

VACO Reference Material

ELEVATING PERFORMANCE

A QHSE MANAGER'S GUIDE
TO
EFFECTIVE EMPLOYEE COACHING

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Businesses create jobs and contribute a lot to their communities—proper quality, health and safety, and environmental management in the workplace and construction site holds a major key. A quality, safe, environmentally responsible working environment is vital for quality services and products. There is an ongoing need to improve quality, health, safety and environment (QHSE) systems, and QHSE managers have a solid role to play.

A company's success highly depends on the calculated risks they take. Prevention is the most valuable approach mitigating risks—it enables a company to limit uncertainties. By assessing the risks and taking calculated preventive measures, companies can improve their productivity and ultimately, their profit margins.

THE IMPORTANCE OF QHSE SYSTEMS

QHSE systems are designed to identify and minimise risks at the workplace and construction site. The effectiveness of your QHSE systems directly affects your business performance, negatively if your systems are badly organised, or positively if they are functionally designed. For a positive impact, QHSE systems must function smoothly and go well with the overall management of the company and the delivery of projects and deadlines.

It is your legal and moral duty to ensure the quality of your service, protect your workers' health and safety, and commit responsibility to the public and the environment. This duty also goes to consulting your workers or their representatives and including them in discussions related to health and safety at work. Good management leadership on QHSE can support this.

PREVENTION IS BETTER THAN CURE

“Prevention is the cornerstone of the European approach to occupational safety and health. In practice, this means analysing work processes to identify short- and long-term risks, and then taking action to either avoid them as far as possible or mitigate them.”

- The European Occupational Safety and Health Administration (EU-OSHA)

Cont.

THE BENEFITS OF GOOD QHSE

Addressing your company's QHSE provides important opportunities to improve efficiencies while safeguarding both your workers and the public. The recent European Survey of Enterprises on New and Emerging Risks (ESENER) have come up with an analysis of benefits and they are:

- Decrease in costs and risks: lower employee absence and turnover rates, fewer accidents, lower threat of legal action;
- Increase in productivity from ensured business continuity: from avoiding incidents, accidents, breakdowns, and process failure;
- Improvement in standing and a better reputation among suppliers, clients, other stakeholders.

*'Prevention is about managing risks.
Risks are managed by people
working together.'*



THE MANAGEMENT APPROACH TO QHSE

Management plays a key role in showing leadership on preventing QHSE risks at the workplace. There are three underlying management principles that are vital for enhancing QHSE in a company:

- Effective and strong leadership
- Involving workers
- Ongoing assessment and review

We will discuss each in more detail:

EFFECTIVE AND STRONG LEADERSHIP

As with any other situation in any industry, your leadership is a condition for success. For a preventive approach, it's most likely to be fruitful if it's supported by your management. A strong and visible leadership coupled with engaged managers at all levels can provide direction and input. It sends a strong and clear message to everyone that QHSE are strategic points within your company. This would mean:

- Management commits to QHSE as a core value of the company and communicates this to all employees
- Managers have an accurate picture of the company's risk profile
- Management leads by example and demonstrates leadership integrity by following all QHSE rules at all times
- All roles and responsibilities of various actors in preventing and managing QHSE risks are clearly defined, planned and monitored proactively.
- QHSE is part of the company's sustainability and social responsibility strategy and encouraged throughout the supply chain.

Practical examples include:

- visiting workstations to engage with staff about health and safety concerns (workers may not only identify problems but may provide solutions too);
- taking personal responsibility and showing that you care;
- leading by example;
- making available, as far as possible, money and time.

INVOLVING WORKERS

Successful management initiatives depend on the two-way process of involving your workers and their constructive engagement. According to EU law, employers must consult their workers about QHSE especially health and safety—it is your obligation to provide information, instruction and training, and to consult with your employees.

Encouraging your employees to participate helps in demonstrating a culture of dialogue. Involving your workers to take part in QHSE decision-making results in great benefits. What works is an effective upward communication—when your workers are heard and their suggestions and recommendations are acted upon—this ends in a positive and constructive engagement with

management where they accept their responsibility to follow QHSE rules at the workplace. Once this kind of culture is established, it has great potential for further QHSE improvements.

ONGOING ASSESSMENT AND REVIEW

Monitoring and reporting are crucial tools for improving workplace QHSE. QHSE management systems that provide continuous specific and routine updates and reports on the performance of QHSE policies can be useful for targeting your problems and issues, and ultimately enhancing your workplace QHSE.

A good assessment system includes:

- Tools and systems for capturing and reporting accurate and timely incident data (like near-misses, accidents, and sick leaves)
- Arrangements for incorporating worker experiences and suggestions
- Periodic audits of risk management and risk control effectiveness
- Regular reports of the impact of training and maintenance programs on QHSE
- Assessments of the effect of changes—new work processes or procedures—on QHSE
- Effective procedures for implementing new and amended regulatory requirements

QHSE LEADERSHIP SELF-ASSESSMENT

This self-assessment tool (based on the OSH leadership self-assessment guide by the EU-OSHA) is a great start to validate your company's stand on prevention. This self-evaluation guide enables you to gather the necessary data and see the possibilities to improve your situation.

This evaluation highlights a few aspects of your company's QHSE approach specifically your:

- Prevention policy
- Leadership style
- Prevention tools
- Information, training and consultation

For each aspect, three elements are reviewed in the tool. You should estimate your company's attainment level from the four descriptions (A, B, C, D) and indicate which one corresponds best with your company's situation. Calculate your final score with the help of the matrix.

We recommend that your CEO does the evaluation. The score gives you an idea of what level of prevention your company's on and should provide you with inspiration for improvement.

The following test is sourced from <https://www.healthy-workplaces.eu>.

	A	B	C	D
Prevention policy				
Prevention policy targets	No safety and health targets are set.	General safety and health targets are set.	Specific safety and health targets are set and reviewed now and then.	Specific safety and health indicators are measured and the policy is adapted accordingly to ensure continuous improvement.
Policy statement	There is no health and safety policy statement.	There is a general and vague health and safety policy statement.	A clear policy statement that expresses the company's engagement is drafted.	A clear policy statement showing the company's engagement is communicated to workers and clients.
Action plans	Measures in the field of safety and health are taken now and then (after accidents, an inspection visit, etc.).	Some actions in the field of safety and health are planned based on a global evaluation of the company's activities.	A safety and health action plan (indicating timing, responsibilities and resources) based on a risk assessment is established.	A safety and health action plan (indicating timing, responsibilities and resources) based on an in-depth risk assessment is established and regularly reviewed and adapted.

	A	B	C	D
Leadership				
Leadership	Nobody demonstrates leadership in prevention because it is assumed that all individuals know the importance of it by themselves.	The company's OSH expert demonstrates leadership in prevention. He/she embodies the policy by giving a good example.	The management shows leadership in prevention. This is clearly mentioned in the policy statement.	The management leads by example and demonstrates leadership in prevention.
Responsibility	Nobody in the organisation has explicit safety and health responsibilities.	The responsibility for safety and health is delegated to the company's OSH expert.	The company's OSH expert together with line management is responsible for the safety and health policy.	The line management is responsible for bringing the safety and health policy into practice.
Management	Health and safety issues are almost never discussed during management and/or board meetings and they are not criteria for management performance evaluation.	Health and safety issues are only discussed during management and/or board meetings after serious accidents and in that case they are criteria for management performance evaluation.	Health and safety issues are a standard item on the agenda of management and/or board meetings and discussion takes place if necessary. They are part of the criteria for management performance evaluation.	Health and safety issues are a standard item on the agenda of management and/or board meetings, including follow-up and communication. They constitute major criteria for management performance evaluation.

	A	B	C	D
Prevention tools				
Risk assessment	It takes a serious accident to start assessing the risks associated with the companies' activities.	The company's OSH expert has an accurate picture of the risk profile of the organisation.	Managers have an accurate picture of the risk profile of the organisation.	All safety and health risks are assessed, documented and regularly evaluated and reviewed. All workers are informed and instructed accordingly.
Workplace inspections	No workplace inspections are carried out because there are enough instructions and procedures to guarantee health and safety.	The company's OSH expert now and then performs workplace inspections to evaluate the health and safety situation on the shop floor.	The company's OSH expert regularly performs workplace inspections together with the line manager of that particular department/workplace.	Workplace inspections are performed regularly by the management and they take appropriate measures to tackle every non-conformity.
Procurement (services, suppliers, products)	Procurement takes into account several aspects such as price and efficiency. Health and safety criteria are not considered a specific aspect.	Procurement takes into account several aspects such as price and efficiency. Health and safety criteria are taken into consideration when procuring 'dangerous' machines.	When procuring equipment, goods and services, specific health and safety criteria are taken into consideration.	When procuring equipment, goods and services, specific health and safety criteria are used and verified upon reception and before putting into service.

	A	B	C	D
Information, training and consultation				
Work introduction and instructions	New workers (including temps and apprentices) are directly put to work. They receive information and instructions when there is time available.	New workers (including temps and apprentices) are put to work after receiving written job instructions.	Before new workers (including temps and apprentices) are put to work, they receive all necessary information and instructions.	Before new workers (including temps and apprentices) are put to work, they receive all necessary information and instructions and it is checked that they understood them.
Training	The staff and management don't receive safety and health training. They learn by experience.	Workers receive specific job-related health and safety training.	Workers and management receive specific job-related health and safety training.	Each person in the company, from workers to management, receives all necessary safety and health training with regular updates.
Consultation	The company's OSH expert lays out the prevention policy and communicates it to the management.	The management lays out the prevention policy. The result is communicated to the workers.	The management lays out the prevention policy after consultation of the workers (representatives).	The management is engaged in an ongoing dialogue with the workers (representatives) on all OSH-related issues.

Your score

Calculate your score by means of the scoreboard you find below.

Number of As =		x 1	=	
Number of Bs =		x 3	=	
Number of Cs =		x 5	=	
Number of Ds =		x 7	=	
TOTAL			=	

Your result

61 and more: The OSH prevention policy in your company is situated at a fairly high level. Continue in this way.

37-60: You certainly take care of prevention, but improvement is possible on several aspects.

12-36: Prevention in your company is still in the cradle. Prepare yourself urgently to take more prevention measures.

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