

HEALTH & SAFETY PROGRAM PROPOSAL

Student's Name

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## **Introduction**

Environmental, occupational health and safety practices happen to be part of the main objectives that any business or organization would prioritize. Health and safety of employees help to minimize expenses on insurance premiums, increase productivity, and can as well help to prevent absenteeism tendencies by employees. However, top management and leaders often act as a barrier to occupational health and safety programs because they view their implementation as additional costs to an organization. Programs on health and safety of employees compete with other plans for the same available resources within an organization in regards to the enhancement of revenues. More so, any organization would always prefer to find ways of minimizing costs to earn significant levels of maximized profits. A healthy team of an organization is likely to contribute to increments in production whereby an organization can be able to realize maximum returns from its undertakings<sup>1</sup>. This study presents an occupational and environmental Safety Management Systems (SMS) proposal for the Bubbly Brews Beverage Company (BBB) to assist in reducing injuries, illnesses, and hazards which are significant risks to the health of its employees.

### **Thesis Statement**

Health and safety programs for employees at the organizational level are quite complex and thus need full support and commitment of both the staff and upper management of a company to achieve desirable goals.

### **Current Practices/ Issues**

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<sup>1</sup> Chebotarev, Alexander, Working environment and occupational morbidity of mine personnel. Mining Industry Journal in Russian, (June 2018), 137 (1 (137)): 92–95. doi:10.30686/1609-9192-2018-1-137-92-95. ISSN 1609-9192

During the times of processing the brews, there are practices of poor disposal of wastes from the company's plant. The industrial wastes in the form of toxic gases like carbon dioxide are always being emitted and yet there are no feasible ways of handling their disposal. Moreover, carbon dioxide gas is an element that does not only affect employees but also the company's surroundings<sup>2</sup>. For example, the carbon dioxide gas emissions are unpleasant to the respiration process of employees as well as available plant cover at BBB. Such a factor exposes the employees to risks of cancer or any other related health complications due to the inhaling of carbon dioxide gas. Besides, falls among employees has been one of the most common events taking place at BBB Company and as well the issue is also existent in other companies like Hill Street Beverage Company Inc. Both companies are currently facing many accidents related to falls when employees are walking on slippery floors and climbing raised places to load or offload materials. Such an environmental, occupational and safety risk has left many female employees fractured and thus increasing more costs and burdens to both employees and the company. However, it would be ethical for BBB Company to consult and adopt techniques that are being used by Monarch Brewing Company to address the above issues<sup>3</sup>This is because Monarch Beverage Company has been one of the companies that have had proper disposal of wastes and fewer incidences of falls in its vicinity whereby workers' safety and health has been its priority for many years. Therefore, upper management of BBB Company should make use of tiles that have a rough surface to reduce on the number of falls and as well should have chimneys at its plant to help dispose of wastes from its plant.

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<sup>2</sup> Ibid 1

<sup>3</sup> Stephan, Constantin, Industrial Health, Safety, and Environmental Management, 3rd edition, (epubli, Berlin, 2016), p. 70-71 ISBN 978-3-7418-7478-9

## **Critical Components for Effective Health and Safety Program**

### **Leadership Commitment**

The commitment of leaders on SMS is one of the most vital elements for ensuring effective health and safety programs. Leaders such as managers should commit full support to all safety programs which should entice the upper management to offer a helping hand in implementing such programs at the workplace. More so, ISO 45001 tool requires that SMS programs need permission, resources, coordination and follow up from the management to be effectively implemented. There should also be set objectives on health and safety which the organization's administration and staff should strive to achieve<sup>4</sup>. For example, BBB Company can opt to offer free training services to its employees on how they can protect themselves at workplace related risks. Such training may be in the form of training employees on how to use protective clothing and shoes to avoid any possible health and safety risks. As a result, managers should act exemplary in advocating and supporting such training aimed at boosting employees' safety and health. Most significantly, the rest of the team may be encouraged to offer contributions in the form of time and efforts towards the program through attendance. Therefore, managers at BBB Company should act exemplary through committing their efforts to all safety and health programs to entice the upper management to offer a helping hand in such programs.

### **Safety Assurance**

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<sup>4</sup> International Organization for Standardization (ISO), "Occupational Health and Safety ISO 45001" *Iso.Org* 2018. <https://www.iso.org/files/live/sites/isoorg/files/store/en/PUB100427.pdf>

This component involves having a management function that is responsible for instilling confidence in the safety of the organization's inputs and output. Safety assurance consists of a process of identifying emerging hazards through risk control strategies. The management component in safety assurance is responsible for ensuring that the organization complies with the set standards of SMS as well as directives from an organization in question. As a result, an organization whose management complies with the established standards of SMS in its safety and health set up can enhance the productivity of its employees. Most significantly, under ISO 45001, the minimum set standards of SMS requires that employees should be under insurance covers whereby a company contributes at least 15% of the insurance premiums<sup>5</sup>. In such a case, employees will be assured that insurance companies will be able to cover all the medical bills and expenses in case they get injured at their workplace. However, BBB Company currently does not have any safety assurance measures for its employees which imply that it is not in a position to realize the maximum possible level of output from its team. In this regard, it would be of advantage to upper management of BBB Company to implement measures of safety assurances so that its employees can be devoting extra efforts in their undertakings. For example, the top management can engage in auditing and evaluation of its safety assurance measures to identify and address any loopholes in its business<sup>6</sup>. Therefore, the upper management should subscribe to insurance covers for its employees so that employees can be assured of their health and safety while executing the undertakings of BBB Company.

### **Safety Risk Management**

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<sup>5</sup> Ibid 4

<sup>6</sup> Ibid 3

ISO 45001 quality assessment tools require that safety risk management should be executed so that companies can prioritize the need for controlling risks in regards to the safety of employees. Also, the tool helps to ensure that there are enough updated risk control measures within the organization through system analysis to identify any hazardous events, assessment of risks and establishment of risk control measures. Such a prerequisite is currently not exhibited at BBB Company because it is not undertaking any measures aimed at managing the safety risks. For example, inadequate disposal of wastes from the company's processing unit has been a dangerous practice, but it has not considered the likely adverse effects of practice to its employees and environment. Moreover, poor wastes disposal can lead to both air and water pollution which may not affect the employees but the society as a whole<sup>7</sup>. Therefore, upper management at BBB Company should exhibit ethical values by undertaking safety risk management to detect and handle any dangers to the safety of employees and society.

### **Missing Components in the Organization**

Safety assurance and risk management are the two essential components that are missing at BBB Company in regards to the health and safety of its employees. In terms of safety assurance, the company does not currently subject its employees to insurance covers, and thus it does not pay insurance premiums. From this point of view, it is appropriate for one to claim that BBB Company does not prioritize the safety of its employees. Moreover, some big companies like Monarch Brewing Company have insurance covers for their employees which means that employee safety is prioritized and assurance in its management.

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<sup>7</sup>Osha.gov. Safety + Health Programs | Occupational Safety and Health Administration (2019) [online] Available at <https://www.osha.gov/safeandsound/safety-and-health-programs.html>

Conversely, BBB Company should adopt such an ethical practice of subscribing its employees to insurance covers to offer assurance to their safety and health while executing its undertakings. Furthermore, safety risk management is another component that is missing at BBB Company. There is no stable framework to evaluate the organization processes, products, and facilities which might be carrying a hazard. Most of the health and safety issues arising in the organization started as a hazard which the management was not able to initially handle which have progressed to pose a significant threat to the safety of its employees<sup>8</sup>. Therefore, upper management of BBB Company should prioritize the use of feasible control measures like proper disposal of wastes to solve the safety risks posed by poor disposal of wastes.

### **Management Systems Approach**

#### **Contingency Approach**

Contingency approach assumes that the best management practice is one which deals with each situation separately. According to the model, conditions are different from specific prevailing circumstances to them. Upper management of BBB Company should consider the contingency approach because of the common variations in hazards, risks and safety needs within its workplace. Today, businesses face dynamic environments which come with unique dangers and threats to employees' health and safety. As a result, BBB Company is not an exception to such technological hazards due to the uniqueness of risks that is making its management to fail in enhancing employees' safety<sup>9</sup>. Therefore, this proposal will enable upper management to adjust their safety

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<sup>8</sup> Osha.gov. Safety + Health Programs | Occupational Safety and Health Administration (2019) [online] Available at <https://www.osha.gov/safeandsound/safety-and-health-programs.html>

<sup>9</sup> Stephan, Constantin, Industrial Health, Safety, and Environmental Management, 3rd edition, (epubli, Berlin, 2016), p. 70-71 ISBN 978-3-7418-7478-9

goals according to the prevailing dangers at the moment as well as any prospective dangers in the future.

### **Behavioral Approach**

Behavioral system management approach concentrates more on the needs of an individual employee other than generalizing them. Managers using this approach concentrate on the motivation and behaviors of their employees. As a result, upper management at BBB Company can adopt this strategy because every employee within the organization faces different challenges in regards to workplace conditions. Besides, the behavioral approach will further help managers increase their commitment to employee's safety as one of the components of SMS. Most significantly, this approach involves considering employees as people with human needs, and thus upper management may develop an attitude of treating its workers better through supplying them with protective gears<sup>10</sup>. Therefore, the adoption of behavioral approach by upper management will help BBB Company to offer enhanced workplace experience to its employees.

### **Drivers of Change**

Economic forces are the main drivers for change aimed at enhancing the safety and health of employees at BBB Company. They are forces that present opportunities or challenges through economic uncertainties and competition. The current trends in the breweries industry are offering challenges and opportunities through stiff competition thereby calling for unique quality products as well as efficiency in delivery. To handle such challenges and opportunities, the upper management of BBB should prioritize the health and safety of its employees so that they can be

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<sup>10</sup> Ibid 9

able to execute their duties aimed at producing quality products effectively. Moreover, a healthy team is effective in delivering quality products because of the enhancements in commitment with limited tendencies of absenteeism from workplaces. As a result, employees can improve quality and energy in the delivery of a company's products once they are satisfied with their health statuses arising from efforts of upper management<sup>11</sup>. Therefore, economic forces could be feasible drivers for change within BBB Company in enticing the management to prioritize the health of its employees to produce products that hold a competitive advantage over its rivals.

### **Improvements to the Safety and Health Process**

Training should be conducted for employees in regards to safety measures while executing the duties of the company is a feasible practice that can reduce injuries and increase their safety. As such, the upper management of BBB Company should conduct well organized and accessible training for all employees in regards to safety, use, and handling of machines at the workplace. No matter how experienced employees are, there is much that they may not know such as how to identify risks and hazards that pose a threat to their health. Such extensive training should be aimed at unfolding different areas of health risks and dangers. For example, it should cover events like how best chemicals can be handled, effective operation of machines and as well how they can protect themselves in case of emergencies<sup>12</sup>. Therefore, employee training will help to equip the

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<sup>11</sup>Osha.gov. Safety + Health Programs | Occupational Safety and Health Administration (2019) [online] Available at <https://www.osha.gov/safeandsound/safety-and-health-programs.html>

<sup>12</sup>Paton, Nic, Senior Managers Fail to Show Competence in Health and Safety' Occupational Health,(2 September 2014) Vol. 60, Iss. 3; p. 6

employees will sufficient knowledge on how they can protect themselves while executing their duties within the company.

### **Stakeholders**

The upper management team is the first stakeholders in SMS. Their role is to create policies and ensure that employees follow them. Also, they provide workers with the necessary tools and resources that keep them free from injuries while at the workplace. Another category of the stakeholders are the employees who can also play a significant role in ensuring their safety within the organization. They are the receivers of the set policies and regulations and thus acceptable to follow those guidelines is one success of the system. Manufactures and suppliers of equipment to the BBB Company are also stakeholders in SMS. Therefore, their commitment to supplying safe equipment and regular service with competence is one of the strategies which they can use to support the health and safety of the employees<sup>13</sup>.

### **Environmental Aspects to Include in SMS**

Some of the ecological aspects which BBB Company should involve in its environmental and occupational SMS includes; disposal of waste products and release of toxic gases. This is because such activities pollute the environment which in turn becomes a hazard to worker's health and safety. For example, BBB Company disposes glass bottles and other wastes on the land which

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<sup>13</sup> Stephan, Constantin, Industrial Health, Safety and Environmental Management, 3rd edition, (public, Berlin, 2016), p. 70-71 ISBN 978-3-7418-7478-9

release toxic gases which turn out to be environmental hazards<sup>14</sup>. Therefore, the upper management system should include strategies for ensuring safe disposal of wastes through use of gas scrubbers in the chimney as well as recycling of the waste products.

### **Conclusion**

From the proposed SMS, BBB'S upper management takes the central role in the system. BBB will only succeed in the program if managers accept to offer enough support especially towards safe disposal of wastes and to prioritize of employee's health and safety. More so, the upper management should supply resources in the form of time and finances which can help the company to achieve desirable outcomes in regards to health and safety of its employees. Furthermore, correct management style of the systems is essential for this health and safety program. Managers should practice ethical and moral values by treating all employees as humans so and not like machine components used in systems. Therefore, if managers exhibit such a practice, then an active culture will be created for facilitating the integration of the SMS in the organization.

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<sup>14</sup> Chebotarev, Alexander, Working environment and occupational morbidity of mine personnel. Mining Industry Journal in Russian, (June 2018), 137 (1 (137)): 92–95. doi:10.30686/1609-9192-2018-1-137-92-95. ISSN 1609-9192

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