



Ministry of Labor &
Social Development
Kingdom of Saudi Arabia



Implementation of Risk Management and Safety Culture

OSH Guidelines





Ministry of Labor &
Social Development
Kingdom of Saudi Arabia



Towards Attractive Work Environment

This booklet does not eliminate, replace or substitute the current regulations and national or international standards

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Inspection & Work Environment Development Deputyship- OSH Directorate

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Preface

The Ministry of Labor and Social development is seeking to improve the Occupational Safety and Health (OSH) systems and practices across the Kingdom of Saudi Arabia. This is in pursuit of protecting safety & health of employees as well as the preservation of property and the environment. The Ministry of Labor and Social Development therefore keens to educate employers as well as employees of the importance of compliance with rules, regulations, and implement OSH best practices. The Ministry aims to develop practical tools, such as this booklet, in the hope that the users find it resourceful in their daily activities.

Note: this booklet does not eliminate, replace or substitute the current regulations and national or international standards.

The purpose of this booklet

The purpose of this booklet is to draw attention to Occupational Safety and Health considerations in the workplace.

The booklet also aims to:

- Raise awareness of OSH concepts and procedures in the workplace
- Provide practical guidance and direction to employers, OSH responsible, employees and self-employed personnel on methods to improve OSH in the workplace
- Contribute in enhancing OSH culture in the Kingdom of Saudi Arabia

The target audience for this booklet

This booklet aims to reach and educate most employers (including senior management), employees, OSH responsible within organizations and self employed personnel in the field of OSH.

Note: although this booklet contains several examples related to the construction industry, the technical material can be applied to several industries, including but not restricted to manufacturing, mining, oil & gas, agriculture, telecommunication etc.

What is Risk Management?

Key definitions concerning risk management

- **Hazard** – any source of potential injury, disease, harm, damage to people, properties, or the environment.

- **Risk** – the likelihood or probability of a hazard causing injury, disease, harm, or damage to people, properties, or the environment.

- **Risk management** – the process of identifying, assessing and prioritizing of risks followed by the application to minimize, monitor and control the their impact

- **Risk assessment** – the process of determining the likelihood of identified hazards being realized and the magnitude of their consequences if they do occur

- **Control measures** – ways of reducing the risk of a hazard, injury or ill health.

- **Incident** – work-related event, which, under slightly different circumstances, may have resulted in injury, illness, death or destruction of property

- **Accident** – work-related unplanned event that resulted in injury or ill health of people or the damage or loss of property

- **OSH responsible**– person employed by a company who has relevant background and experience in OSH



Why is risk management important?

Risk management forms an integral part of good OSH management and planning. The ultimate goal of risk management is to remove a hazard or reduce the level of its risk to create a safer and healthier workplace. Risk management is not a short term process but rather a continuous process of innovation that aims to create a sustainable, safe and healthy workplace environment. Risk management helps organizations to:

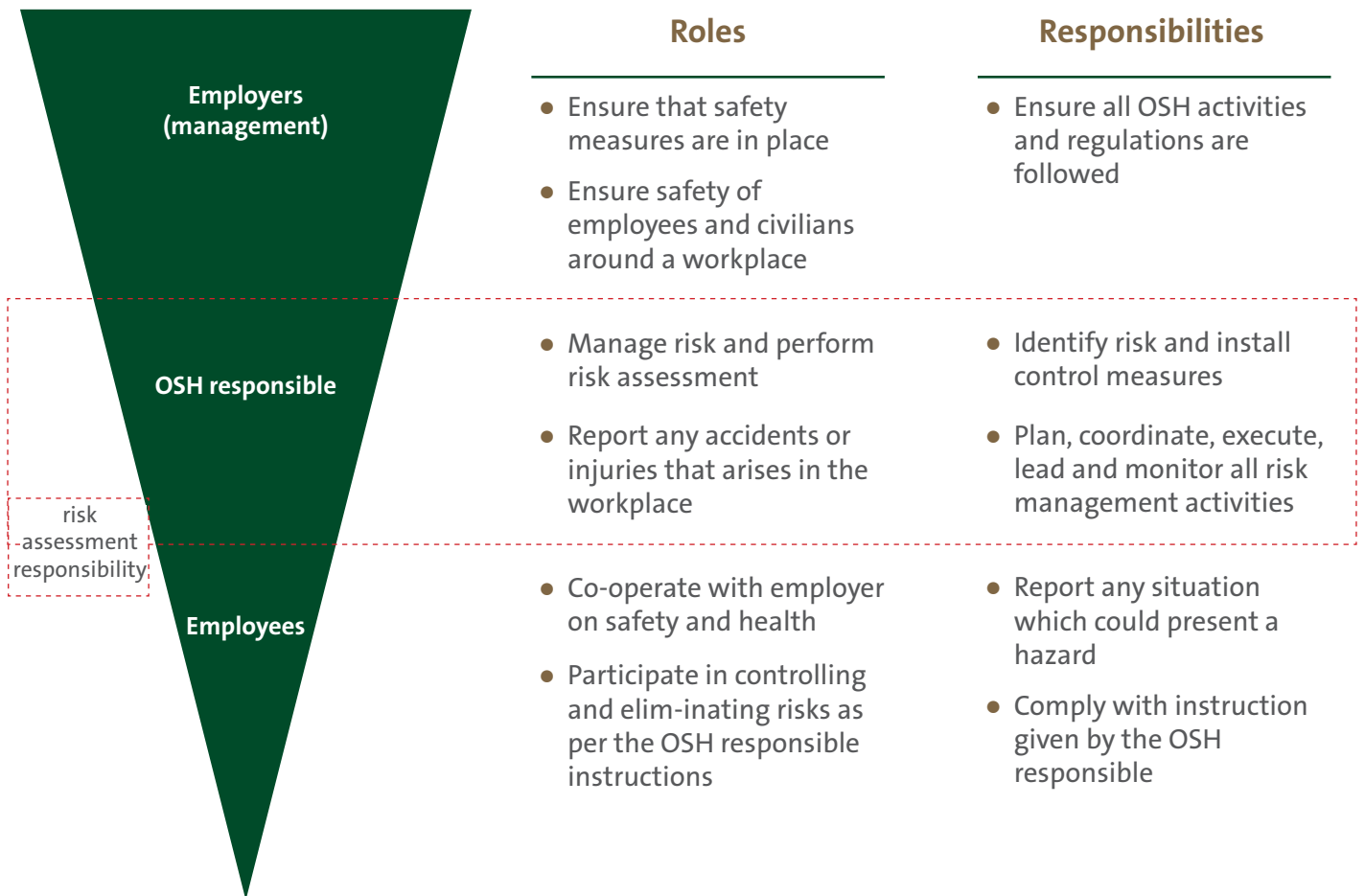
- Protect the safety and health of employees, in addition to preservation of property and the environment
- Provide overall benefit through working on reducing real risks – both those that arise more often than others, and those with serious consequences
- Increase efficiency & productivity of work, in addition to reduce staff turnover and occupational absence
- Enhance employers awareness of occupational safety and health for better management and control measures of risks

Who is responsible for risk management?

Given the differences in nature of workplaces due to size, sector, organization and other factors, it is paramount to understand the organizations' activities in order to effectively delegate and distribute OSH roles and responsibilities to each member. Such distribution aims to enhance the protection of employees regarding safety and health as well to the preservation of property and the environment.

- The ultimate responsibility of ensuring risk management is properly implemented in a workplace lies within the employers' hands
- The employer is expected to provide safety and control measures and to ensure that they are in place and correctly working
- The responsibility of the risk assessment exercise is appointed to the OSH responsible within the organization
- The OSH responsible is therefore expected to conduct, record, review and continuously update risk assessments

The main share of risk management responsibility lies on the employer





Detailed roles and responsibilities of OSH responsible

Roles and responsibilities of OSH responsible

- 01 Develop the plan needed to remove and/or limit the risk
- 02 Institute suitable OSH management arrangements appropriate to the work environment
- 03 Coordinate with the responsible authority to establish effective communication channels
- 04 Conduct, record, review and continuously update risk assessments
- 05 Consult the employees about OSH related topics and raising OSH awareness

Risk management is a continuous cycle consisting of 6 steps





How to assess and manage risk at the workplace

Step 1: Identify the hazards



One of the most important aspects of risk management is looking for any potential hazards.

This step needs to be undertaken on a continuous basis to ensure new activities processes and/or substances are deemed safe for employee use.

Step 2: Identify who might be harmed



Once the hazard has been identified, it is important to be clear about who is at risk of getting harmed

This step is particularly vital as it identifies the best way to approach the risk and potentially determine methods of managing it.

Step 3: Assess/evaluate the risk



Having spotted the hazard, it is then time to decide how likely it is to happen, the degree of potential harm, and choose what to do about it.

The step is conducted by using the risk assessment

Step 4: Take action to control the risk



If a hazard cannot be removed, it is necessary to consider all possible ways to control the risk so that harm is unlikely.

There are 5 control measures that can be taken to control the risk: elimination, substitution, engineering controls, administrative controls and the use of PPE.

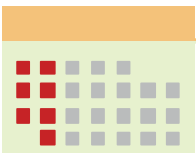
Step 5: Record and implement



Once the hazards have been identified and the potential way to control the risk assessed, it is important to note the main findings down

This will help to communicate and better manage the risks at the workplace as well as to review findings at a later date, for example if something changes

Step 6: Regularly review risk assessment and update if necessary



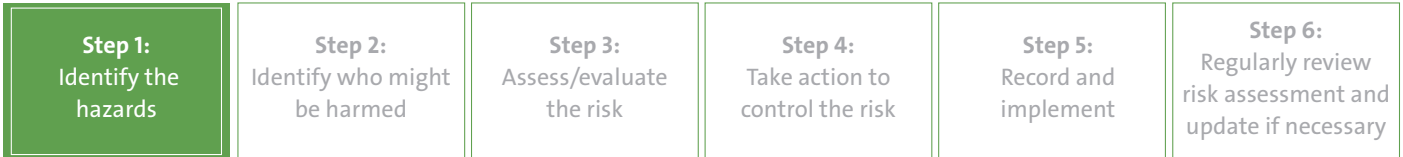
It is necessary to conduct a review on an ongoing basis and to ensure that the risk assessment stays up to date.

Few workplaces stay the same. Sooner or later, new equipment, substances and procedures might be introduced that could lead to new hazards and risks.

Management and all employees are expected to do everything
‘reasonably practicable’ to manage and reduce the risk



Step 1: deep dive



It is crucial to identify and consider the existing hazards in the workplace.



Walk around/ observe the workplace



Ask employees about any problems they encounter at the workplace



Check manufacturer instructions



Review previous inspections, maintenance records, log books, incident and injury records etc



Consider long-term hazards to health



Contact relevant bodies to assist in identifying hazards

Successfully identifying the hazard is an introductory step that sets the stage for effective risk management

Step 1: identify the hazards thoroughly and safely



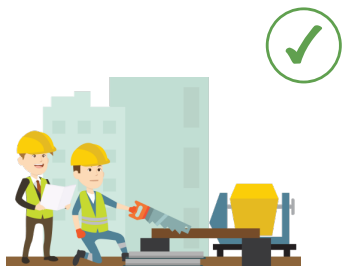
DO:
observe all possible
hazards while
keeping safe



DO:
read instructions
of vehicles and
machinery



DON'T:
expose yourself
to hazards when
identifying them



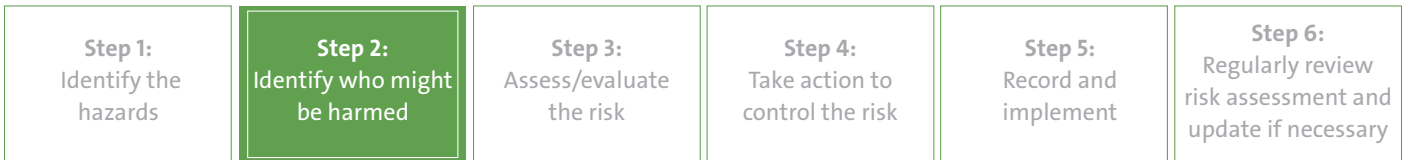
DO:
engage with
employees



DO:
review previous risk
assessments and site
logbooks



Step 2: deep dive



The identification of potential injuries does not necessarily mean listing each employee's name and the risk associated with him/her, but rather identifying categories of employees and the risk pertaining to them



Distinguish between worker and passer-by (i.e. people who might not permanently be in the workplace)



Consider seniority of the employees and nature of work (new employee might have tailored risk requirements compared to more expert employee)



Consider the safety of the general public around the workplace



Establish effective communication channels between parallel work-streams (if any)

Identifying people at risk ensures short and long term safety in the workplace

Step 2: Examples of Dos and Don'ts

Example 1:



DON'T:
leave entrance open for
civilians to enter



DO:
ensure the entrance is closed
and a danger sign is placed for
general awareness

Example 2:



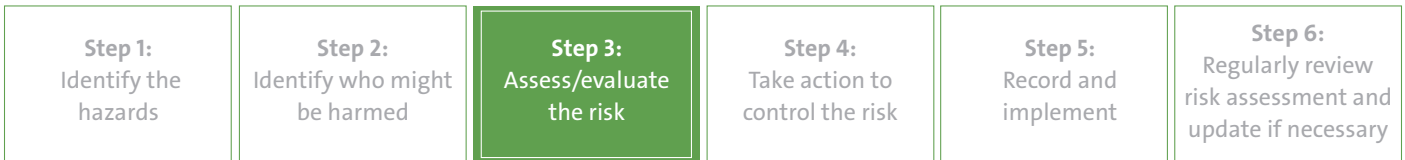
DON'T:
work independently from
neighboring workplace
without coordinating



DO:
ensure proper communication
between parallel workplaces



Step 3: deep dive



Risk assessment allows the employee to determine the significance of the risk and then make an educated decision on its magnitude within the workplace



Look at existing activities, the nature of work and whether control measures are working



Assess risk by severity of harm and level of exposure to employee



Conduct a detailed risk assessment to evaluate the likelihood of the hazard causing harm, injury, damage, etc



Consider level of training given to employees and their expertise during the handling of equipment



Consider if anything else can be done to mitigate the risk

Results of the risk assessments should be made available to all employees

Refer to risk assessment tool attached to this booklet

Step 3: Examples of Dos and Don'ts

Example 1:



DON'T:
expose yourself to the
workplace hazards



DO:
ensure you are safe from
workplace hazards

Example 2:



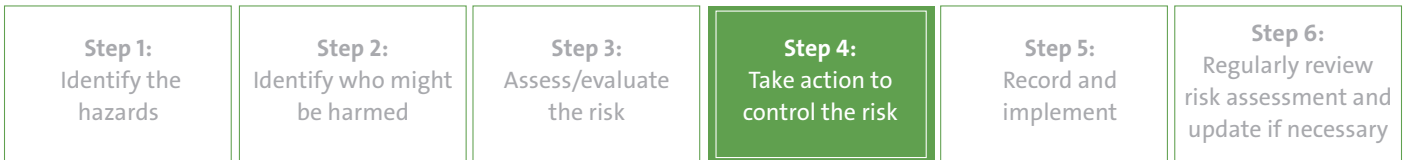
DON'T:
operate or work around
complex machinery that
require special license



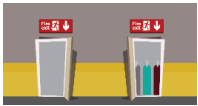
DO:
only operate machinery that
you have official licenses for



Step 4: deep dive



It is important to identify the control measures that have already been put in place. If a hazard has been identified that cannot be removed, it is crucial to understand how the risk could be controlled so that harm, injury, or damage is unlikely.



Try a less risky option whenever possible



Try to prevent access to potential hazard



Organize work to reduce exposure to the hazard



Use personal protective equipment



Provide welfare facilities, for instance first aid and washing facilities for removal of contamination



Involve and consult with employees to ensure that what you propose to do will work in practice and won't introduce any new hazards

Failure to take simple precautions can cost you a lot more if an accident does happen.

Step 4: Examples of Dos and Don'ts

Example 1:

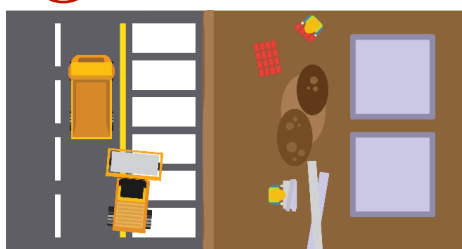


DON'T



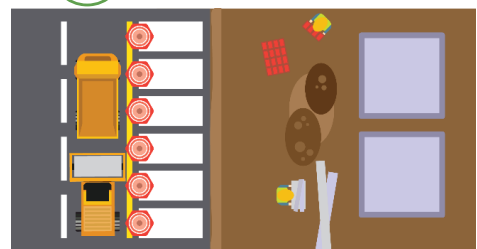
DO

Example 2:



DON'T:

allow trucks and vehicles
to drive on pedestrian
walkways

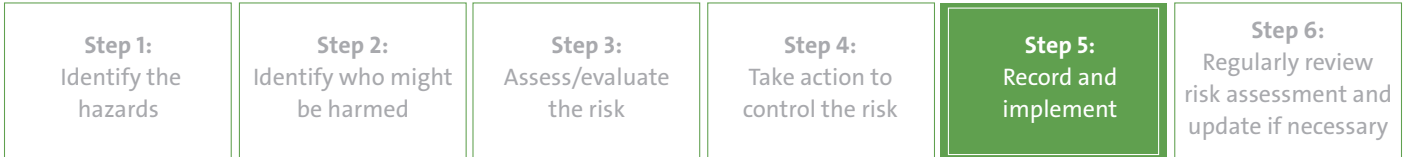


DO:

barrier pedestrian walkways
with cones and/or signs to
avoid collision with vehicles



Step 5: deep dive



Make a record of the significant findings – the hazards, how people might be harmed by them and what have been done to control the risks. Writing down the results of the risk assessment and sharing them with employees will help in enhancing risk assessment understanding & work environment safety



Keep it simple when writing down the results to ensure that the finding is easily understandable



Indicate who might be affected and how



Ensure that the record is comprehensive i.e. that you take into account a broad range of significant hazards to be anticipated



Identify precautions measures already in place



If the risk assessment identifies a number of hazards, put them in order of importance and address the most serious risks first, such as those risks most likely to cause accidents or ill health



Identify necessary steps to be taken to control the risks



Determine whether there are improvements that can be implemented quickly, even temporarily, until more reliable controls can be put in place

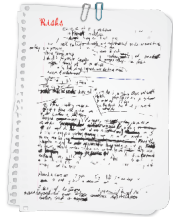


Involve your employees or their representatives in the process and raise awareness about OSH related topics



Step 5: Examples of Dos and Don'ts

Example 1: indicate who might be affected and how



DON'T:

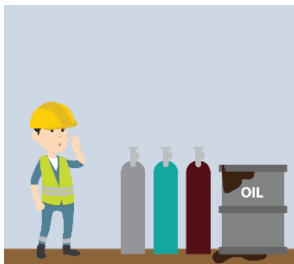
take unorganized notes that are difficult to follow



DO:

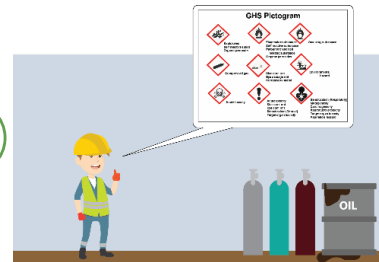
keep organized documents in a safe accessible place

Example 2: if the risk assessment identifies a number of hazards, prioritize in terms of importance and severity



DON'T:

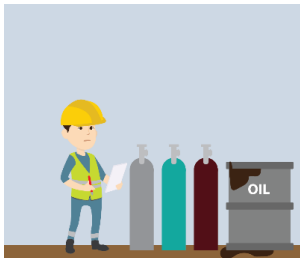
undertake risk assessments without knowing the components of risk related to the hazards



DO:

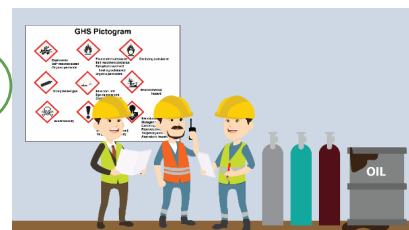
understand the risks associated with each hazard and prioritize accordingly

Example 3: involve your employees or representatives in the process



DON'T:

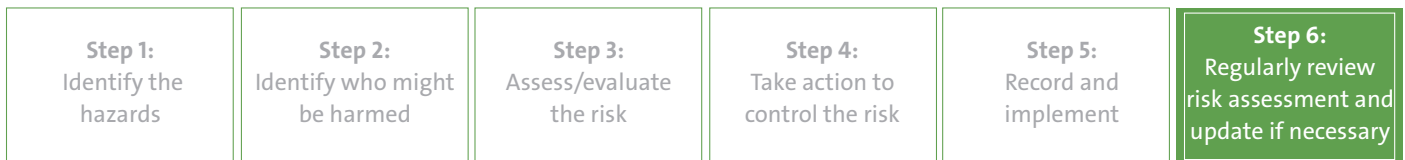
undertake risk assessments and evaluations in your own



DO:

involve other employees and consider different views when documenting

Step 6: deep dive



It is necessary to review the risk assessment and make any necessary update on an ongoing basis; daily, weekly, monthly, yearly, or as needed.



Identify whether there have been any significant changes



Identify any improvements still needed to be made



Check with employees whether they have spotted any problems



Identify lessons learnt from previous accidents or near misses



Distribute and explain results to all relevant employees in the workplace

Make sure your risk assessment stays up to date



Step 6: Examples of Dos and Don'ts

Example 1:



DON'T:
perform infrequent risk
assessments



DO:
regularly perform and
document risk assessments

Example 2:



DON'T:
forget to schedule or
conduct risk assessments



DO:
schedule and prepare for
upcoming risk assessments

References

Benchmark standards

- Health and Safety Executive website and publications, United Kingdom
- Occupational Safety and Health Administration website and publications, United States
- Workplace Safety and Health, Ministry of Manpower, website and publications, Singapore

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- Hughes, Phil; Easy Guide to Health and Safety, 2nd Edition. Hoboken, United States: Routledge, 2015.
- Stranks, Jeremy; Health and Safety Pocket Book, 2nd Edition, Amsterdam, 2006

Other

- Consultation of OSH Experts



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