

Scottish House Builders Health & Safety Forum

Members Event – 07th March 2012

‘The Part Leaders Play’

Role of the Managing Director

- MD is crucial to ensuring H&S remains at the centre of the business
- MD 'sets the tone' and should manage and lead by example
- MD is instrumental in creating an effective H&S culture within the business

Suggested Actions

1. Review

It is important to review how your business *currently* operates. Gain an understanding of the current realities, for example:

- What is our current H&S culture?
- Is it a shared responsibility?
- How effective is the interface between site and office?
- How assertive are our site managers?
- How effective are our site visits?
- Do we have a 'blame' or 'cover up' culture?

2. Pre-Plan / Pre-Start

Essential to get this critical stage right.

- Ensure all key people / departments are involved
- Create an open environment within which honest communication and appropriate challenge can take place
- Ensure due process is followed – don't assume, ask appropriate questions, check!
- Ensure enough time is taken over the process – it may be necessary to slow down the process to get it right!
- Agree realistic timelines – allow time to think and plan

3. Training and Development

Training is seen as a key activity in changing attitudes and behaviours at all levels within the business. For example:

- Directors – effective managers
- Communication skills
- Assertiveness and conflict management
- Problem solving and decision making
- Cross-department training
- Empowerment to the site manager – it is their site [we give them the responsibility – give them the authority!]

4. Zero Tolerance

Adopt a zero tolerance to H&S and communicate this forcefully throughout the business.

- Senior managers leading by example
- Safety always on the agenda
- Don't walk by – ask!
- Engage and encourage the workforce
- Site manager cannot be 'bullied' into allowing unsafe practice – by anyone!
- Provide tailored inductions (better accepted) H&S not optional!
- Create a site visit protocol e.g. switch off mobile phones during site visits

5. Reward

- During site visits look for good H&S practice and give praise
- Highlight good efforts in cross-department meetings