Risk-Based Inspection Approaches in Industries



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Scope of Presentation





03



About Us











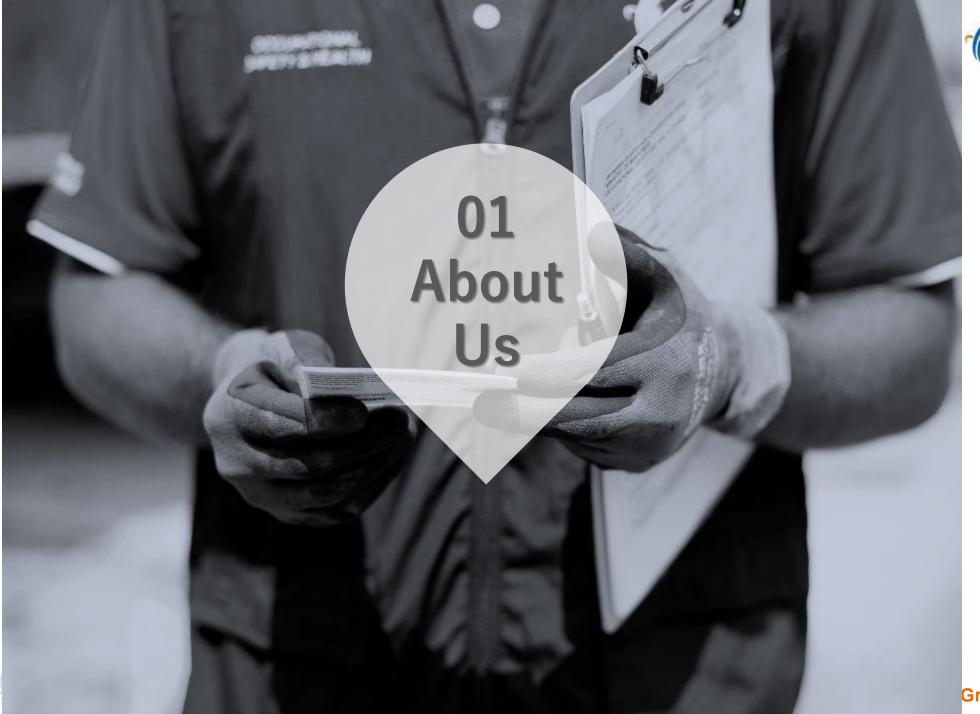


















About OSHD



- Occupational Safety & Health Division (OSHD) is under auspices of the Ministry of Manpower Singapore
- Administer both the Workplace Safety & Health Act (WSHA) & the Work Injury Compensation Act (WICA), along with the WSHA and WICA Subsidiary Legislations



Vision:

A Healthy Workforce in a Safe Workplace

Mission:

To prevent all work-related death, injury & ill-health





Roles of OSHD and WSHC



Occupational Safety And Health Division (OSHD)





Workplace Safety and Health Council (WSHC)



REGULATOR

Legislation, Policies & Enforcement

SOLUTIONING

Provide Insights to Chart New Grounds for WSH Excellence and Innovation

INDUSTRY PARTNER

Educate & Engage Stakeholders, Set Standards, Promote WSH

- Targeted inspections
- Investigate into accidents
- Prosecute errant companies
- Put poor performing companies under surveillance
- Demerit points for contractors
- Expand our reach using Auxiliary Enforcement Agency
- Safety Case for Major Hazard Installations
- Control of hazardous substances, e.g. asbestos
- Work Injury Compensation

 Work with stakeholders (e.g. IHLs) to provide evidence-based insights to WSH issues

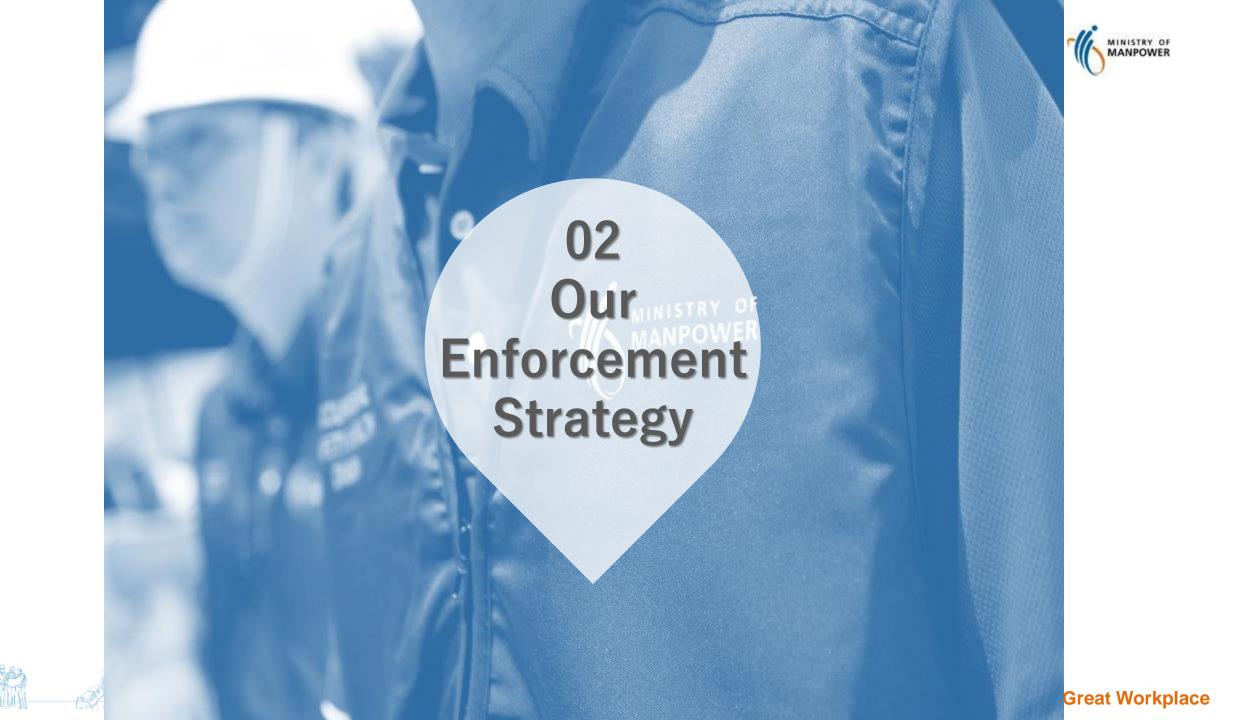
- Develop guidelines, codes of practice and assistance programme
- Build industry capabilities with SSG
- Run WSH campaigns
- Galvanize industry support for WSH
- Recognise good performing companies with awards











Enforcing the Law



Depth Reach and Extend **Targeting Where** it Matters

> **Risk Based Enforcement** Approach

Focus on 'hotspots' or priority areas



Enforcement Presence

> Create adequate Deterrence

Ensure no Complacency

Leveraging on Media & Public

> Create multiplier effect

Propagate deterrence















Our Enforcement Levers







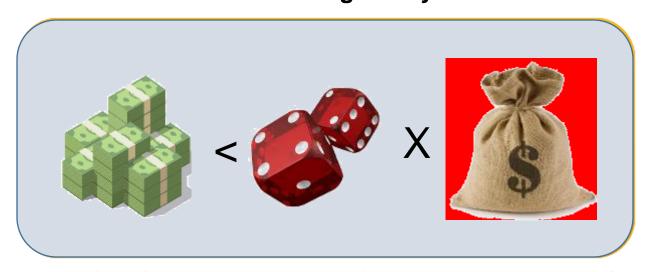


Role of Enforcement



Enforcement (noun): The act of compelling observance of or compliance with a law, rule, or obligation (by Oxford Dictionaries)

Economic Framework for Regulatory Enforcement



- Benefits of non-compliance should be less than the costs of noncompliance
- Regulator is able to adjust the costs of non-compliance to shape behaviour of regulatee
 - Increase monitoring but this imposes costs on the regulator too
 - Go for administrative penalties but this has implications on natural justice

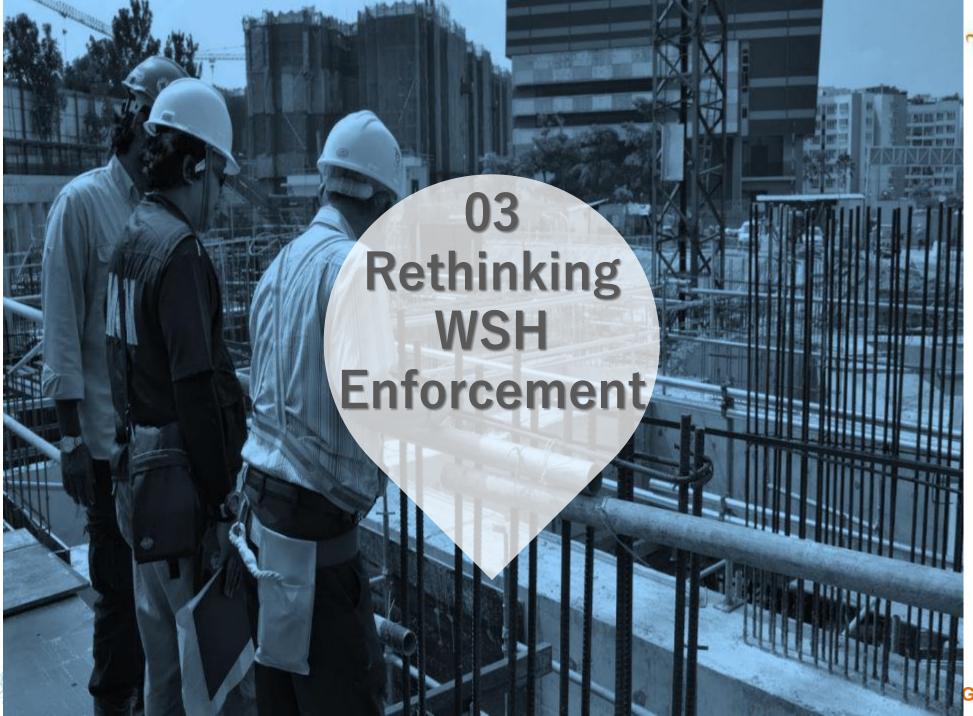












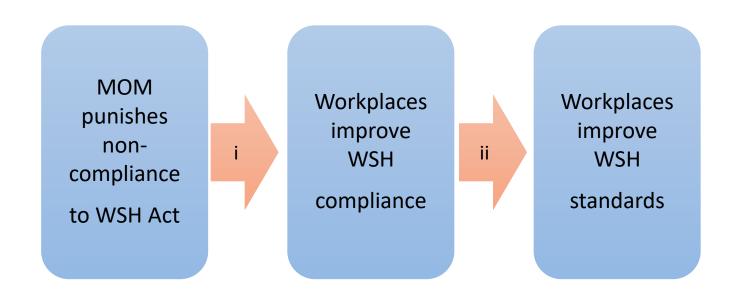




MINISTRY OF MANPOWER

Challenging Assumptions





- i. Workplaces will improve their WSH compliance due to the sanctions and punishments meted out by MOM?
- ii. Improvements in WSH compliance is equivalent to or leads to improvements in WSH standards?







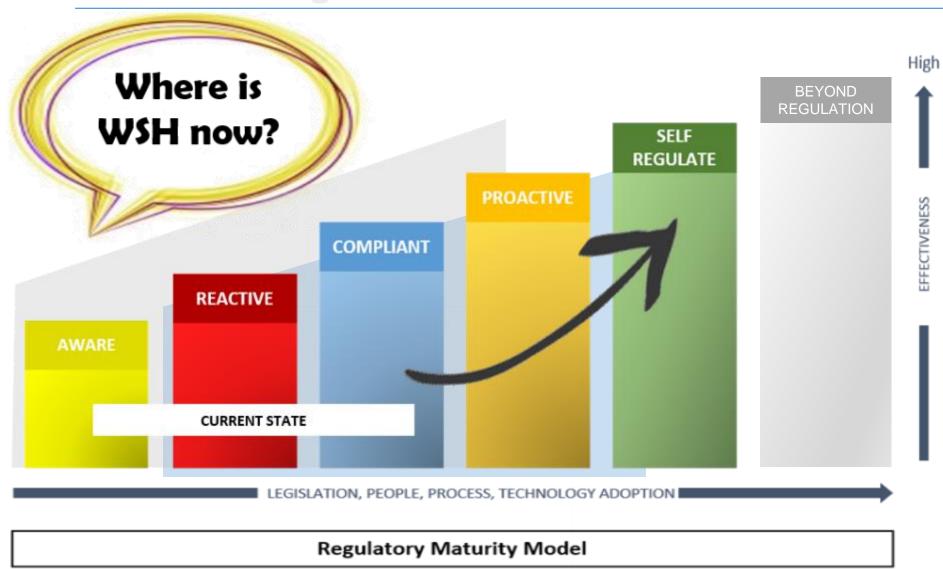






Remembering the End Goal



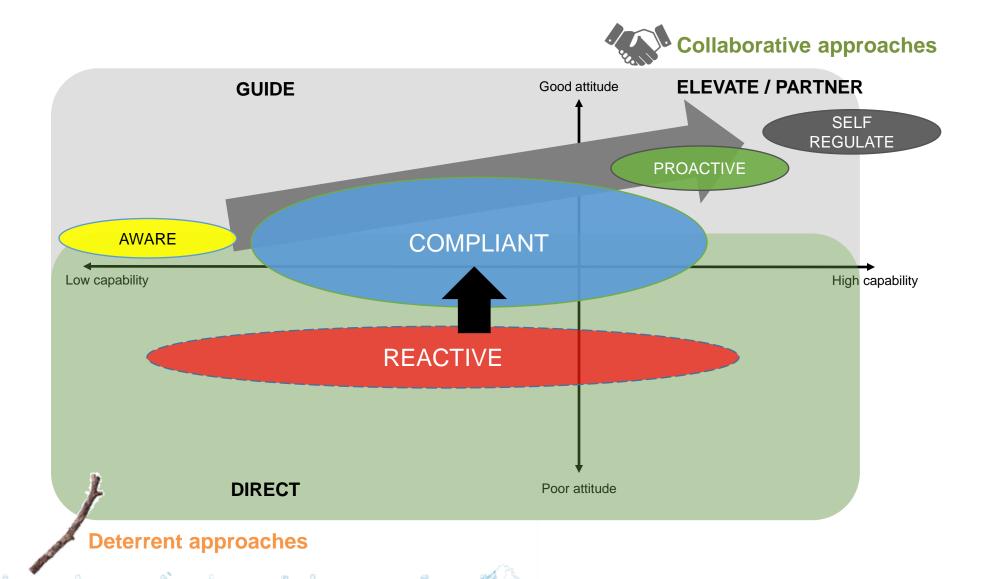






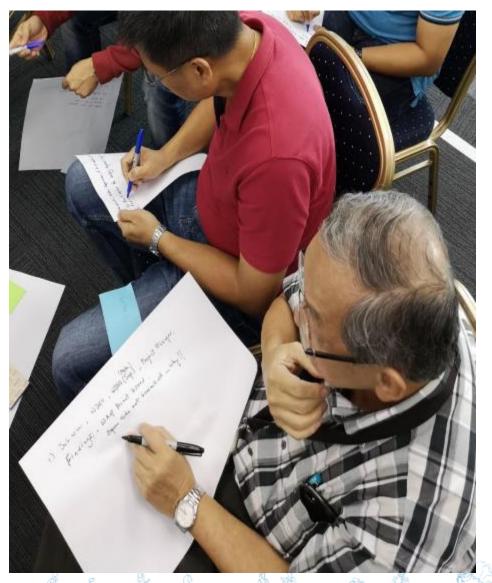
Holistic Enforcement Strategy

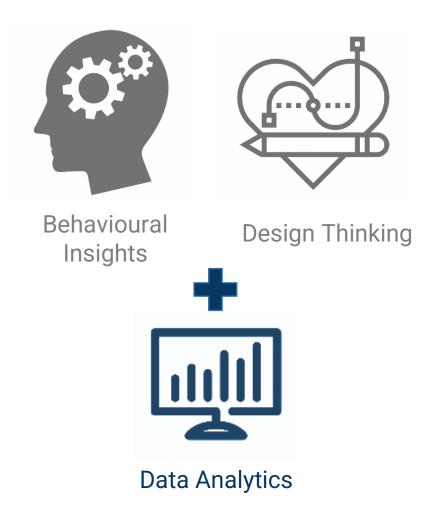




Redesigning Interventions for Lasting Impact















#1

Time-pressed employers saw hiring Safety Officers as fulfilling their Workplace Safety & Health requirements

#2

but Safety Officers were conflicted between implementing safety practices while ensuring they did not delay project timelines

#3

Companies see value in MOM inspections, but may not perceive us to be collaborative or helpful







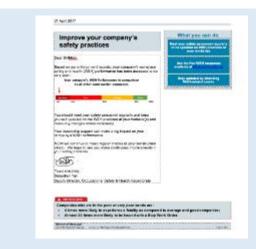






Co-designing Behavioural Interventions





Management Letter (Pre-Inspection)

- Sent to company management to grab attention
- Highlighted impact of being in poor performing bands



Systemic Lapse Checklist (During Inspection)

- Inspectors probe to find out deeper root causes of WSH lapses
- "Diagnosis sheet" given to company rep with actionable advice



Management letter (Post-Inspection)

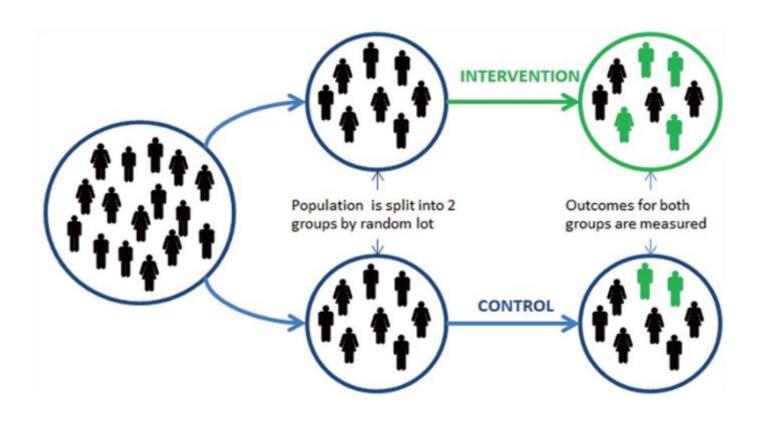
- Sent to company management
- Completed feedback loop





Randomised Control Trial





362 construction companies

(Behavioural Insights, Data Analytics)

Randomised Controlled Trial

















Learning Points



Quantitative Findings

reduction
in enforcement actions,
compared with control

Estimated **10-15**% in resource savings

Qualitative Findings

Company management cared about how they were doing vis-à-vis other companies

Systemic Lapse Checklist helped inspector **probe** for deeper root causes





National Programme-Based Engagement (ProBE)













Target where it matters: hotspots, high risk industries, high accident rate workplaces/occupations

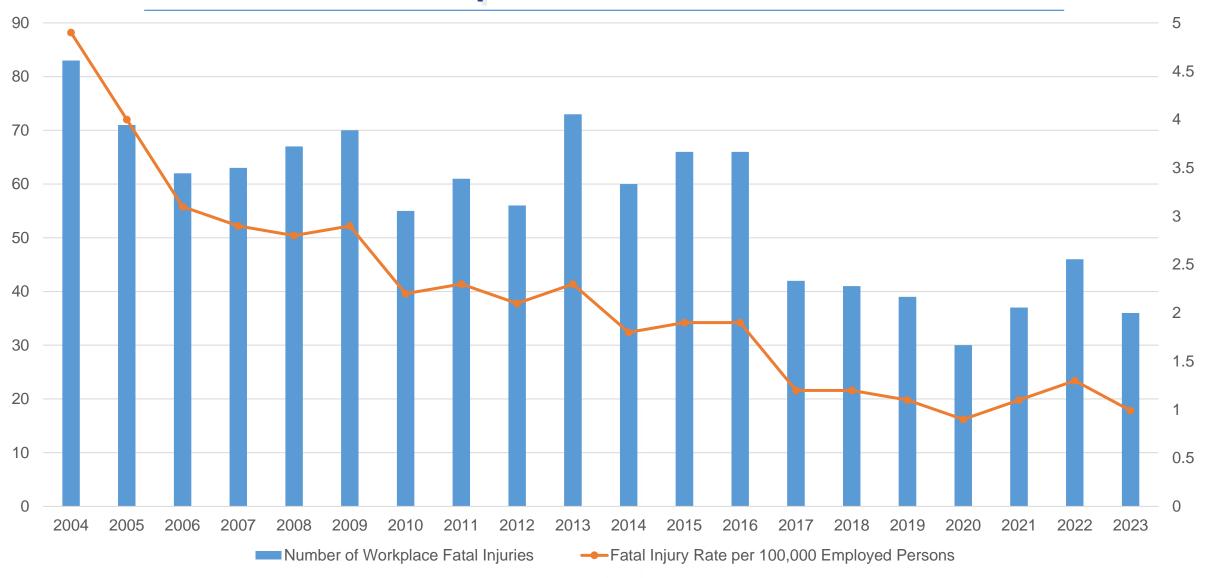






Reduction in Workplace Fatalities Since 2004













Great Workplace

What is Vision Zero?



A mindset that all accidents and ill-health arising from work are preventable.

Pre-requisite –

A culture of Prevention that is premise on Culture of Learning from incidents, including near misses.

An effective reporting of incidents and near misses is important to <u>support the</u> <u>culture of learning</u>.

This will require a culture of trust, whereby workers and supervisors trust that such reports are meant for learning from mistakes and take actions to prevent future occurrences. It should not lead to fault finding. Instead it is about finding solution.

In short, Vision Zero is about mindset that shape the culture of the workplace.

Leadership and People is the Key







Questions on Role of Labour Inspection in Vision Zero



- If VZ is a culture of prevention, can culture be enforced?
- If VZ is a about a mindset, can mindset be enforced?
- If inspectors' primary role is to enforce, how can they enforce VZ?
- If inspectors have the additional role to engage, how can they do know when to engage and when to enforce?
- What skills and competency an inspector need to have to decide when to engage and when to enforce?
- What tools the inspectors can use to make the judgement call of when to enforce and when to engage?
- Are inspectors trained to carry out effective engagement to influence change?







NEW: VISION ZERO Guide for Labour Inspection

- Why this Guide for Labour Inspectors?
- Challenges mean Change
- Labour Inspectors: Enforcement Officers or Change Agents?
- Why VISION ZERO?
- VISION ZERO QuickCheck
- Benefits for better Inspection Impact

Developed jointly by IALI and ISSA



VISION ZEROO

Safety. Health. Wellbeing.

VISION ZERO

Vision Zero Guide for Labour Inspection

- Second Edition









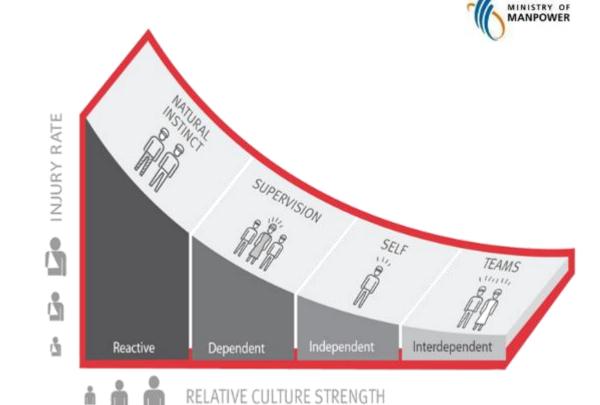
Highlights of the Guide

4 Levels of Safety Culture Maturity

Safety Culture can be measured and categorised in terms of its maturity levels.

- Reactive Culture
- Dependence Culture
- Independence Culture
- Inter-dependence Culture.





Bradley Curve

Source: DSS Sustainable Solutions

(https://www.consultdss.com/bradley-curve/)

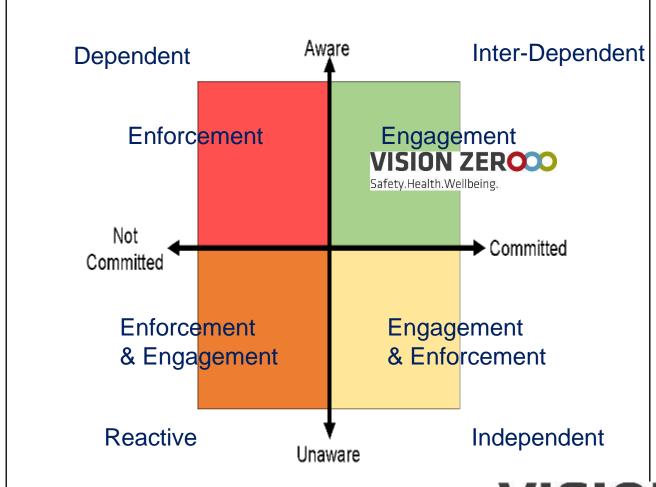


Safety. Health. Wellbeing.

A Great Workforce A Great Workplace

Enforcement Vs Engagement Quadrant











Twin Roles of Labour Inspections



Intervention Strategy based on Safety Culture Maturity levels

Enforcement

- Companies that know what they need to do, but have no commitment to do so
- Companied who are neither committed nor have the capability to do right

Engagement

- Companies who know what they need to do, and are committed to getting it right
- Companies that are committed to getting it right – but are unsure of what they need to do





Benefits for better Inspection Impact



- VISION ZERO harmonizes with any legislation
- It is an umbrella for labour inspection activities
- We all speak with one voice
- It supports image and acceptance of inspections
- It defines one clear goal and starts a movement for a new mindset
- Employers and inspectorates work together to raise standards
- Inspections focus on engagement and ease compliance with legal frameworks



World Congress on Safety and Health – Singapore (Sep 2017)









VISION ZERO versus traditional Compliance Approach - VISION ZERO Characteristics

- Focus: leadership concern & business excellence
- Safety, Health & Wellbeing is a value
- · Health & Safety is inspiring, alive & owned by all
- Workers are empowered: contribute, ideas –
- Workers are part of the solution, not the problem
- Incidents are opportunities





In Summary



Vision Zero concept and its tools are useful for Labour Inspectors for sustainable improvement

Inspectors engaging
Vision Zero companies
will need new capabilities
to assess the culture
maturity levels and also
tools to engage such
companies to effect
change.

















Thank You For Your Attention!



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"Insanity is doing the same thing over and over again and expecting different results"

Albert Einstein



