
Program Management

Overview

Introduction

The most successful Safety and Occupational Health (SOH) programs are organized and managed. This module discusses two concepts that outline specific approaches to managing your organization's program. They are:

- a safety management system, and
- risk management

Topics

Topics in this module include:

- Safety management system defined
- Risk management concept
- Risk management process
- Risk control options

Objectives

You will be able to:

- describe the elements of a safety management system
- define risk management, and
- identify the steps in the risk management process

Safety Management System

Introduction

A safety management system is an organized approach to managing SOH efforts. As a supervisor, you play a critical role in development and implementation of the system.

Four essential elements

There are four essential elements to any safety management system. They are:

- Leadership and commitment—set expectations, set safety goals and objectives, include in performance standards.
- Facilitating employee involvement—foster environment of inclusion thru safety committees, meetings, training programs, involve others in solving problems, provide recognition and reward for performance.
- Measuring safety performance—clearly defined and measurable standards.
- Continuous improvement—commitment demonstrated at all times, communicate continuously, programs are not only established but effective.

The supervisor's role

The concept of a safety management system can be implemented at any level. Command level may establish command wide goals, vision and performance parameters, but the supervisor has direct involvement with the employees. It is the relationship between supervisors and employees that promotes a safe and healthful work environment.

Review the four elements above and consider how you would incorporate them at your level. Communicate your own expectations and set internal safety goals and objectives. Establishing credibility with your employees, and providing factual information will facilitate employee involvement. Employees look to their leaders (formal or informal) for direction. Your attitude and ability to communicate effectively will follow through to employee attitude and action.



Risk Management

Supervisor's responsibilities

The primary safety responsibility for a supervisor is to provide a workplace that is free from hazards. In order to accomplish this, supervisors must be diligent in their pursuit of recognizing, evaluating, abating/controlling, and reporting hazards.

Risk management is a key tool for recognition and abatement of hazards.

What is risk management?

Risk management is a systematic process that helps supervisors lower the level of risk while making sound decisions in a logical manner. Used in a positive command climate, risk management can become a mindset that governs all missions and activities.

Safety risk management is a specific type of risk management. Supervisors using safety risk management

- recognize hazards in the midst of carrying out changing tasks, and
- identify and minimize risky operations so that they can be completed without exposing workers to needless hazards.

Key terms

The following are risk management key terms:

Hazard: A condition with the potential to cause illness, injury, death, property damage, or mission degradation.

Cause: Something that produces an effect, result, or consequence. The person, event, or condition responsible for an action or result.

A cause is more specific than a hazard. A method of clarifying whether something is a hazard or a cause is to ask the question, "Is this specific enough to help identify a corrective control?" If the answer is "no," it is a hazard; if the answer is "yes," it is a cause. It is important to properly identify hazards and causes because there may be several causes associated with one hazard. If the more specific causes are not identified, necessary controls may be omitted resulting in the hazard not being eliminated or its risk inadequately reduced.

Probability: The likelihood that an event will occur.

Risk: Chance of hazard or bad consequences; exposure to chance of injury or loss. Risk level is expressed in terms of hazard probability and severity. A possible loss expressed in terms of severity and probability. Leaders can make better decisions once a hazard is converted to a risk.

Risk Assessment: The process of detecting hazards and assessing associated risks.

Risk Decision: The decision to accept or not accept the risk(s) associated with an action; made by the commander, leader, manager, or individual responsible for performing that action.

Risk Management, Continued

Key terms, continued

Severity: Expected consequence of an event in terms of degree of injury, illness, property damage, or other mission-impairing factor.

Controls: Actions taken to eliminate hazards or reduce their risk.

Abatement: Abatement is the elimination or reduction of a safety and/or health hazard by complying with the applicable safety and health standards or taking equivalent protective measures.

Risk Control Options

Three types of controls

Risk control options include engineering controls, administrative controls, and Personal Protective Equipment (PPE).

Engineering Controls: Use engineering methods to reduce risk by design, material selection, or substitution. When technically and economically feasible, engineering controls are the best means to use because they usually eliminate the hazard. Their drawback is they may not be feasible in many cases.

Administrative Controls: Reduce risk through specific administrative actions:

- Provide warnings, markings, placards, signs, and notices.
- Provide written policies, programs, instructions, and SOPs.
- Train people to recognize hazards and take proper action.
- Limit the number of personnel/equipment, or the time exposed to a hazard.

Personal Protective Equipment (PPE): Serves as a barrier between a person and a hazard.

PPE is the least effective type of control because it does not reduce the probability of a mishap occurring, it only reduces the severity when a mishap does occur. Use PPE when other controls do not reduce the risk to an acceptable level.

Risk Management Process

Five steps

Risk management is a five-step process.



Step	Action	Description
1	Identify hazards	Identify hazards in work areas. All hazards should be identified before starting a new task.
2	Assess hazards	Assess hazards to determine risk. Assess the impact of each hazard in terms of potential loss and cost based on probability and severity.
3	Develop controls and make risk decisions	Develop controls, and make risk decisions. Develop control measures that eliminate the hazard and reduce its risk. As control measures are developed, risks are reevaluated, and the residual risk is at a level where the benefits outweigh the costs. The appropriate decision authority then makes the decision.
4	Implement controls	Implement controls that reduce the hazard or eliminate the risks. Ensure the controls are communicated to all those involved.
5	Supervise	Supervise and evaluate. Enforce standards and controls. Evaluate effectiveness of controls. Ensure lessons learned are fed back into the system for future planning.

Details of each phase are described in the following section.

Phases of the Risk Management Process

Identify hazards

Step one in risk management is to identify hazards. Hazards are any conditions with the potential to cause damage or injury, or lessen your ability to perform your mission. All hazards should be identified before starting a new task. Use several methods for identifying hazards:

- Ongoing surveillance of your work area: Get out, walk around, and observe the actions and processes occurring within your work area.
- Periodic inspections: Perform daily, weekly, or monthly formalized inspections, using a variety of checklists.
- Learn the standards, laws, and regulations that govern the operation or workplace.

Assess hazards

Step two is to assess the hazards to determine their cumulative effect on the planned activity. Each hazard is analyzed to determine the probability of its causing a problem and the severity of the consequences should such a problem occur. Exercising judgment on how to eliminate or reduce hazards to lessen the overall risk is inherent in the risk assessment process.

This step concludes with a risk assessment that describes the impact of the combined hazards. The result is a statement that qualifies the risk associated with the operation as high, medium, or low. See the hazard assessment table below.

Risk Management			Hazard Probability				
			Frequent	Reasonably Probable	Occasional	Remote	Improbable
			A	B	C	D	E
Hazard Severity	Catastrophic	I	High				
	Critical	II					
	Marginal	III	Medium				
	Negligible	IV		Low			

Phases of the Risk Management Process, Continued

Make risk decision

Step three is to make a risk decision. Supervisors must weigh the risk against the benefits of performing an operation. Unnecessary risk can endanger mission accomplishment and subject employees to unnecessary risk of accidents and injuries. Risk decisions are made at a level of management that corresponds to the degree of risk. Guidance should be established as to who makes which decisions.

For example,

- low-risk decisions may be made by the immediate supervisor
- medium-risk decisions by middle management (branch/division), and
- high-risk decisions by top management (directors/command staff) for acceptance or denial.

The commander may elect to have some decisions made at lower levels of management.

Implement controls

Step four is to implement the controls established as a result of steps one through three. Included in this step is leader action to reduce or eliminate hazards. Controls may be as substantial as writing a standard operating procedure (SOP) or as simple as conducting a short safety briefing.

Supervise

Step five is to supervise. Supervision in this sense goes beyond ensuring that people do what is expected of them. It includes

- following-up during and after an action to ensure that all went according to plan
- re-evaluating the plan, or making adjustments to accommodate unforeseen issues, and
- incorporating lessons learned for future use.

Applying Risk Management

Four rules of thumb

There are four rules of thumb for applying the risk management process. They are as follows:

1. Accept risk when the benefit is greater than the risk.
 - Risk is inherent in the nature of our business.
 - Leaders who are in the risk-taking business must be top-quality risk managers.
 - Risk is usually proportional to gain.
 - You cannot eliminate all risk.
2. Accept no unnecessary risk.
 - An unnecessary risk is any risk that, if taken, will not contribute meaningfully to mission accomplishment.
 - Leaders who accept unnecessary risks are gambling with the lives of their employees.
 - The gambler does not know what will happen; the risk-managing leader can reasonably predict what the outcome will be.
3. Anticipate and manage risks by planning.
 - Risks are more easily controlled when identified in planning because more time, assets, and options are available to deal with the risk.
 - It improves efficiency and saves money.
 - Proper Prior Planning Prevents Poor Performance (5 P's).
4. Make risk decisions at the right level.
 - The leader directly responsible for the operation makes risk decisions.
 - Communicate with a higher authority if
 - the risk is greater than the benefit
 - the risk goes beyond the Commander's stated intent, or
 - help is needed to implement controls.

Check Your Knowledge

Risk Management

Risk management is a key tool for identifying the probability a mishap will occur.

- a) True
- b) False

Risk management process

Identify the steps in the risk management process. Annotate each in its appropriate sequence.

1. _____
2. _____
3. _____
4. _____
5. _____

In Summary

Combined emphasis

Before we go into the details of how to recognize and abate hazards, a summary of your supervisory responsibility is depicted below. Only by incorporating safety management and risk management will you have the most successful Program. A successful program strives for the goal of no mishaps.

