

NEBOSH

MANAGEMENT OF HEALTH AND SAFETY

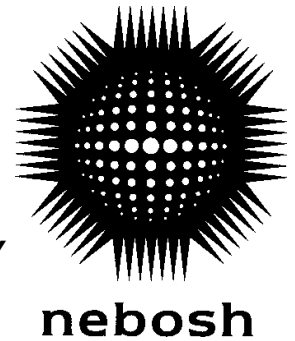
UNIT IG1:

For: NEBOSH International General Certificate in Occupational Health and Safety

MANAGEMENT OF INTERNATIONAL HEALTH AND SAFETY

UNIT IGC1:

For: NEBOSH International General Certificate in Occupational Health and Safety
NEBOSH International Certificate in Construction Health and Safety
NEBOSH International Certificate in Fire Safety and Risk Management



Open Book Examination

ANSWER TEMPLATE

Available for 24 hours

Learner name	
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- your unit code (eg IG1);
- the examination date;
- your name;
- your NEBOSH learner number;
- your Learning Partner's name;
- page numbers for all pages;
- question numbers next to each of your responses.

You do **not** need to copy out the questions.



Please save your completed answer document with your surname, your first name, your NEBOSH learner number, and your Learning Partner's name.

For example, a learner called Dominic Towlson with the learner number 12345678, who has taken their course with a Learning Partner called GMMTA International will name their submission:

Towlson Dominic, 12345678, GMMTA International

Task 1: Emergency response

Question 1

Although I was new at that site but being a health and safety advisor and the only trained first aider I took necessary steps that were required in such an emergency situation.

- I took the charge of situation as I found the worker unconscious and ask the people around me to move and give me some space to work.
- I tried to get help from manager and team leader as they must have more knowledge of the place and accident but unfortunately they disappeared from the scene.
- As I found that none of worker is trained first aider and I was the only certified first aider on scene, understanding my responsibility I decided to give first aid by myself.
- I asked for the first aid box and while waiting for the first aid box, I examined the victim physically and examined his condition.
- I called the emergency services as well in that time as I felt that worker need to go to hospital with these injuries and in such a situation.
- On finding that first aid supplies are not enough, I asked if any other first aid supplies are available. I tried to make the injured worker as comfortable as I can with these limited resources.
- When the injured worker regained the consciousness, I comforted him by tell that ambulance in on the way so he don't get panic.
- I asked the other worker to clean the hall, close the cinema hall and move the public out of cinema through fire exits.
- After arrival of ambulance and moving the injured worker to hospital. I tried to call the manager again and on no response from his side, I left a voice mail to make sure my message get delivered and started investigation of the accident.

Task 2: Culture

Question 2

Following are the indicators of negative health and safety culture at Waterfront cinema.

- A lot of young workers are working and it seems there are no special arrangements for such workers.
- The cinema exists in a busy park and it seems like housekeeping is bad here as doors are dirty and waste bin are overflowing.
- No suitable and quite place to work so only option was to use a small rest room for workers' rest during break and was not supposed to use for work as it may effect workers' rest period.
- Pile of dirty dished in the break room shows that housekeeping is bad in this area where workers take break and place is not hygienic.
- The manager forgot where the files are related to health and safety means they are barely been touched or consulted. Showing safety is not their priority.
- Manager is too busy to get involved in health and safety audit or for interview, shows his negative behaviour towards health and safety at cinema.
- Health and safety policy is about 5 years old dated January 2018 and seems not reviewed since then.
- The last risk assessment was carried out in January 2020 so it's also 3 years old and not compatible for now.
- Risk assessment doesn't even belong to that cinema as it seems copied from some other cinema as the name and address on risk assessment document was different.
- A young worker has been handed over a critical task of hanging a banner of next film. A task with such a high risk to a young worker is not good approach.
- No trained first aider is available in cinema in case if any accident happens.

- First aid kit is insufficient and seems like being treated and taken like a formality.
- The manager and team leader walked out of workplace during duty time after the accident shows their highly irresponsible and inhuman behaviour towards health of workers. Later, they didn't even respond to the phone calls made by me.
- There seems no permit to work as public was present in the area where banner was being installed and a child got hit with step ladder. Such action needed proper work permit and temporary segregation of that place.
- Such accidents could hurt customers as banner was hanging from ceiling and could fall on any customer, putting customer health and safety on stake.
- The worker's expression of surprise at my initiative for investigation shows that investigation does exist at cinema in case of any accident or near miss.
- Managers don't want to know when accidents happen and believe that investigation to such things is a waste of time.
- No personal protection equipment seems to be in place to be used by worker when carrying out a risky activity.
- Young worker is being burdened with work as team lead gives him another task when he is already busy. Team lead is only concerned with work and nothing else as he laughed when worker told him that he is afraid of height.
- Another worker broke his arm previously and yet faulty step ladder is being used by cinema and not being replaced or even repaired properly.
- Team lead pushed the young worker to use the faulty stepladder shows his approach towards health and safety is criminally negative.
- Team lead didn't provided young worker anyone to help although ladder was not safe and could destabilize anytime.
- Workers are being threatened to work or get fired, under these unsafe conditions. As manager is known for such things. This tortures the worker mentally.
- As workers are given no health and safety training at all. So they are not trained at any activity.
- Manager feels that audit work is a burden and it's just bureaucracy thing, means it's useless and not needed.
- Health and safety policy is not displayed anywhere, where it can be read by worker or others but kept only in file.
- Worker talking loudly on phone is an indicator that he is creating noise and also not doing his job as he mentioned "an annoying customer" and was rude when I tried to talk to him.
- Smoking should not be allowed in offices and manager seems busy in a movie and a cigarette not doing his job.

Task 3: Health and safety management systems – awareness and communication

Question 3

Waterfront Cinema failed to communicate any requirements or relevant outputs of the health and safety management system to workers. There can be various ways by which that could be communicated but by analysis we found that they failed to communicate by all these means of communication.

Management Commitment:

The management could communicate any message related to health and safety by visible leadership and their actions.

- From the emergency response on the accident we can see that workers were not prepared for such a situation showing health and safety is not communicated to them by management
- No checks and balance on first Aid kits and not any of workers trained for first aid shows that management failed to communicate safety in this way also
- Improper supervision and improper maintenance communicated a negative aspect

of health and safety towards employees.

- The manager seems too busy to take part in audit, team lead laughs at health and safety concern. Team lead and manager ran away from the accident instead of taking responsibility and showing leadership, projected negative health and safety message on employees.
- Manager could communicate health and safety at work by behaving safely or being an example while manager was busy smoking in office communicating a negative health and safety message.
- Management must enforce the safety rules which seem not happening here but opposite as young workers are being put in critical tasks with a lot of pressure of work.
- Management could spread awareness by praise and reward for good behaviour and challenge poor behaviour. While here managers seem least concerned about dirty doors, overflowing bins and piles of dirty plates in break room.
- Management didn't learn any lesson from the previous accident, so not communicated it to the workers.

Health and safety policy and risk assessment:

Cinema's risk assessment and health and safety policy is out dated and irrelevant while written documents on risk assessment and policy is a main source of communication of health and safety information to the workers.

Direct Communication:

Health and safety awareness can be given directly using communication sources like verbal written or graphical. When I asked where if the health and safety policy is displayed the manager said that it is in the file. Mean there was no direct communication of the health and safety policy to workers.

Awareness through experienced and competent worker:

Scenario says that mostly young workers are working here. So no competent workers were there to set an example with their knowledge, skill and experience to communicate health and safety by their action and presence.

Co-operation and consultation:

- Workers don't know anything about health and safety here. While health and safety can be communicated through co-operation and consultation.
- The involvement of workers in health and safety matters is not taken as when I started investigation it surprised the worker that accidents are now being investigated. how it is possible that worker are being consulted in any of the health and safety matter in such situations.
- There seems no workers representative also who can communicate the workers concerns to the management properly.

Training:

- There is no induction training to communicate the health and safety policy or risks at work. The induction training is most effective way to communicate health and safety before the worker even starts working.
- The statement "none" on being asked about if there is any training shows that not only induction but there is not any kind of training to communicate any kind of risk or how to work, that is another cause of lack of awareness about health and safety.
- Young workers need more training and care to communicate the importance of health and safety at work and to show firm's commitment to health and safety. But here in Waterfront Cinema young worker is being treated so badly under stress of work and being tortured mentally. We can assume that what kind of health and safety system is being communicated to workers.

Task 4: Top management commitment

Question 4 (a)

FCC is effectively showing the commitment of its top management. There are various

factors stated in the scenario to support that.

- FCC top management formed a central health and safety department to manage the health and safety of all the cinemas across the country effectively.
- The central system shows that FCC top management committed to manage health and safety in similar fashions in all of its branches.
- There is health and safety director that develop policies for health and safety and is on the top of health and safety management system hierarchy.
- 3 regional health and safety managers are directly reporting to the director. It shows that all the branches are further divided into regions.
- Regional managers are the one who has responsibility to officially introduce and communicate the policy to all branches of corporation.
- Each regional health and safety manager supervises 5 health and safety advisors. So each regional manager further manages 5 advisors.
- It the responsibility of these advisers, that are total 15 in number, to travel across the country and check health and safety arrangements of cinemas owned by FCC. So the adviser gives feedback to its regional manager.
- Everyone in the department has suitable certification and at least 3 years of experience related to health and safety.
- FCC top management has adopted a right health and safety policy i.e. ISO 45001: 2015 that is an internationally recognised system and FCC is certified with it.
- FCC health and safety management is so competent that they guided other local cinemas to get certification of same level.
- The FCC management has made me do the health and safety audit after buying the new branch they purchased.
- An appropriate time for the audit has also been allocated and manager of cinema has also been informed prior to arrival.

Question 4 (b)

Labour inspector can take following actions in this case of accident.

- **Investigate:** Can investigate by interviewing the witness or victim (if in condition to be interviewed) or by asking for internal accident investigation report to determine the cause of accident.
- **Document the scene:** Inspector may document the scene with witness interview and photographs of area of accident in cinema.
- **Order corrective actions:** The inspector may ask the the cinema management to carry out corrective actions against any hazard that contributed to the accident.
- **Shut down the cinema:** if the inspector feels that there is imminent threat to health and safety of worker or public he can shut down the cinema and stop its operation.
- **Recommendations:** Inspector can provide recommendations to the cinema to avoid similar accidents in future. And can visit again to see if recommendations are worked on.
- **Legal Body:** Labour inspector can direct the case to labour court or any legal body dealing with these matters.

Task 5: Administrative control measures

Question 5

To prevent such an accident in future , following administrative measures could be taken

- Review the health and safety policy as it is 5 years old and communicate it by displaying it on notice board.
- Review and update the risk assessment as it don't belong to this location and then risk assessment should be updated periodically, at least once an year
- Define safe procedures for critical tasks like hanging a banner and work at height.

- Make Permit-to-work compulsory when the work is being done in cinema where customers are present or visit regularly.
- Provide personal protective equipment and make its use compulsory with fines if not observed. Incentivise the safe behaviours.
- Design and provide special training by experts to work at height and similar high risk task. Include these training in induction.
- Establish a safety committee to review and improve safety policy, this must involve the workers and management.
- Manager should do safety walks and present himself as ambassador of health and safety.
- Arrange time to time internal safety audits and also arrange an external audit at least once and year.
- Arrange safety meetings and involve workers in it to inform them about safety policy verbally as well.
- Investigate near misses and accident and document them, and use this information to improve safety of system.
- Develop emergency plans and procedures to protect workers and public in case of emergency.
- Hire trained workers who can set example of safe system of work and guide the others workers as well.
- Provision of required workforce for an assignment should be ensured, that is sufficient and suitable for that task.

Task 6: Individual and job factors

Question 6 (a)

Following individual human factors have influenced the behaviour of injured worker.

- **Competence:** Worker is not competent to carry out the task as he was young so inexperienced for this job. There seems no training and this implies that knowledge of worker was not good for the job.
- **Habits:** Worker usually worked in unsafe environment and he may have developed habit of working unsafely like in this case although knowing the high risk he still get into this work.
- **Fatigue:** Worker was busy doing another task for the manager and he was tired. Fatigue and tiredness have a negative impact on the worker.
- **Stress:** The fear of being fired by the manager put the worker under stress and stress has negative impact on worker and his performance.
- **Skills:** The worker is young and his skills are not developed to carry out such a high risk task alone with no help.
- **Attitude:** In these working environments the worker attitude towards safety may have developed negatively.
- **Risk perception:** worker is young and it is clear that his risk perception is not quite good as it develops with experience and trainings.

Question 6 (b)

Following job factors have influenced the behaviour of the worker.

- **Workload:** Injured worker has load of worker as he was already busy doing one thing and then assigned a new task before its completion.
- **Environment:** Environment is not feasible for such a high risk task as the child hitting the stepladder shows that area was noisy and space was not good enough to carry out task separately.
- **The Task:** Working at height is not an easy task and he also mentioned to the team leader that he is afraid of height.
- **Display and controls:** The safety signs, safe procedures and controls, like use of

Personal Protective Equipment are not displayed anywhere.

- **Procedures:** The policy is 5 years old and even that is not available to the workers there were no safe procedures to carry out a task.
- **Resources:** Ladder is not safe to use which shows that not enough resources were available to carry out task.
- **Workplace culture:** The workplace culture towards safety is negative and it has influenced the worker.
- **Training and supervision:** No necessary supervision or training is provided to worker.

Task 7: Risk evaluation

Question 7 (a)

Showing the table we could tell that person that we can score risk level for a hazard by multiplying the “**risk rating of severity**” by “**risk rating of likelihood**” (**Risk Score=Risk Rating severity * Risk Rating likelihood**). Then risk can be defined as

- Risk score = 1 to 2 , Risk is low and risk level is acceptable
- Risk score = 3 to 4 , Risk is medium and risk level is acceptable (special arrangement are recommended)
- Risk score= 5 to 9, Risk is high and risk level is unacceptable.

In this situation

- Risk rating for severity is 3 as it has capability to cause major injuries
- Risk rating for likelihood is 3 as step ladder do not open fully and wobble and do not stabilize without a wedge.

❖ **Risk Score = 3*3=9**

The Risk score shows that Risk level is High and hence not acceptable.

Question 7 (b)

Keeping in mind the previous system of scoring risk level, respective low, medium and high risk and its acceptability (from 7a) i.e. risk level with risk score 1 to 4 is acceptable and risk level with risk score more than that is not acceptable.

In this situation access equipment has been changed to a safer one (Mobile scaffold) which will ultimately reduce the likelihood of accident but severity will still remain same.

- Risk rating of likelihood is 1 as very unlikely that mobile scaffold fall or destabilize.
- Risk rating of severity is still 3 as if the worker fall the consequences will be same.

❖ **Risk score = 3*1 = 3**

From the 7(a) we can see that risk score 3 is acceptable.

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