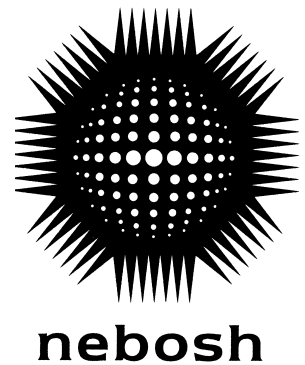


**NEBOSH**

**MANAGEMENT OF HEALTH AND SAFETY**

**UNIT IG1:**

For: NEBOSH International General Certificate in Occupational Health and Safety



## **Open Book Examination**

**Available for 24 hours**

### **Guidance to learners**

This is an open book examination. It is not invigilated, and you are free to use any learning resources to which you have access, eg your course notes, or a website, etc.

By submitting this completed assessment for marking, you are declaring it is entirely your own work. Knowingly claiming work to be your own when it is someone else's work is malpractice, which carries severe penalties. This means that you must **not** collaborate with or copy work from others. Neither should you 'cut and paste' blocks of text from the Internet or other sources.

The examination begins with a scenario to set the scene. You will then need to complete a series of tasks based on this scenario. Each task will consist of one or more questions.

Your responses to **most** of these tasks should wholly, or partly, draw on relevant information from the scenario. The task will clearly state the extent to which this is required.

The marks available are shown in brackets to the right of each question, or part of each question. This will help guide you to the amount of information required in your response. In general, one mark is given for each correct technical point that is clearly demonstrated. Avoid writing too little as this will make it difficult for the Examiner to award marks. Single word answers or lists are unlikely to gain marks as this would not normally be enough to show understanding or a connection with the scenario.

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You are **not** expected to write more than 3000 words in total.

Try to distribute your time and word count proportionately across all tasks.

It is recommended that you use the answer template.

Please attempt **ALL** tasks.

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## SCENARIO

AcCount is a small software organisation specialising in payroll. Its office building is in a city centre, close to late-night venues whose patrons have a reputation for bad behaviour. The managing director (MD) set up the organisation eight years ago. They have worked hard to develop the organisation, expanding it from one worker to 15 workers, and now have an annual income of \$3 million. Nine new workers were employed four years ago, and only one new worker has joined the organisation since then. Clients expect fast completion of their projects with AcCount, and are always looking for alternative organisations who can complete the work faster. Because of this, the MD works long hours and expects their workers to do the same, resulting in workers frequently working late into the night. Each worker has a key to the office, so that they can work early or late if they wish to. AcCount workers try to continue working when they are unwell, so that their workload does not have to be completed by their colleagues. Levels of stress-related illness and burnout are high in the organisation.

Five years ago, a health and safety consultant was hired on a temporary basis. They set up a simple, informal, health and safety management system for AcCount. The consultant tried to involve AcCount's workers in the creation of the system, the risk assessment process, and the health and safety training. However, the MD had given their workers a strict deadline on a project that they had to prioritise. Before finishing their contracted work, the consultant wrote a health and safety policy and insisted the MD signed it, which they did between client meetings.

After the consultant finished their contract, health and safety responsibilities were given to the human resources (HR) manager, who was a long-term AcCount worker. The HR manager had little experience in health and safety, but did have an occupational health and safety book that they purchased when they were informed of their new responsibilities. They looked at the consultant's completed work and were satisfied with it, although they did not understand all of it. They attached the health and safety policy to the office noticeboard and did not make any further changes to the policy. Other documents were regularly attached to the small noticeboard, quickly covering it. The HR manager removed the policy with the intention of displaying it somewhere else, but after putting it in their desk drawer they became distracted and forgot about it.

Risk assessments for manual handling, fire safety, and a general office building risk assessment, are stored in a filing cabinet, along with the consultant's report with recommendations on workstation ergonomic improvements. The HR manager raised these recommendations with the MD so that they could purchase new chairs and required equipment. The MD read the recommendations and decided instead to send an email reminding workers to 'not slouch at your desk'. They programmed a copy of the email to be sent automatically twice a year, claiming it was the most efficient use of time and would achieve the same results. The MD then reminded the HR manager that they "*do not have time to look at any health and safety*" themselves, and that it was the HR manager's responsibility now.

As part of their new responsibilities, the HR manager also took over management of the weekly inspections that the consultant had put in place. The HR manager delegated the task to a new worker (Worker Z), who was eager to prove themselves useful to AcCount. Worker Z was given the inspection checklist to complete as they walked around the office building, and was told to file the checklists afterwards. After conducting the first inspection, Worker Z began tidying up trip hazards around the office as they completed inspections, which pleased the MD as it seemed to double the inspections' uses. Worker Z filed the checklists immediately after each inspection in their desk drawer, which they kept locked.

The accident and near miss book, and first-aid box, are on top of the filing cabinet covered in a thick layer of dust. While eating lunch at their desks, the workers often shared stories of near misses, and friendships were formed while talking about similar experiences. Some workers used their lunch break to attend physiotherapy for their sore backs and painful wrists, once their discomfort became too much to ignore. The HR manager often overheard the workers complaining about their pain, as well as hearing workers regularly ask each other for painkillers to help with headaches. After reading through their occupational health and safety book, the HR manager changed every worker's

computer display background to a poster reminding them to 'sit correctly' and regularly drink water. The HR manager was happy that their health and safety responsibilities did not require more time than this.

## **The acquisition**

Recently, so that they could retire earlier than planned, the MD sold AcCount to a large, multinational organisation called PaY. PaY plan to significantly expand AcCount's workforce in the future. They have a health and safety management system certified to ISO 45001 and want AcCount to achieve certification too. They require AcCount to adopt their systems, which follow common procedures and reporting rules, across the whole PaY organisation. They send their health and safety manager (HSM) to AcCount to oversee implementation of the new system, and to mentor the HR manager, who will remain responsible for health and safety.

The HSM begins this work by observing AcCount's current health and safety practices and comparing this to what would need to be done to achieve the desired certification (a gap analysis). They talk with workers, team leaders, and managers individually to get an overview of the hazards and risk management at AcCount. They then read through all of the available health and safety documentation. Once completed, they present their findings of the gap analysis to the AcCount management team. The workers are shocked by the amount of work required to achieve certification, but can see the benefits and start discussing what needs to be done.

The HSM takes advantage of this enthusiasm; they arrange to lead a half-day workshop for all AcCount workers on the importance of, and effective management of, health and safety. At the end of the workshop, the HSM shares a reviewed health and safety policy that has been developed with the help of, and signed by, AcCount's new chief executive officer (CEO). Some workers are interested to hear that there will be objectives and targets shared in the next weekly meeting. Other workers only seem interested after it is revealed that the management team will be holding quarterly meetings to review health and safety, as well as progress on the certification steps. When the workshop has finished and the workers rush back to continue working, they notice that a desktop shortcut to the health and safety policy has been added to everyone's computers.

## **The workers**

One worker volunteers to join the newly-created health and safety committee, and they attend an occupational health and safety qualification course along with the HR manager and Worker Z. Once the course is complete, they eagerly share their ideas on how to improve health and safety performance at AcCount with their colleagues.

At the first health and safety committee meeting, everyone discusses a recent incident that occurred when a worker stayed late to finish their workload. As the worker was leaving the office building, a member of the public approached them, shouting aggressively. The worker did not know what to do so retreated into the building and locked themselves inside until the person left the area. This type of incident is a regular occurrence. The CEO, who is chairing the meeting, suggests allowing working-from-home for anyone who needs to work outside of the main office hours. The committee agrees to trial this for six months and then get feedback from the workers on its effectiveness.

The next day, the HSM sends everyone an online display screen equipment (DSE) training module and a risk assessment form to complete. The HSM walks around the office helping workers who have completed the training to fill out the form. They also make a record of desk legs that have become uneven, and chairs that are unable to be adjusted for height. The HSM shows some workers how to adjust their display screens, and watches those workers' posture immediately improve while they sit at their desks. Finally, the HSM asks all of the workers to also complete another DSE risk assessment form for their home-computer workstations. They ask the workers to email those back to them, along with the forms from today.

Based on the results of the DSE risk assessments, the HSM writes a list of what needs to be purchased and then sends it to the CEO. The CEO allocates money for purchases, as well as for worker eye tests, that they intend to provide yearly. The HSM also emails all workers the new

'Working from Home' policy, along with some useful information on controlling risks at their home workstations.

Over the next six months, AcCount employs more workers, and gradually the amount of work done outside of office hours decreases. AcCount begins trialling working from home for some workers during office hours. Team managers make sure to include those workers in their weekly team meetings via video calls and also have individual calls with them. Team members enthusiastically update each other on their work and general life during these meetings. The managers help ensure that everyone is told about health and safety performance and progress during these meetings, and check on worker wellbeing. The HSM is happy that ill-health absences have decreased over these months, and that most workers are now looking forward to AcCount's health and safety system being certified. To celebrate these improvements and being close to attaining certification, the CEO organises a meal at a restaurant for the AcCount workers.

### Task 1: Emergency procedures

- 1 Why is it important to practise emergency procedures? (6)

### Task 2: Suitability of the approach to risk assessment

- 2 Comment on AcCount's approach to assessing health and safety risks
- (a) *before* being sold to PaY. (10)  
**Note:** Your answer must be based on the scenario only.
- (b) *after* being sold to PaY. (13)  
**Note:** Your answer must be based on the scenario only.

### Task 3: Health and safety management system improvements

- 3 Using the stages below, comment on how the health and safety management system at AcCount improved *after* it was sold to PaY.
- (a) Plan. (7)
- (b) Do. (5)
- (c) Check. (1)
- (d) Act. (2)
- Note:** Your answers must be based on the scenario only.

### Task 4: Workplace inspections

- 4 Discuss whether AcCount's approach to workplace inspections *before* being sold to PaY was adequate. (9)
- Note:** You should support your answer, where applicable, using relevant information from the scenario.

### Task 5: Developing a positive safety culture

- 5 What was done to develop a positive safety culture at AcCount? (15)
- Note:** You should support your answer, where applicable, using relevant information from the scenario.

## Task 6: Managing risks for those working from home

- 6 Comment on AcCount's positive approach to managing risks to those working from home. (10)
- Note:** Your answer must be based on the scenario only.

## Task 7: Health and safety compliance

- 7 Employers have obligations under Recommendation 10 (a, b, c, d, f, and g) of the International Labour Organisation's (ILO's) R164 – Occupational Safety and Health Recommendation, 1981 (No. 164).
- Comment on how these *employer* obligations may **not** have been followed at AcCount *before* it was sold to PaY. (15)
- Note:** You should support your answer, where applicable, using relevant information from the scenario.

## Task 8: Assessing the incident management approach

- 8 What were the *negative* aspects of AcCount's approach to incident management *before* being sold to PaY? (7)
- Note:** Your answer must be based on the scenario only.

## End of examination

Now follow the instructions on submitting your answers.

## Disclaimer

This case study is entirely fictional. It has been crafted to simulate a realistic situation in order to assess your ability to apply theoretical knowledge to practical problems. Some details in this case study may reflect the author's real-world insights or experiences. However, for the purpose of assessment, factual details have been changed or fictionalised. No element of the content is intended as a factual representation of any specific person, organisation, or event.

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