

# PROHSP1

Develop, implement and review the organisations health and safety strategy



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## Overview

This standard is for people with a role which involves establishing, implementing and or reviewing an organisation's overall health and safety strategy.

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### Performance criteria

#### Prepare health and safety strategy

*You must be able to:*

- P1 advise an organisation to support the development of a Health and Safety strategy
- P2 identify and respond to internal and external factors likely to have an impact on your organisation's health and safety strategy, including organisational structures, strategies, business plans and other key drivers
- P3 identify the key change factors impacting on the organisation
- P4 agree desired outcomes
- P5 select and use appropriate and cost-effective ways of gathering information
- P6 consider any priorities

#### Identify internal and external factors which have an impact on health and safety

*You must be able to:*

- P7 identify and respond to the key drivers of the current internal structure, internal opportunities and rigidities
- P8 obtain comprehensive and robust information for each relevant internal and external factor
- P9 identify trends and likely future developments in the internal and external factors reviewed
- P10 validate the information gathered with appropriate others
- P11 establish the likely impact of internal and external factors on your organisation's strategies
- P12 identify and influence the organisation's strategies, policies and practice
- P13 evaluate the organisation's business plan in relation to health and safety

#### Identify and plan an appropriate change process for health and safety

*You must be able to:*

- P14 involve the appropriate people in the assessment of necessary change and gain their commitment
- P15 establish any likely changes needed to organisational strategies in relation to issues identified
- P16 review internal organisational structures and resources against any required changes
- P17 identify opportunities and obstacles in structures and systems in relation to any required changes
- P18 develop processes for maximising opportunities for change and minimising obstacles to change
- P19 assess the impact of any changes on organisational resources

#### Implement the change process

*You must be able to:*

- P20 obtain and maintain the support of those who can champion and deliver

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change

- P21 maximise the effect of communication systems and information about the change process
- P22 select and develop ways of motivating others to engage in the change process

### **Review health and safety strategy**

*You must be able to:*

- P23 ensure review processes are in place
- P24 encourage and act upon feedback on the change strategy
- P25 identify problems in the change process promptly and resolve conflicts where possible
- P26 create appropriate opportunities for regular and effective review of the change process
- P27 adapt the change strategy in order to attract and maintain the support and commitment of others

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### Knowledge and understanding

#### The nature and role of the identification of health and safety hazards within the organisation

*You need to know and understand:*

- K1. the strategy and the purpose of it
- K2. the internal factors, including organisational structures, strategies, and human and physical resources available
- K3. the key change factors impacting on the organisation
- K4. the key drivers of the current internal structure, internal opportunities and rigidities
- K5. how to influence the organisation's strategies, policies and practices
- K6. how to evaluate the organisation's business plan in relation to health and safety

*You need to know and understand:*

#### Principles and concepts

- K7. information networks and sources
- K8. theories of motivation
- K9. where to obtain comprehensive, valid and reliable information on the external environment
- K10. sources of organisational performance data
- K11. how to assess organisational resources against any required changes
- K12. effective presentation of cases for change in structure and systems
- K13. how to encourage participation in, and feedback on, change strategies
- K14. change methodologies
- K15. objective setting
- K16. the change cycle and how to use it
- K17. the impact on the organisation when implementing the required changes
- K18. the appropriate communication channels for the change strategy
- K19. how to acknowledge, manage and resolve conflict
- K20. acceptable forms of compromise which maintain the integrity of the change process

*You need to know and understand:*

#### External factors impacting health and safety

- K21. key requirements of health and safety legislation and any other legal requirements in the workplace
- K22. how to respond to new legislation
- K23. benchmarking against current best practice
- K24. how to respond to technical developments

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### Additional Information

#### Glossary

**Control(s):** the means by which the risks identified are eliminated or reduced to acceptable levels.

**Hazard:** a hazard is something with the potential to cause harm (this can include articles, substances, plant or machines, methods of work, the working environment and other aspects of work management)

**Notice:** includes all types of enforceable statutory document which may be drafted and served on a duty holder, such as improvement, prohibition and deferred prohibition notices, notices of taking into possession or to leave undisturbed, notices under current legislation relating to food and environment protection and major accident hazards, as well as approvals and licences, and associated notices of withdrawal, amendment or extension

**Personal presentation:** this includes personal hygiene, use of personal protective equipment, clothing and accessories suitable to the particular workplace

**Procedures:** a series of steps, instructions and/or decisions, a task. This includes the documentation prepared by the employer about the procedures to be followed for health, safety and welfare matters. Instructions covering, for example:

- 1 the use of safe working methods and equipment
- 2 the safe use of hazardous substances
- 3 smoking, eating, drinking and drugs
- 4 what to do in the event of an emergency
- 5 personal presentation

**Risk:** a risk is the likelihood of potential harm from that hazard being realised. The extent of the risk depends on the:

- 1 likelihood of that harm occurring;
- 2 potential severity of that harm, i.e. of any resultant injury or adverse health effect; and
- 3 population which might be affected by the hazard, i.e. the number of people who might be exposed.

**Stakeholders:** is any person(s) or group with an interest in an organisation, which may include, employees (at any level), duty holders. employee representatives, contractors, customers, community

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