partnerships between OSH experts and line managers;
 - (vi) set improvement targets (KPI's) for departments and programs;
 - (vii) monitor and report performance (e.g. OSH performance reports, serious incident reports, audit reports, etc); and
 - (viii) communicate OSH goals and performance throughout the entity and to relevant external stakeholders.
- (c) In addition to the diligent management of OSH, strong personal leadership is required. This is demonstrated by actions and behaviours such as leading by example, 'walking the talk' about OSH. What messages do your manager's words and actions convey about how seriously they consider the health and safety of their staff, their colleagues and themselves?
- (d) OSH is one area of management that everybody states a committed to, but somehow we can all find an excuse to rationalize unsafe and unhealthy work practices. Most often, it is due to the pressure of completing tasks on time and on budget within the available resources. It is a question of balance.

2.2 OSH Culture

- (a) OSH culture can be described as the attitudes, values, norms and beliefs which a particular group of people share with respect to risk and OSH. Senior managers are the key to a successful OSH culture. Management attitude, behaviour and style have a powerful effect on workplace OSH, and help separate good from excellent organizational OSH performance.
- (b) Taking responsibility for workplace OSH and for safely returning injured or ill employees to work, is part of cultivating productive working relationships and building organizational capacity.
- (c) An effective way to create and maintain a safe and healthy work environment is for entity's to integrate OSH risk management into their daily business operations.

2.3 Essentials of OSHMS Implementation

- (a) Implementation and maintenance of an OSHMS will support the integration of OSH culture into the entity. The key elements include:
 - (i) active involvement of each individual in the workplace;
 - (ii) hazard identification risk assessment and risk control;
 - (iii) effective communication through consultation;
 - (iv) OSH management system performance information and monitoring;
 - (v) senior management leadership and commitment; and
 - (vi) provision of appropriate information, education and training.

2.4 Senior Management Leadership and Commitment

- (a) A key element for success is senior management leadership and commitment. For an OSHMS strategy to be successful in an entity, it must be driven by senior management. This is the level of management responsible for making critical decisions in terms of organizational values, priorities and future directions. Risk management is most effective when it is integrated into the initial stages of business and strategic planning.
- (b) Senior management is in the best position to demonstrate its commitment to, and provide leadership in, the development and implementation of OSHMS programs to meet legislative requirements.
- (c) Actively involved and accountable senior managers, who drive health and safety activities, are more likely to deliver successful organizational OSH outcomes.

2.4.1 What are the benefits of senior management leadership and commitment?

- (a) **Productive Workplaces:** improvements in OSH performance and overall business performance and productivity.
- (b) **Safe Workplaces:** a reduction in the incidence, severity, and costs (both direct and indirect) of workplace injury and illness.

- (c) **Supportive Workplace Culture:** improvements in the level of communication and consultation between management and employees, and support for a positive safety and health culture.
- (d) **Compliance:** ensures that the entity is able to achieve its legal obligations.

2.4.2 How is senior management leadership and commitment demonstrated and achieved?

- (a) Senior management leadership and commitment is achieved by:
 - (i) Leadership and Accountability:
 1. demonstrating a commitment to establishing and meeting OSH targets and objectives;
 2. recognizing and acknowledging managers' responsibility and accountability for providing a safe and healthy workplace for their employees;
 3. developing and promoting a vision of what is to be achieved in OSH performance;
 4. providing the necessary resources, both human and financial, to achieve that vision; and
 5. fostering a workplace safety culture that supports continuous OSH improvement.
 - (ii) Systems Review and Improvement:
 1. ensuring compliance with the entities duty of care obligations in regard to OSH;
 2. implementing regular internal inspections and audits of your entity's OSH program;
 3. measuring and evaluating safety performance;
 4. examining how risks have been managed in the entity, and comparing these to best practice approaches; and
 5. taking an active role in hazard identification, risk assessment and risk control within the workplace.
 - (iii) Information and Education:
 1. encouraging staff contribution to, and ownership of, OSH issues within the workplace;
 2. educating managers on OSH issues and their impact on the entity; and
 3. providing advice and direction.

2.5 Active Involvement of each Individual in the Workplace

- (a) The active involvement of each individual in the workplace is essential for the success of any OSHMS, and helps to develop an 'OSH culture' in the workplace.
- (b) Open communication between management and employees assists in encouraging support for and involvement in OSH activities. Employees are an important source of OSH information as they are often working with, or in the immediate area of, identified hazards. They can provide valuable advice about risks and possible solutions. For example, employees will have first-hand knowledge of:
 - (i) problems with work practices and procedures (work systems);
 - (ii) faults with machinery, plant or furniture;

- (iii) difficulties caused by the design and/or layout of work equipment;
 - (iv) the type, frequency and seriousness of incidents or near-misses occurring;
 - (v) the OSH implications of any short cuts taken in work systems in order to save time; and
 - (vi) OSH management programs after their introduction.
- (c) The *OSHAD-SF* and the *Federal Law No. 8 of 1980 on Regulation of Labour Relations* requires an employee must take all reasonably practicable steps, whilst at work, to ensure that their actions or omissions don't create risks or increase existing risks to the safety and health of themselves or others. In addition, they must co-operate with the employer in matters of safety and health, and use any equipment provided in a manner consistent with its safe and proper use.
- (d) The active involvement of each individual in the workplace means that each person contributes to the consideration of safety at every level of the work environment.

2.5.1 What are the benefits of individuals being involved?

- (a) **Productive Workplaces:** increased productivity due to employee ownership of safer and more effective work methods; and reduction in direct and indirect OSH costs.
- (b) **Safe Workplaces:** reduction in frequency and severity of injury, as staff become familiar with the principles of OSH risk management in their area and begin to practice them.
- (c) **Supportive Workplace Culture:** as staff take ownership of problems at the workplace level:
 - (i) common OSH goals between management and employees can be established;
 - (ii) employees are engaged in identifying OSH problems and solutions in the workplace;
 - (iii) increased awareness of OSH issues in the workplace, as staff take ownership of problems at the workplace level; and
 - (iv) increased knowledge of how to deal with risks effectively.

2.5.2 How can individuals in a workplace become more involved?

- (a) **Provision of Appropriate Information:** to encourage the active involvement and contribution of everyone in the workplace, managers should encourage employees to attend OSH awareness sessions and provide relevant information to employees on:
 - (i) OSH consultative arrangements;
 - (ii) OSH policies and procedures including risk assessment and control measures; and
 - (iii) changes to the work environment, premises, plant, equipment, systems of work or substances used for work.
- (b) **Participation:** encourage open and frank discussion between staff and management on OSH issues:
 - (i) ensure there are OSH committees operating in the workplace;
 - (ii) encourage employees to be involved in OSH committees;

- (iii) ensure staff/management meetings are conducted regularly and during working hours to encourage maximum participation;
 - (iv) hold regular meetings at the workplace level to enable staff to discuss safety concerns; and
 - (v) encourage staff to raise issues and ensure that issues raised are documented, followed up and reported on.
- (c) **Co-operation:** maintain an environment based on co-operation and trust; and work co-operatively to develop solutions.
- (d) **Consider the performance management framework:** performance management arrangements generally require all employees to achieve or work towards corporate objectives. An example of a corporate objective may include maintaining a safe workplace.

2.6 Effective Communication through Consultation

- (a) One of the primary objectives of the *OSHAD-SF* is to foster a co-operative consultative relationship between employers and employees on the health, safety and welfare of such employees at work.
- (b) OSH consultation requires more than an exchange of information, it requires employers and employees to contribute to the pool of knowledge that can lead to quality decision making and improve OSH at the workplace. Consultation means to appropriately invite and consider employees responses. A consultative approach will assist in defining the context and ensure different views are considered during a risk assessment process. Involving staff at all levels in the consultation process allows for ownership of risk identification and treatment of those risks. It also encourages endorsement for the process and the outcome.

Refer to OSHAD-SF – Technical Guideline – Consultation and Communication and for more information.

2.7 Provision of Appropriate Information, Education and Training

- (a) The provision of appropriate information, education and training means that each individual has the necessary knowledge, skills and information to undertake their functions and responsibilities in a safe manner.
- (b) The *OSHAD-SF* and the *Federal Law No. 8 of 1980 on Regulation of Labour Relations* requires an employer to take all reasonably practicable steps to protect the safety and health at work of their employees. Part of this duty is to ensure that employees are adequately instructed and trained in safe systems of work. This includes:
- (i) safe methods for carrying out tasks;
 - (ii) use of equipment or substances;
 - (iii) use of safety and health control measures and personal protective equipment;
 - (iv) reporting and emergency procedures; and
 - (v) their responsibilities for safety and health.
- (c) An employer is also obligated to provide to employees, in appropriate languages, the information, instruction, training and supervision necessary to enable them to perform their work in a manner that is safe and without risk to their safety and health.

2.7.1 What are the benefits of providing appropriate information, education and training?

- (a) **Safe workplaces:** reduction in frequency and severity of workplace injury and disease as staff gain knowledge and skills to perform their duties safely.
- (b) **Supportive workplace culture:** increased awareness of OSH issues within the entity and improved staff morale and corporate culture as staff become more knowledgeable.
- (c) *Refer to OSHAD-SF – Technical Guideline – Training, Awareness and Competency for more information.*

3. OSH Roles and Responsibilities

- (a) *OSHAD-SF – Element 1 – Roles, Responsibilities and Self-Regulation* defines the regulatory requirements for OSH roles and responsibilities. The following information is provided as further clarification and examples of the breakdown of OSH roles within entities.

3.1 CEO / Managing Director (Top Management)

- (a) Lead the development of appropriate OSH management system through the integration of OSH into the entities management structure, processes and culture and the regular monitoring and review of OSH performance.
- (b) OSH roles and responsibilities include:
- (i) ultimately responsible for the entities OSH performance;
 - (ii) set a clear OSH policy;
 - (iii) allocate adequate resources for OSH management (eg. budget, human resources, equipment, etc);
 - (iv) allocate responsibility for OSH management and delegation of authority;
 - (v) ensure implementation of the risk management program(s);
 - (vi) ensure the entity has effective systems for the provision of OSH information, training and supervision; and
 - (vii) ensure that entity have effective emergency procedures.

3.2 OSH Management Representative

- (a) Under the OSHAD-SF, each entity is required to formally appoint an OSH Management Representative. This person should be a senior member of the management team and is responsible for the implementation of the OSHMS.
- (b) The person appointed as the OSH Management Representative may not necessarily be an OSH practitioner, however will be responsible for ensuring the implementation of the system and also regular reporting of performance to top management.
- (c) The OSH management representative will be ensuring that OSH is linked into the overall business objectives and strategies.

3.3 Directors / Department Managers / Senior Managers

- (a) Develop and implement appropriate OSH management by ensuring OSH management systems are in place and operating effectively.
- (b) OSH roles and responsibilities include:
- (i) allocate responsibility for OSH management and delegation of authorities;
 - (ii) ensure adequate budget and resources for OSH management;
 - (iii) ensure appropriate OSH supervision of employees;
 - (iv) implement and monitor effectiveness of risk management program(s);

- (v) ensure appropriate hazard and incident investigations;
- (vi) regularly discuss OSH issues at meetings of departments, divisions or senior management;
- (vii) ensure provision of OSH information, training and supervision; and
- (viii) ensure appropriate emergency procedures are developed.

3.4 Supervisors

- (a) Integrate appropriate OSH management into processes and culture. Ensure that staff has the knowledge to meet their responsibilities and that OSH risks are identified and controlled.
- (b) OSH roles and responsibilities include:
 - (i) provide OSH information, training and supervision;
 - (ii) assist with the preparation of risk assessments;
 - (iii) ensure application of appropriate risk control measures; and
 - (iv) reporting of OSH hazards and incidents.

3.5 Employees / Contractors / Visitors

- (a) OSH roles and responsibilities include:
 - (i) comply with reasonable OSH instructions and safe working procedures;
 - (ii) use of appropriate personal protective equipment and safety systems;
 - (iii) be familiar with emergency and evacuation procedures;
 - (iv) not willfully or recklessly endanger anyone's health and safety;
 - (v) assist with the preparation of risk assessments; and
 - (vi) report OSH hazards, incidents, and issues.

3.6 OSH Managers / Officers / Advisor

- (a) The appointment of an OSH Manager / Officer / Advisor does not relinquish the responsibilities of top management, managers, supervisors or employees under the *OSHAD-SF*. Rather the appointment is part of the strategy to assist all parties in meeting their regulatory responsibilities.
- (b) OSH roles and responsibilities include:
 - (i) leadership of the development, implementation and maintenance of an appropriate OSHMS within the entity;
 - (ii) provide specialist advice and support to senior management regarding the management of workplace hazards and risks;
 - (iii) ensure OSH performance monitoring system is in place to ensure the effectiveness of injury prevention and risk management policies and procedures;
 - (iv) ensure effective two way communication between senior managers and the OSH department; and
 - (v) ensure that OSH programs are consistent with entity policies and procedures.

3.7 OSH Representatives

- (a) The main role of an OSH representative is to assist and support management in consultation and implementation of the OSHMS and OSH improvements for the area of representation.
- (b) OSH roles and responsibilities include:
 - (i) providing advice on the implementation of OSH policy and procedures;
 - (ii) raising OSH matters and issues to management on behalf of employees;
 - (iii) communication and awareness raising of OSH requirements;
 - (iv) assisting with conducting OSH inspections of the workplace;
 - (v) assisting with the investigation of OSH issues or incidents; and
 - (vi) attending OSH committee meetings.

3.8 Non-OSH Departments in Entities

- (a) It is not just the OSH Departments within entities that have OSH responsibilities. OSH culture and procedures need to be embedded in all departments and activities within the entity. Other departments within the entity help to implement OSH policies and procedures. For Example:
 - (i) Human Resources:
 - 1. include OSH roles and responsibilities in job descriptions, induction training and performance management programs;
 - 2. facilitate and organize OSH training;
 - 3. provide information and statistics to assist in the calculation and analysis of key performance indicators;
 - 4. participate in the development of OSH strategy and implementation plans; and
 - 5. participate in the development and awareness of OSH policies and procedures.
 - (ii) Finance / Procurement:
 - 1. include OSH requirements in tender and procurement procedures and documents; and
 - 2. ensure OSH performance is included when evaluating and monitoring service providers / contractors overall performance.
 - (iii) Administration and Support Services:
 - 1. provide appropriate supervision;
 - 2. identify risks and hazards arising from projects and activities;
 - 3. prepare and implement identified control measures; and
 - 4. provide appropriate personal protective equipment to relevant personnel.
 - (iv) Facilities and Property Services:
 - 1. ensure safe designs and construction of buildings and facilities;
 - 2. maintain buildings and facilities in a safe manner;
 - 3. prepare building maintenance plans detailing activities, protocols and budget;

4. prepare for and participate in the management of emergencies; and
5. provide expert information and advice in building and facilities OSH issues.

4. References

- *OSHAD-SF – Element 1 – Roles, Responsibilities and Self-Regulation*
- *Federal Law No. 8 of 1980 – Regarding Regulation of Labour Relations*

5. Document Amendment Record

Version	Revision Date	Description of Amendment	Page/s Affected
3.0	1 st July 2016	Change of Logo	All
		Change from AD EHS Center to OSHAD	throughout
		Change of document title: AD EHSMS RF to OSHAD-SF	Throughout
		EHS changes to OSH	Throughout
		Acknowledgements section deleted	2
		Clause 3.2 added	9

