

Title	Business re-engineering and health and safety management: Best Practice Model
Publisher/Author	HSE
Publication Date	1996
Executive Summary	<p>Many of the health and safety problems associated with reorganisation are analogous to those associated with the reorganisation of business management. However, solving the business management problems associated with change does not necessarily lead to the resolution of health and safety issues. Whilst health and safety problems are analogous to business management problems, they form a distinct if related sub-set of issues which need to be identified and addressed. Moreover, many organisations view reorganisation as an opportunity to improve the effectiveness of health and safety management, prompting a parallel review of health and safety.</p> <p>Changes in health and safety management often follow the same principles as the wider business reorganisation, such as increased accountability amongst management, on the grounds that:</p> <ul style="list-style-type: none"> <li>• there must be a synergy between the style of business and health and safety management,</li> <li>• the introduction of accountability, competence and empowerment into business management, are necessary precursors to the improvement of health and safety, and,</li> <li>• the principles of empowerment, participatory management and ownership are equally relevant to health and safety as they are to general management.</li> </ul> <p><b>(1) Developing and applying a process of identifying, reviewing and actioning safety issues.</b></p> <p>Health and safety should be managed in the same planned and informed manner as all elements of reorganisation. Having defined the objectives of reorganisation and conceived changes, the health and safety implications of proposals should be assessed and incorporated into plans. The implementation of plans should be appropriately resourced and managed. The adequacy of all decisions, plans and resources should be continuously reviewed, with plans revised as appropriate. Health and safety performance should be reviewed and measured both during and after reorganisation to detect any unexpected trends, with actions formulated as necessary. The following points need to be addressed.</p> <ul style="list-style-type: none"> <li>• formulation of a clear set of health and safety objectives regarding the reorganisation.</li> <li>• demonstrating the commitment of senior management to the recognition, assessment and management of health and safety issues arising from reorganisation,</li> <li>• reinforcing commitment by a pattern of consistent decision making and communication,</li> <li>• recognising the potential impacts on health and safety at a sufficiently early stage to allow assessment to be completed and thence for actions to be specified,</li> <li>• defining the terms of review before the reorganisation plans have been formulated.</li> </ul> <p>The type of assessment reflects the degree of risk and stage of reorganisation. Judgement based review is typically applied at the concept stage, followed by detailed assessment at the planning stage. Organisations operating in higher risk sectors form independent safety review teams and operate formal management of change procedures. Other organisations adopt less formalised approaches, relying</p>

on line management and health and safety advisors.

**Impact of changes and the uncertainty preceding changes on stress and morale.**

The strategies for minimising stress and anxiety during and after reorganisation are comparable to those for work in general. However, these strategies take on greater importance when there is widespread change due to the higher likelihood of stress, particularly where there are changes in the staffing of high risk operations. These strategies aim to maximise individuals' ability to cope with new roles and responsibilities, minimise the level of uncertainty experienced by individuals and encourage a problem solving attitude towards the uncertainty associated with changes.

**(2) Creating a new approach to health and safety management which is consistent with both current health and safety best practice and the style of general management.**

All surveyed organisations sought to improve the effectiveness of health and safety management through a process of devolution of responsibilities, improvement of staff and management competence, greater acceptance of individual accountability, participation of staff and line management in the development of systems and procedures, reduced demarcations, and greater team work and collaboration, with a retained specialist health and safety function to guide, support and monitor this process. However, the strategy adopted for improving health and safety and the degree of discretion passed to staff and line management varies according to:

- (i) The current status of health and safety management.  
Those organisations with a minimum of health and safety management at the outset focus on the improvement of line management health and safety competence, whilst organisations with highly developed health and safety systems focus on devolving, streamlining and updating these.
- (ii) The level of risk associated with the organisation's activities.  
Organisations with higher risk operations tend to allow less discretion over working practices, and place greater emphasis on the assurance of competence.

Where organisations seek a reduction in the level of rules and in-house managerial resources, attention simultaneously focuses on how to assure standards in the absence of these resources and rules. The task is to assess what balance can be struck between in-house managerial resources and rules versus reliance on the competence of employees and contractors. Where greater reliance on employees and contractors is sought there should be a proportionate increase in the emphasis on developing an adequate level of competence. In striking this balance due regard is also given to the risk associated with devolved or outsourced tasks.

Thus, a three way balance is struck between:

- (1) the degree of supervision, management, engineered safety, rules and procedures;
- (2) competence, and;
- (3) inherent operational risk.

For example, as the level of competence increases, so the degree of empowerment also increases. However, as the level of risk increases so the need for assurance also increases, with greater emphasis placed on standard working methods. Thus, there is greater empowerment for lower risk operations and less empowerment for higher risk tasks regardless of the level of competence.

	<p>When considering health and safety management it is also important to recognise:</p> <ul style="list-style-type: none"> <li>• the need to retain competent staff to respond to abnormal, exceptional and emergency events,</li> <li>• that upon increasing dependence on outsourcing, the adequacy of contractor safety management gains greater importance and should be reviewed to determine if changes are needed to avoid "importing" risk. This includes the risk of contractor injuries and ill health and the risk of contractors impacting the safety of the company's plant and people.</li> </ul> <p>Many organisations devote substantial resources to training needs analysis and training. This training is a crucial, even pivotal, element of reorganisation without which the success of reorganisation cannot be assured. Competence should be transferred along with re-assigned and new roles and responsibilities.</p> <p><b>(3 ) Ensuring that the standard of health and safety performance is sufficient.</b></p> <p>This commonly involves the development of health and safety audits, statistics and verification processes. One or more measures are tracked for the period before, during and after reorganisation. The goal here is to gain an objective indication of the impact of changes on health and safety, thereby, providing assurance that the reorganisation has been a success from a health and safety perspective, and helping to identify where additional actions are needed in light of unsatisfactory performance.</p> <p><b>CONCLUSION</b></p> <p>This model is based on the belief that the potential impact of change on health and safety needs to be recognised at an early stage by senior management, and followed up by a coherent and well defined set of health and safety actions. Whilst each reorganisation project should be considered in its own right, the guidance given here should help formulate actions to manage these organisation specific issues.</p>																																														
Table of Contents	<table> <tr> <td>FOREWORD .....</td> <td>v</td> </tr> <tr> <td>SUMMARY OF KEY ISSUES .....</td> <td>vi</td> </tr> <tr> <td>GLOSSARY .....</td> <td>x</td> </tr> <tr> <td>BACKGROUND RESEARCH.....</td> <td>1</td> </tr> <tr> <td>INTRODUCTION .....</td> <td>10</td> </tr> <tr> <td>CHAPTER 1 : KEY ISSUES, OBJECTIVES AND STRATEGY.....</td> <td>13</td> </tr> <tr> <td>    1.1 Key issues .....</td> <td>13</td> </tr> <tr> <td>    1.2 Objectives .....</td> <td>13</td> </tr> <tr> <td>    1.3 Overview of strategies .....</td> <td>14</td> </tr> <tr> <td>CHAPTER 2: ASSESSMENT, PLANNING AND MANAGEMENT OF REORGANISATION .....</td> <td>20</td> </tr> <tr> <td>    2.1 Overview.....</td> <td>20</td> </tr> <tr> <td>    2.2 Senior Management Commitment .....</td> <td>20</td> </tr> <tr> <td>    2.3 Assessment and review of changes.....</td> <td>23</td> </tr> <tr> <td>    2.4 Planning and organisation of implementation .....</td> <td>30</td> </tr> <tr> <td>    2.5 Organisation of health and safety assessment and review .....</td> <td>32</td> </tr> <tr> <td>    2.6 Morale, stress and uncertainty .....</td> <td>34</td> </tr> <tr> <td>CHAPTER 3: HEALTH AND SAFETY MANAGEMENT AFTER MAJOR CHANGE .....</td> <td>37</td> </tr> <tr> <td>    3.1 Overview.....</td> <td>37</td> </tr> <tr> <td>    3.2 Policy .....</td> <td>38</td> </tr> <tr> <td>    3.3 Health and safety organisation and management.....</td> <td>38</td> </tr> <tr> <td>    3.4 Staff and management health and safety competence .....</td> <td>46</td> </tr> <tr> <td>    3.5 Reward and appraisal systems .....</td> <td>54</td> </tr> <tr> <td>    3.6 Retention of co-ordinating function of supervisors .....</td> <td>54</td> </tr> </table>	FOREWORD .....	v	SUMMARY OF KEY ISSUES .....	vi	GLOSSARY .....	x	BACKGROUND RESEARCH.....	1	INTRODUCTION .....	10	CHAPTER 1 : KEY ISSUES, OBJECTIVES AND STRATEGY.....	13	1.1 Key issues .....	13	1.2 Objectives .....	13	1.3 Overview of strategies .....	14	CHAPTER 2: ASSESSMENT, PLANNING AND MANAGEMENT OF REORGANISATION .....	20	2.1 Overview.....	20	2.2 Senior Management Commitment .....	20	2.3 Assessment and review of changes.....	23	2.4 Planning and organisation of implementation .....	30	2.5 Organisation of health and safety assessment and review .....	32	2.6 Morale, stress and uncertainty .....	34	CHAPTER 3: HEALTH AND SAFETY MANAGEMENT AFTER MAJOR CHANGE .....	37	3.1 Overview.....	37	3.2 Policy .....	38	3.3 Health and safety organisation and management.....	38	3.4 Staff and management health and safety competence .....	46	3.5 Reward and appraisal systems .....	54	3.6 Retention of co-ordinating function of supervisors .....	54
FOREWORD .....	v																																														
SUMMARY OF KEY ISSUES .....	vi																																														
GLOSSARY .....	x																																														
BACKGROUND RESEARCH.....	1																																														
INTRODUCTION .....	10																																														
CHAPTER 1 : KEY ISSUES, OBJECTIVES AND STRATEGY.....	13																																														
1.1 Key issues .....	13																																														
1.2 Objectives .....	13																																														
1.3 Overview of strategies .....	14																																														
CHAPTER 2: ASSESSMENT, PLANNING AND MANAGEMENT OF REORGANISATION .....	20																																														
2.1 Overview.....	20																																														
2.2 Senior Management Commitment .....	20																																														
2.3 Assessment and review of changes.....	23																																														
2.4 Planning and organisation of implementation .....	30																																														
2.5 Organisation of health and safety assessment and review .....	32																																														
2.6 Morale, stress and uncertainty .....	34																																														
CHAPTER 3: HEALTH AND SAFETY MANAGEMENT AFTER MAJOR CHANGE .....	37																																														
3.1 Overview.....	37																																														
3.2 Policy .....	38																																														
3.3 Health and safety organisation and management.....	38																																														
3.4 Staff and management health and safety competence .....	46																																														
3.5 Reward and appraisal systems .....	54																																														
3.6 Retention of co-ordinating function of supervisors .....	54																																														

	3.7 Emergency response capability .....	54
	3.8 Outsourcing.....	55
	3.9 Rules and procedures .....	60
	CONCLUDING STATEMENT .....	63
	RELATED REFERENCES .....	