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Successful health and safety management leadership

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SUCCESSFUL HEALTH AND SAFETY MANAGEMENT-LEADERSHIP

By

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ABSTRACT

The emergence of implementation and certification of the occupational health and safety management system implies that companies should be able to measure the results and achievements from such implementation. The decision to do the specific research came with my current position in Amdocs organization. Amdocs has a successful health and safety management system. Most of the companies in Cyprus are not paying attention in their health and safety culture which is very important for every organization. The research focuses on the positive health and safety culture of an organisation and how that influences a successful health and safety management. It presents how a company can achieve a positive health and safety culture and the benefits that it offers to the company its self. Through this i want to influence all the organizations to have their own health and safety department.

The objectives of this research are to investigate the health and safety management at Amdocs, as well as the health and safety culture. The intention of the research analyses whether the accident rate is really an indicator of a positive culture. It investigates other indicators that lead to a poor or negative culture such as, a lack of compliance with relevant health and safety law and the safety rules and procedures of the organisation, poor selection procedures and management of contractors, poor levels of communication, cooperation and control, a weak health and safety management structure, either a lack or poor levels of health and safety competence.

However the level of management regarding the implementation of this new regulation in the company is also investigated. The main points investigated are: the leadership and commitment to health and safety throughout and at all levels of the organisation, the involvement of all employees in the procedures, how effective the communication is between managers and employees, supervision and health and safety training.

The research is collected by various authors concerned with the research on human behaviours and habits, the definition of health and safety culture, as well as indicators that lead towards a positive health and safety culture. Also with individual's perception regarding this culture in

the organisation. Data for the primary research were collected through semi-structured interviews. 20% of the workforce was interviewed and an additional 20% of managers of Amdocs were also interviewed.

Most significant finding of this research is that we have lots of benefits offered by implementing a successful health and safety management to an organization. It has also been acknowledged in the literature review by Hughes and Ferrett (2007) that it is much easier to achieve and demonstrate legal compliance, it enables significant health and safety risk to be addressed in a systematic manner. Also it can be used to show legal compliance, it indicated that the organization is prepared for an emergency and it illustrates that there is a genuine commitment to health and safety through the organization.

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Glossary

HSE : Health,Safety and Environment

ACSNI: Advisory Committee on the Safety of Nuclear Installations

OH&S: Occupational Health & Safety

IOSH : Institution of Occupational Safety and Health

ANSI/AIHA : American National Standards Institute/ American Industrial Hygiene Association

OHSMS: Occupational Health and Safety Management Systems

CBI: Confederation of British Industry

ILO: International Labour Organisation

IMD : International Institute for Management Development

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CHAPTER 1: INTRODUCTION

1.1 Project Focus

In 1970 US union at work places attempted to protect their members by passing the Occupational Health and Safety Act(29 U.S.C § 651-678) in 29th December1970. Pressure mounted from workers and unions to pass some federal laws and as the number of injuries, illnesses and deaths increased, it became more apparent that the state programmes of occupational health and safety had to protect their workforce more effectively (Reese,2003). Federal laws covers manufacturing, construction, longshoring, agriculture, law and medicine, charity and disaster relief, organized labor, and private education

The objectives of the Occupational Health and Safety Act are:

a) to secure and promote the health, safety and welfare of people at work,
b) to protect people at a place of work against risks to health or safety arising out of the activities of persons at work,
c) to promote a safe and healthy work environment for people at work that protects them from injury and illness and that is adapted to their physiological and psychological needs,
d) to provide for consultation and co-operation between employers and employees in achieving the objectives of this Act,
e) to ensure that risks to health and safety at a place of work are identified, assessed and eliminated or controlled,
f) to develop and promote community awareness of occupational health and safety issues,
g) to provide a legislative framework that allows for progressively higher standards of occupational health and safety to take account of changes in technology and work practices,
h) to deal with the impact of particular classes or types of dangerous goods and plant at, and beyond, places of work. (NSW legislation,2011, part 1.3)

According to various authors such as Gad and Collins (2002) and Hughes and Ferrett (2007) the development stage of an organisation in health and safety management at a particular time is described as the health and safety culture of an organisation. However it will be examined

how an organisation's culture, which M. Jason Martin (2006) refer to culture as "the way we do things around here" is essential for implementing the Health and Safety legislation. An investigation will be carried out to investigate how a specific organisation in Cyprus is handling this change of the regulations and what measures and regulations are set in place to be complied. It will be identified whether the organisation focused upon, has a positive or poor health and safety culture. However, what factors affect the health and safety culture, as well as influence on safety performance. The introduction of a new legislation in an organisation falls under change management. Robert (1972) recognised that a more active involvement of the workforce in such systems was essential if self-regulation was to work. Self-regulation and the implicit need for health and safety management systems and employee involvement was incorporated into the Health and Safety at Work Act 1974 (Hughes & Ferrett, 2007, p.51).

1.2. Background

Cyprus has entered the E.U. community on 1st May 2004. Therefore Cyprus has to comply with all laws and regulations of the E.U. One such regulation is the Occupational Health and Safety regulation. The organisation mentioned throughout this project is Amdocs. Amdocs is the global leader in communications and network services solutions, is a provider of software and services for billing , customer relationship management and operational support systems (Amdocs,2012). Amdocs has more than 17,000 employees and serves customers in more than fifty countries. It focuses on Amdocs's site in Cyprus. Amdocs in Cyprus is a development centre with a staff of 370 employees. More than 200 employees are involved with the operations works of the company like the accounts and the administration, which is involved with the whole of Europe. Amdocs has always followed high standards of occupational health and safety for all employees, providing good, safe working conditions and a healthy environment. The site in Cyprus had already complied with most of the occupational health and safety regulations when Cyprus joined the European committee. Therefore since more than 370 employees were employed in the organisation, according to the law (The Health and Safety at Work etc Act 1974), a full time, qualified, health and safety officer was recruited. This shows according to the figure below that Amdocs is on the roadmap (REACTIVE)

because it is recruiting a H&S Officer to fulfil a legal obligation therefore being reactive and not proactive with H&S.

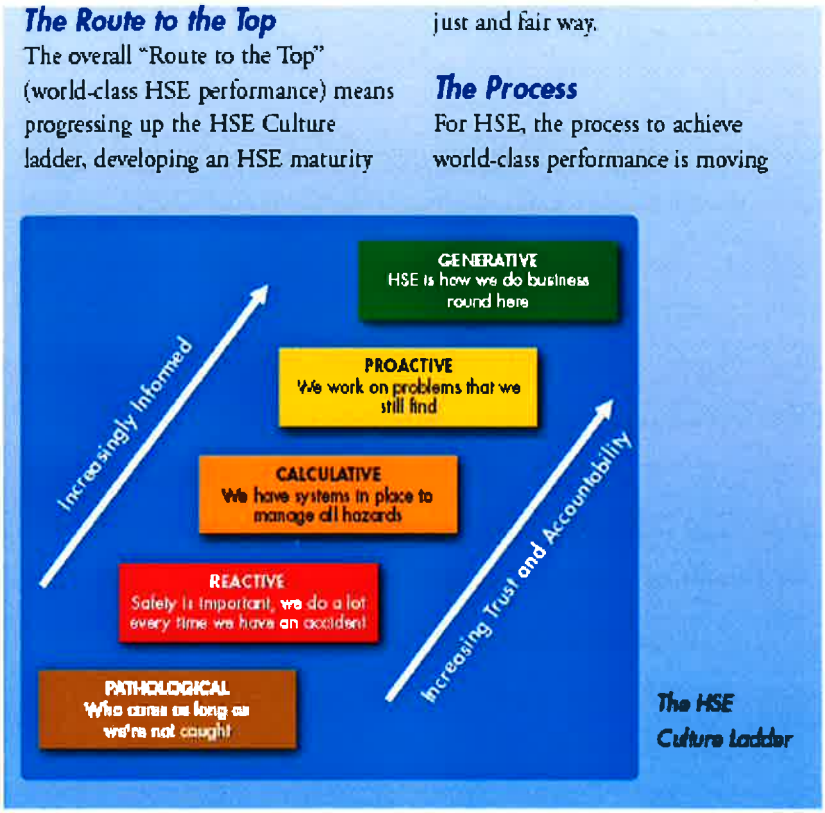

Diagram 1.2.1 (Shell International Exploration and Production B.V., 2003):
The HSE Culture Ladder allows an organisation (or a part of an organisation) to determine where it sits on a scale of improving HSE culture. Culture can be divided into five levels of development: Pathological, Reactive, Calculative, Proactive and Generative. HSE will help identify the local level and formulate organisation way forward. Once you know where you are, you will challenge your aspirations and what needs to do to achieve them.

The importance of implementing a H&S management within the site increased when their customers and the market in general, started looking for vendors and co-operators, qualifying in high standards like the Occupational Health and Safety Management Standard SI (OHSAS 18001:2007) and the Environment Management Standard SI (ISO 14001:2004). Therefore Amdocs Cyprus proceeds and implements an Occupational Health and Safety and environmental management system and is certified on both standards.

1.3 Aims & Objectives

According to Hughes and Ferrett, (2007) the measure of accident rate is an indicator of culture. A low accident incidence rate is likely to have a positive culture. The indention of this research is to analyse whether the accident rate is really an indicator of a positive culture. Therefore the health and safety management and culture of Amdocs will be inspected in order to identify what a positive health and safety management and culture stands for. On the other hand there are other indicators that lead to a poor or negative culture. These include:

- A lack of compliance with relevant health and safety law and the safety rules and procedures of the organisation.
- Poor selection procedures and management of contractors.
- Poor levels of communication, cooperation and control.
- A weak health and safety management structure.
- Either a lack or poor levels of health and safety competence.
- High insurance premiums (Hughes & Ferrett, 2007, p.50-51)

These indicators will be questioned regarding Amdocs health and safety performance and conclude whether it holds true that a low accident incidence rate is likely to have a positive culture in a company, or if the above indicators effect the health and safety culture of the company.

In addition the management of health and safety form an essential part of manager's responsibility and they should be held to account for their performance on health and safety issues. A commitment from the very top of the organisation is necessary to facilitate a successful health and safety performance(Hughes and Ferrett, 2007, p.60). The level of management regarding the implementation of this new regulation in the company will be examined. The main points considered will be:

- The leadership and commitment to health and safety throughout and at all levels of the organisation.
- The involvement of all employees in the procedures.

- How effective the communication is between managers and employees.
- Supervision and health and safety training

Health and Safety management leadership project aims to improve a company's image and that all companies need to inform every employee about all the relevant rules. Also the company needs to persuade them to follow all regulations and laws regarding health and safety. Areze & Miguel (2003) provide that 'Safety culture is deeply related with organisational culture'. my research will go beyond this statement and suggest that health and safety department is critical in any organization and the need to follow these rules is of great importance.

In the next chapters , we have the literature review which investigate the role of safety culture in a safety performance measurement , the management commitment and involvement, training and the accident rates. Also we studied the value of health and safety programmes and how important are. After the literature review is the primary research which we use questionnaires to analyze whether the accident rate is really an indicator of a positive culture and to study other indicators that lead to a poor culture. In the end of the research we concluded with summary, recommendations and conclusions.

CHAPTER 2: LITERATURE REVIEW

2.1 Health and Safety Culture

2.1.1 Definition

A number of definitions about safety culture have been developed but one that is most widely used is the one developed by the Advisory Committee on the Safety of Nuclear Installations (ACSNI) (HSE 1993): "The safety culture of an organisation is the product of individual and group values, attitudes, perceptions, competencies and patterns of behaviour that determine the commitment to, and the style and proficiency of, an organisation's health and safety management. Organisations with a positive safety culture are characterised by communications founded on mutual trust, by shared perceptions of the importance of safety and by confidence in the efficacy of preventive measures" (Gadd and Collins, 2002, p.2).

Another definition by Guldenmund is the following: "Those aspects of the organisational culture which will impact on attitudes and behaviour related to increasing or decreasing risk" (Guldenmund , 2000 cited in Gadd and Collins, 2002, p.2). The definition given by Guldenmund does not focus on the characteristics of a positive safety culture but only on the general meaning. Whereas, Hale in his definition, focuses on the features that characterise people participating in safety procedures, "the attitudes, beliefs and perceptions shared by natural groups as defining norms and values, which determine how they act and react in relation to risks and risk control systems" (Hale, 2000 cited in Gadd and Collins, 2002,p.2).

Comparing the previous two definitions with the one given by Advisory Committee on the Safety of Nuclear Installations (ACSNI) , we conclude that the latter one includes both aspects of safety culture, meaning and characteristics. There are other definitions that may vary from author to author but the main theme underlined towards health and safety culture is the proactive posture of safety (Lee and Harrison, 2000 cited in Gadd and Collins, 2002, p.2).

2.1.2 The Role of Safety Culture in Safety Performance Measurement

Measuring performance is an incorporated part of any management system that has several goals. When it comes to OH&S management systems, the safety performance measurement can provide information, help in introspection, in decision-making, and in addressing different information needs (HSE, 2001).

Measurement information maintains the operation and development of the OH&S management system and risk control by providing information on the operation of the system, identifying areas where remedial action is required, establishing continual improvement and providing feedback and motivation (Areze & Miguel, 2003, p.20).

Success results for OH&S managers are the absence of outcomes such as accidents or illness, rather than the presence. However a low accident or illness rate, even over a period of years, is no guarantee that risks are being controlled and will not lead to accidents in the future. This stands true particularly in companies where there is a low probability of accidents but where most important hazards are present (Areze & Miguel, 2003, p.22).

As for measuring the health and safety culture, there are different opinions regarding these indicators. Hughes and Ferrett (2007, p.52) provide the measure of accident rate which is called the incident rate. It is the total number of accidents divided by the number of persons employed per 1000 employees. A negative health and safety culture is an indicator of a poor health and safety performance. On the other hand Areze and Miguel (2003) support that safety culture information can be gathered through the use of questionnaires, but also talking to people to elicit facts and their experiences as well as gauging their own opinion are also important.

Zhang et al. (2002) add that culture is the existence of an acquired and developed knowledge.They define safety culture as the enduring value and priority on worker and public safety by everyone at every level of an organisation. It refers to the commitment of individuals to personal responsibility for safety; act to preserve, enhance and communicate safety concerns (Areze & Miguel, 2003, p.23).

However Steward (1994) makes it clear that health and safety should involve co-operation between management and staff. In order for them to carry out their responsibilities, they must receive suitable information and training (Steward, 1994, p.20).

"Safety culture is deeply related with organisational culture" (Areze & Miguel, 2003, p.24). An existence of such a culture presumes an organisation where people share values which affect and influence the attitudes and behaviour of its (Cooper, 2000).Thus the safety culture is a sub-dimension of its organisational culture, which influences the attitude and behaviour of the organisation members in relation to an OH&S performance (Cooper & Cotton 2000).

Risk behaviour and the acceptability of breaking safety rules can be immediately affected by the safety culture, risk perception, workers attitudes, safety concern and other organisational factors. Therefore the safety culture and workers attitude contribute significantly to the inconsistency found in workers risk behaviour in occupational settings (Rundmo, 2000).

According to Groover (2001), the risk recognition and the desired reply by its collaborators is one of the challenges that organisations face. "If the risk is not well perceived or recognised, the safety performance continuous improvement is hardly achieved" (Areze & Miguel, 2003, p.24).

Cooper (1995) provides a list of requirements in order to achieve the desired culture change in an organisation. These are commitment from senior management; setting of safety policy and objectives; delegation of authority; monitoring of the system; approving changes in the system (Cooper, 1995, p.26). However Cooper (1995) adds that to change safety culture requires a high commitment of training. "The main priority for training so far as safety is concerned is

the creation of a Safety Culture although the process of technical information will form an important part of the task" (Cooper, 1995, p.26-27).

Elements that are important components of a positive culture are leadership and commitment; relevant employee training programmes and communication and consultation procedures; systems for monitoring equipment, processes and procedures (Hughes & Ferrett, 2007). According to Hughes and Ferrett (2007) human factors is a factor that can affect health and safety culture; such as levels of supervision, health and safety information and training. Furthermore a clear and evident commitment from the most senior manager downwards, which provides a climate for safety in which management's objectives and the need for appropriate standards are communicated and in which constructive exchange of information at all levels is positively encouraged (Hughes & Ferrett, 2007). Personal factors can also affect the culture, this involves skills, and attitude, perception and motivation which can be changed and modified by suitable training or other measures (Hughes & Ferrett, 2007).

Competence of a person is also very important in health and safety management. "A person with practical and theoretical knowledge as well as sufficient experience of the particular machinery, plant or procedure involved to enable them to identify defects or weaknesses during plant and machinery examinations, and to assess their importance in relation to the strength and function of that plant and machinery" (Hughes & Ferrett, 2007, p.61).

2.2 Management Commitment and Involvement

The management of health and safety should embrace the interactions between the working environment, equipment, system and procedures, and the people within the organisation. (IOSH, 2004)

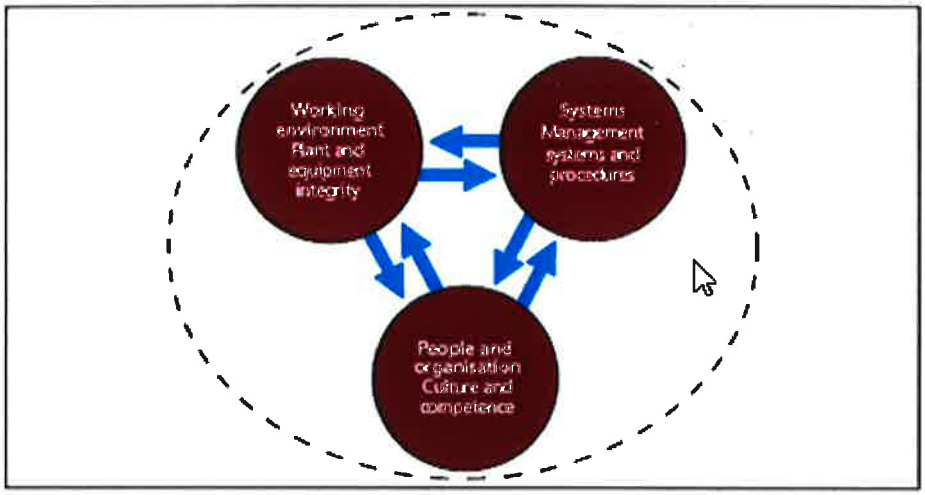

Diagram 2.2.1 (IOSH: Promoting a positive culture 2012, p2):
Occupational Health and Safety (OH&S) risk management: managing the risks associated with interactions between the working environment , the management systems, the organisation and its people.

Roughton and Mercurio (2002) argue that an effective safety culture rests on the shoulders of the management team of an organisation, regardless of the structure. Everyone in the organisation must be engaged in the effort to systematically reduce or eliminate exposure to hazardous situations. These involve management, starting from the individuals with the most authority, to front-line managers, and then all the way to the employees (Roughton & Mercurio, 2002).

Hughes and Ferrett (2007, p.54) provide the elements an organisation must have in its own positive health and safety culture and produce an environment in which it:

- Manages health and safety throughout the organisation, including setting and publication of a health and safety policy and the establishment of a health and safety organisational structure.
- There should be clear health and safety targets and standards and an effective reporting procedure for accidents and other incidents so that remedial actions may be taken
- Motivates managers within the organisation to improve health and safety performance in the workplace in a proactive rather than reactive manner.

"There needs to be commitment by the management, the promotion of health and safety standards, effective communication within the organisation, cooperation from and with the workforce and an effective and developing training programme" (Hughes & Ferrett, 2007, pp.58).

Additionally Cooper (1995) adds that in order to achieve a safety culture a progressive change in a systematic and planned manner is required. Cooper (1995) supports that this change requires: commitment from senior management; setting of safety policy and objectives; delegation of authority; monitoring of system; approving changes in the system.

Nevertheless Waring (1996) points out that an organisation's health and safety policy is set from the top regarding the board's beliefs, intentions, priorities and requirements from managers to workforce. Moreover he suggests that these should be included in a written statement with objectives and indications of main responsibilities and practical arrangements.

Yet ANSI/AIHA (2005) mention that top management is the one to direct the organisation in order to establish, implement and maintain the occupational health and safety management in compliance with the requirements and of this standards appropriate to the scale and nature of the organisation and the risks involved.

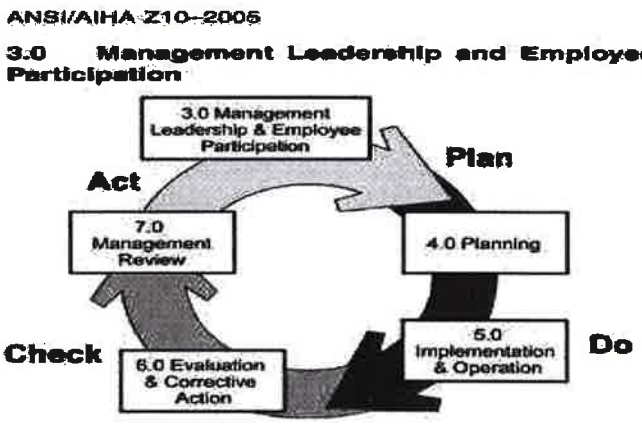

Diagram 2.2.2 (ANSI/AIHA Z9.10 ,2005, p.4):
Demonstrates that top management leadership and employee participation are crucial for a successful OHSM.

The standard declares:

- The organizations top management shall establish a documented occupational health and safety policy.
- Top management shall provide leadership and assume overall responsibility.
- The organizations shall establish and implement processes to ensure effective participation in the OHSMS by its employees at all levels (ANSI/AIHA , 2005, p.28).

Regarding employee responsibilities Hughes and Ferrett (2007) mention that in order for objectives to be accomplished, employees have to be informed of their health and safety responsibilities in their job description and during performance appraisal.

2.3 Factors Affecting Health and Safety and the Role of Training

The Health and Safety at Work etc Act 1974 require employers to provide whatever information, instruction, training and supervision as is necessary to ensure, so far as is reasonably practicable, the health and safety at work of employees. This is expanded by the Management of Health and Safety at Work Regulations 1999, which identify situations where health and safety training is particularly important (HSE, 2001, p.4) .

The requirements for training are given in Regulation 11 (1992) and are based around the situations where new or increased risks are likely to occur. Specifically on:

- Recruitment
- Transfer or on taking up new responsibilities
- The introduction of new or changed work equipment
- The introduction of new technology
- The introduction of new or changed systems of work (Cooper, 1998 , p.358)

Hughes and Ferrett (2007) state that there are personal factors that have a significant effect on health and safety. One common factor is attitude. Attitude is the tendency to behave in a particular way in certain situation. Attitudes are influenced by the prevailing health and safety culture within the organisation, the commitment of management and the experience of the individual. Hughes and Ferrett (2007) indicate that behaviour may be changed by training.

An additional factor that can lead to many accidents is human errors (Cooper, 1998, p.355). Reason (1990 cited in Cooper, 1998, p.355) comments that: "Error can only meaningfully be applied to planned actions that fail to achieve their desired consequences without the intervention of some chance or unforeseeable agency". Rasmussen (1987 cited n Coooper ,1998, p.356) describes three types of human error: those that are skill, rule or knowledge based.

Skill-based errors are those associated with slips or lapses, they are related to highly routine activities in familiar circumstances. Cooper (1998) suggests that training can be used to in still safe practices into habituated work routines. On the other hand Hughes and Ferrett (2007) argue that they are not related to levels of training, experience or motivation and they can usually be reduced by re-designing the job or equipment minimizing distractions.

Rule-based errors are related to the misapplication or inappropriate use of rules and procedures. Regarding this type of error both Cooper (1998) and Hughes and Ferrett (2007) agree that training in providing individuals with a set of safe rules is crucial and can reduce these errors.

Knowledge-based errors occur when well-tried methods or calculations rules are used inappropriately. Once more both authors Cooper(1998) and Hughes and Ferrett (2007) agree that training offers the opportunity to miss out the experimentation phase by guiding the trainee to correct models of situations, based on others experiences.

2.4 Training and Low Accident Rates

A number of studies (Zohar, 1980; Cohen et al., 1975; Smith et al., 1978; Pfeiffer et al., 1976) have shown that effective safety training both builds and improves the safety culture, and is a prominent factor in low accident companies (Cooper & Cotton, 2000, p.482).

However Cox (1988, cited in Cooper & Cotton, 2002, p.482) comments that `` . . . many training programmes are simply reactive and are instituted as a `fire fighting' response to a particular problem or crisis identified elsewhere in the organisation". In the extreme, an absence of effective training can lead to serious catastrophes with major loss of life (Cooper & Cotton, 2000, p. 482).

Cooper and Cotton (2000) quote that key to enabling people to take action to prevent, avoid and mitigate hazards is risk perception. Risk perception is defined as "... the understanding of the nature of the risks in the working environment" (Cooper & Cotton, 2000, p. 482).

Hale and Glendon (1987) observe that in order to influence individuals in the control of hazards, efforts must be concentrated on the individuals' perceptions of risk rather than on the probability of risk (Cooper & Cotton, 2000). Moreover Weinstein (1987, cited in Cooper & Cotton, 2000, p.482) also sees self-perception of risk as being the most critical aspect but acknowledges it is difficult to achieve.

However incorrect risk perception can lead to a failure to act or to take the wrong or incomplete action to prevent, avoid and mitigate hazards. Risk perception is also important in the control of violations (deliberate non-compliances with systems and procedures). The decision to commit a violation is often derived from a conscious decision which balances the perceived risks against the perceived benefits (HSE, 1995, p.32). Also action taken to heighten individuals' risk perception in one area may produce the additional benefit of better risk perception in general (HSE, 1995, p.33).

Hughes and Ferrett (2007) suggest that it is important that all level of management receive health and safety training. Not only will this keep everybody informed of health and safety legal requirements, accident prevention techniques and changes in law, but also encourage everybody to monitor health and safety standards during visits or tours of the organisation.

Training is a vital part of any health and safety programmes and needs to be constantly reviewed and updated. Additional training courses may be needed when there is a major reorganisation, a series of similar accidents or incidents or a change n equipment process. Nevertheless the methods used to deliver training must be continually monitored to ensure that they are effective (Hughes and Ferrett, 2007, p.64).

On the other hand Cooper (1995) concludes that it is difficult, if not impossible, to link any improvement in accident statistics to the effects of safety training. "It is, after all, well-established that it is extremely difficult to prove that a safety-orientated intervention in the work process has directly led to improved accident rates"(Cooper & Cotton, 2000, p.483).

Moreover Cooper (1998) adds that using accident data alone as a measure of safety performance has many drawbacks and inadequacies. He argues that linking the effectiveness of health and safety training to accident statistics is oversimplifying the role of training in the complexities of accident causation. Cooper (1998) does not support the statement which implies that by providing twice the training activity will produce a halving in accident statistics. "Under-reporting or inaccurate reporting of accidents will also invalidate the link between accident statistics and training. However, seen alongside other initiatives, training can be seen as one contribution to the measurement of safety performance" (Cooper, 1998, p.357).

2.5 The Value of Health and Safety Programmes

We can identify the workforce of a company as the company's most important investment. Therefore protection of this investment is very important, which is also why so much attention has been paid to the health and safety of people at work.

'Organisational learning' is an important aspect to promote a positive health and safety culture. Organisational learning is defined as the process of involvement of personnel who learn to change their way of thinking and acting as a result of shared experience and addressing shared problems (IOSH, 2012, p.4).

Mutual trust and confidence between management and workforce are essential for the development of a strong health and safety culture, and it is vital that managers at all levels accept that health and safety is a line management responsibility (IOSH, 2012, p.4).

IOSH (2012, p.4) presents a 'maturity' model for culture. It provides a framework to assist in the selection and implementation of behavioural interventions that are most appropriate to an organisation. The five stages of this module are shown in the figure below.

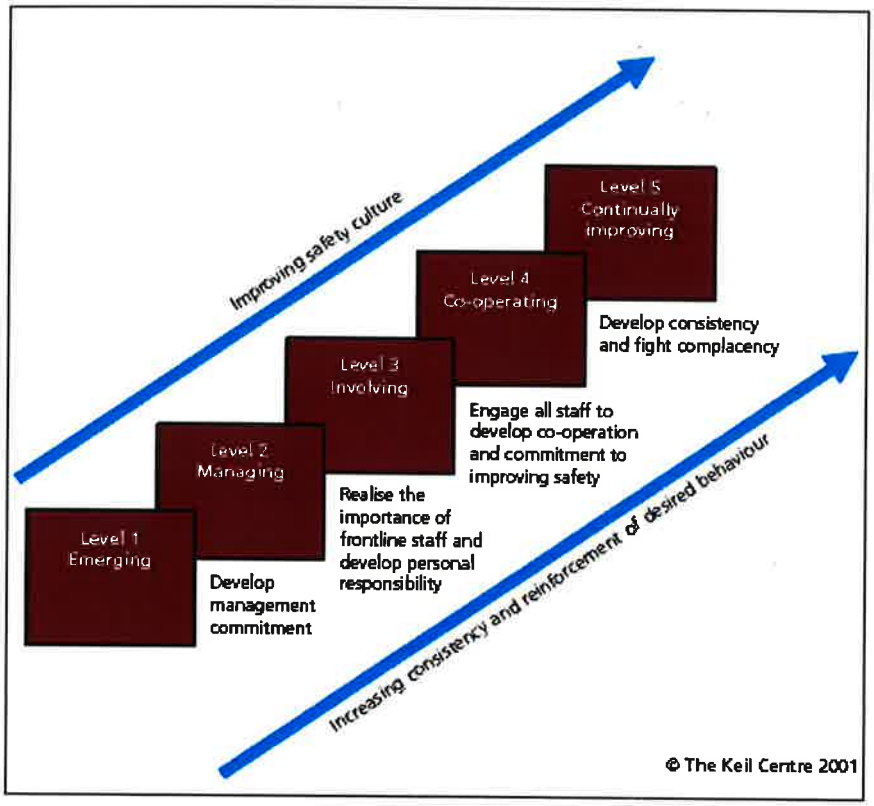

Figure 2 Safety Culture Maturity®* model

*Safety Culture Maturity is a Registered Trademark of The Keil Centre Ltd.

Diagram 2.5.1 Five stages of maturity model (IOSH, 2012, p.5):
Emerging, Managing, Involving, Co-operating and Continually improving.

Miller (1995) supports that occupational health services can help improve productivity. This can be achieved through identifying and quantifying the costs associated with sickness absence, accidents, occupational disease and occupational ill health. It can also be achieved by quantifying the costs of litigation arising from employers' liability claims (Miller, 1995, p.16).

Additionally Miller (1995, p.16) presents a recent Health and Safety Executive (HSE) survey which estimated the real cost of personal injury, work accidents and work related ill health to be 5-10 per cent of UK public companies' gross trading profits, averaging £170-£360 per person employed per annum. In reviewing self-reported days off work in this same survey, it was noted that the greatest number of days recorded were related to stress/ depression, musculo-skeletal conditions and upper limb disorder.

Miller (1995, p.16) however, implies that all of these conditions can be addressed in the workplace by occupational health services and, in many instances; the time off work can be reduced.

An additional CBI (Confederation of British Industry) survey from Miller, showed that the cost of sickness absence was £13 million per annum, with £5.3 million being due to stress or mental disorders. The HSE has suggested that 80 million working days are lost each year because of mental ill-health, although it is recognized that this is a conservative estimate since the real cause of absence may not be disclosed (Miller, 1995, p.16).

The field of workplace health management is based on the premise that healthier people are better employees. There are obvious gains to the individual as well as gains to the organisation. Everyone wins when people are as healthy as they can be (Edington and Schultz, 2008, p.1).

Edington and Schultz present the following figure which displays the above concept.

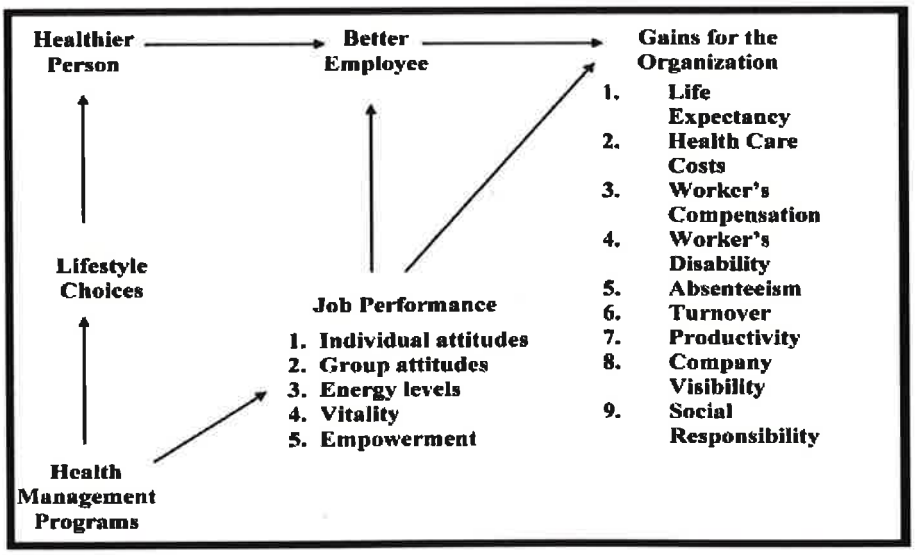

Diagram 2.5.2 The total value of health (Edington and Schultz ,2008, p.2):
Healthy people are better employees.

However Edington's and Schultz's (2008) study has shown that workers' compensation costs represent a large cost. Some of the injuries and illnesses covered by workers' compensation

may be related to health behaviors of individuals. Additionally many studies have combined measures of presenteeism and absenteeism to assess the association between health risks and a total measure of productivity. The outcome of these studies found that as the overall number of health risks increased, so did the likelihood of not meeting the on-the-job productivity standard. Scattered absences and short-term disability absences also increased with increasing numbers of health risks. Some health risks showed a greater association with absenteeism while others were more likely to be associated with presenteeism (Edington and Schultz, 2008, p.3).

ILO (2003, p.16) have undertaken a research based on compensated diseases and related costs. This research has identified musculo-skeletal disorders as the biggest item in compensation costs. Due to these diseases long absences from work are caused and therefore become a major financial burden on society.

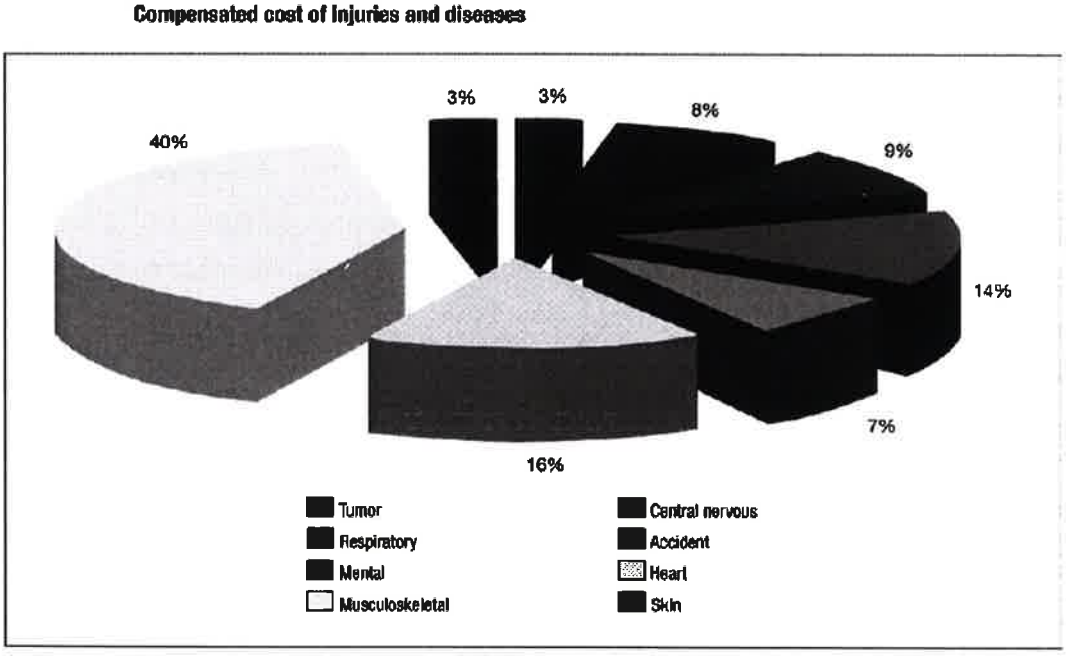

Diagram 2.5.3 (ILO ,2003, p.16) : Compensaled cost of injuries and diseases.

Apart from compensation payments ILO (2003) identify further costs that are due in part to work related accidents and diseases. These include early retirements and absenteeism. About

40% of all retirements before the statutory age are caused by disability. This has as a consequence to shorten working life by about five years which is equivalent to 14% of the lifetime working capacity of the employed labour force. What's more an average of 5% of the workforce is absent from work every day.

ILO (2003) suggests that the safest-working countries also have the best competitiveness ratings. The ILO plotted selected IMD (International Institute for Management Development) competitiveness rankings in 2002 against the ILO's own occupational health and safety rankings. The results are set out in the below figure.

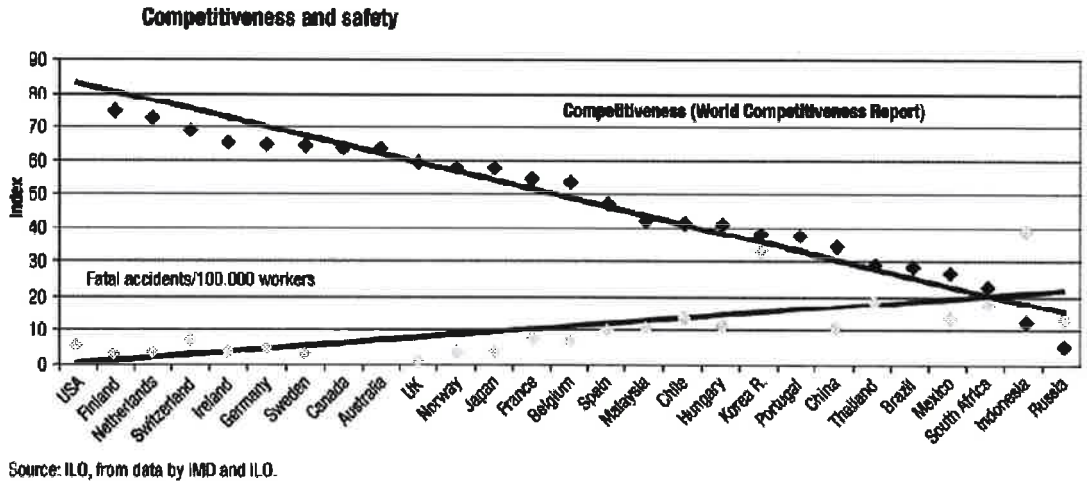

Diagram 2.5.4 Competitiveness and safety (ILO, 2003, p.17) : It indicates a strong link between high safety and high competitiveness.

Consequently a poor health and safety does have an impact on a company's bottom line. A few of the consequences include:

- Higher absenteeism and more downtime, leading to loss of productivity, underutilization of expensive production plant and a possible decrease in economies of scale.
- Low morale, leading to loss of productivity.
- Loss of skilled, experienced employees, plus the loss of the company's investment in their training.
- Difficulty in recruiting high-quality employees.

- Payment of compensation and/or damages to injured or sick workers or to the dependents of workers killed. Associated legal costs.
- Payment of danger bonuses.
- Higher insurance premiums.
- Material damage to equipment and premises, due to incidents and accidents.
- Fines.
- Disputes with trade unions, public authorities and/or local residents.
- Loss of image.
- Loss of custom
- In high-profile cases, complete or partial loss of the "licence to operate". (ILO, 2003, p.24)

Certainly the direct costs to business are very high. According to the European Agency for Safety and Health At Work, "besides the human suffering, these accidents have a strong economic impact on business, as 150 million workdays are lost and the insurance costs to be borne by industry add up to €20 billion" (ILO, 2003,p.18).

Hughes and Ferrett (2007, p.562) also outline a number of benefits offered by occupational health and safety management systems. The principal ones of which are:

- It is much easier to achieve and demonstrate legal compliance.
- It enables significant health and safety risks to be addressed in a systematic manner.
- It can be used to show legal compliance with terms such as 'practicable'.
- It indicated that the organisation is prepared for an emergency.
- It illustrates that there is a genuine commitment to health and safety throughout the organisation (Hughes and Ferrett ,2007, p.562)

However Hughes and Ferrett (2007) add that several problems associated with occupational health and safety management systems may rise when the arrangements and procedures are not apparent at the workplace level; a lack of understanding by supervisors and the workforce leading to a poor system implementation; a reduction in the resources and effort applied to health and safety and the performance review is not implemented seriously thus causing cynicism throughout the organisation.

2.6 Methodology

As we already mention the research focus on the positive health and safety culture of Amdocs organization and how that influences a successful health and safety management. .The intention of the research was to analyze whether the accident rate is really an indicator of a positive culture and to investigate other indicators that lead to a poor or negative culture.

To carry out the investigation we use the questionnaire seen in Appendix. The choice of the questions was the appropriate to take into account for the Healthy and Safe Environment, the staff Knowledge of H&S, accidents and diseases, Company's acknowledgement for a replacement due to health problems, Workforce Involvement, Training and H&S Importance. The employees answered the questionnaire during an interview session with me.

There were three different kinds of questionnaires, addressed each to a different group of employees. First, a questionnaire given to the Health and Safety department manager, Second, a questionnaire given to the managers, and last a questionnaire answered by the rest of employees. At this point we have to comment on the quantity and quality of our research. The variety of the questionnaires and of the employees answering them proves the high quality of the results. Also, we note that the quantity factor was also in high standard. Amdocs currently employs 200 operational people which 30 of them are mangers. 20% of operational people and 20% of managers interviewed with the questionnaires. To be more specific 20 operational employees, 6 managers and the health and safety officer of the organisation were interviewed.

Each and every question was picked after a long investigation, in order for the results to be useful and meaningful. Firstly, we wanted to focus in certain categories of interest as we already mention them above and narrow our research to these categories. Secondly, we gave the relevant importance to the division of employees into categories according to their job description. Thirdly, we matched the question's categories with the employee's categories and conducted the interviews. With this method we made sure that each and every employee had given us the information we needed.

Major role of our research is to know if health and safety department in Amdocs was successful and has given any benefits to their employees. A very important question is if the department followed all the safety rules and laws, and if there is a lack of compliance between them. Furthermore in such big work environment like Amdocs, employees should be informed for all the relevant rules. Therefore we asked a lot of questions regarding employees knowledge, involvement and commitment in health and safety. If they had any trainings, mails, and sessions regarding rules and if they faced any significant accident. As we already mentioned, we had three types of questionnaires, all the questions were similar and we changed them according the level of people were interviewed.

The qualitative and quantitative effect of the questionnaire gave rise to very useful results. This was the main advantage of our research. The supervisors and managers found the questionnaire very interesting and addressed the questions with care and will to help. On the other hand there were some objective disadvantages. There were some employees that did not pay the required attention to the questions with the result of the answers being rushed and incomplete. Moreover a few employees denied taking the interview as they thought it was a waste of their time. Here we need to add that we didn't had any restrictions as Amdocs gave us approval to ask any questions we need for the research to employees.

CHAPTER 3 : PRIMARY RESEARCH

INTERVIEWS PRIMARY REASERCH

A research has been carried out to identify whether a company includes health and safety as an important aspect in order to run a successful business. The company where the investigation took place is Amdocs site in Cyprus. Qualifications verify that Amdocs qualifies in high standards like the OHSAS 18001:2007 and the ISO 14001:2004. Therefore Amdocs Cyprus proceeds and implements an Occupational Health and Safety and environmental management system and is certified on both standards.

In order to identify the health and safety culture of Amdocs employees; how committed the management is to supporting health and safety and how involved it is; how involved the workforce is in health and safety; if the management considers health and safety training important and the effectiveness of a successful health and safety, interviews of Amdocs employees were conducted.

The number of employees interviewed represents the 20% of Amdocs workforce. Moreover an additional 20% of managers were interviewed as well as the health and safety officer of the organisation (appendix for questions).

The general impression which the employees emphasized reveals that they have the necessary knowledge regarding health and safety at their workplace. However not all of them find health and safety as important as others. The managers are very pleased with the level of H&S in the company but believe there is always space for improvement.

Healthy and Safe Environment

When employees were asked if they enjoy working at Amdocs and if they feel that they work in a pleasant and healthy environment, 80% of those interviewed answered that they do enjoy their work and feel that they work in a pleasant and healthy up to standard environment. On the other hand the remaining 20% of those interviewed, answered that they do not enjoy their job, due to the pressure and stress that are required of them to cope with everyday. They added that there is too much work to confront each day and is sometimes the identical type of work

which makes it unpleasant to them. Moreover they felt that they cannot change the environment they work in, since they stay in the same position throughout the day.

However all employees felt that they work in a healthy and safe environment. They moreover stated that the company does provide them with all necessary equipment for everyday needs.

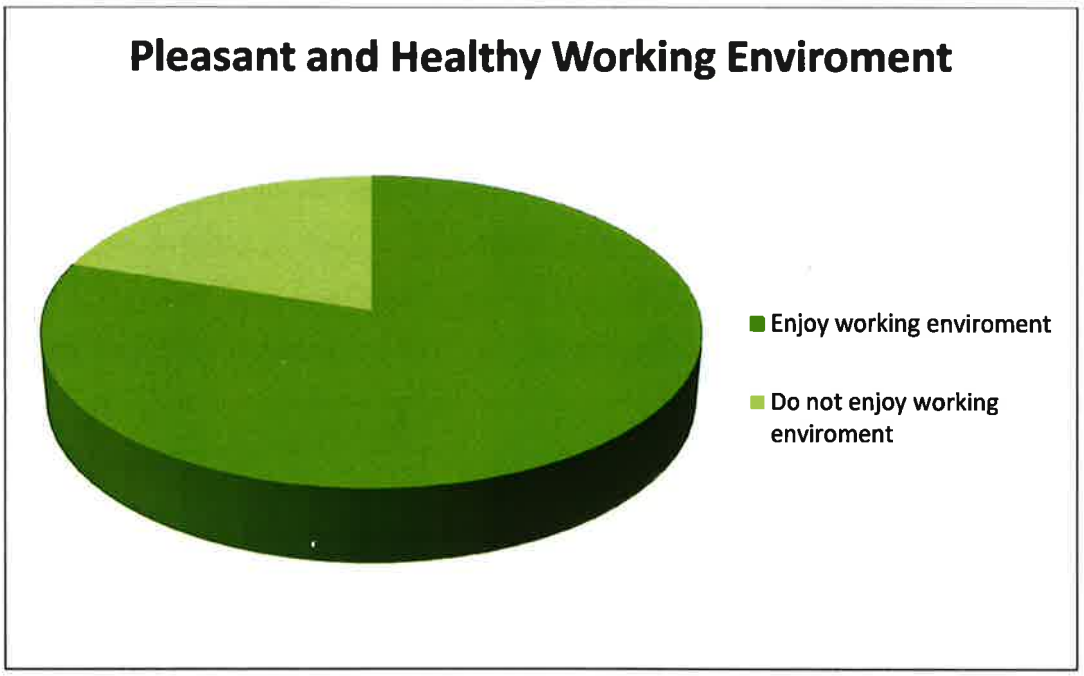

Chart 3.1: Pleasant and Healthy Working Environment

Knowledge of H&S

In order to examine employee's knowledge about safety, they were asked if they are aware about the procedures in the event of a fire. All employees answered positively to this question, mentioning that every 6 months the company performs fire drills that provide all employees with the necessary information of how to act in the event of a fire. In spite of this when employees were asked if they are familiar with using a fire extinguisher their answers varied. 30% of the interviewees knew how to use a fire extinguisher from their own personal knowledge. The remaining 70% mentioned that they are not aware of how to use a fire extinguisher and that they were not trained. However 30% of those who answered that they are not aware of how to use a fire extinguisher mentioned that they were shown how to use one,

during the fire drills, and believe that if they were forced to use one in the event of a fire, they would be able to.

With this information it is identified that not all employees gave their full attention during the fire drill and did not realize the importance of knowing how to use a fire extinguisher in the event of a fire. Then again the fault could be given to the management of these training courses and perhaps not giving their full attention to all employees of the company.

Going further than the knowledge of using a fire extinguisher, the Budget Controller mentioned that her knowledge for H&S is substantial because she is involved in leading the project for Amdocs to comply with health and safety regulations. The same stands for the Global Services Sites Liaison for Europe and South Africa and the Maintenance facilities Supervisor, who are also involved in the process of OHSAS 18001:2007 and the ISO 14001:2004 for Cyprus and Europe. Moreover they take part in inspections and audits, keep records of procedures and complete forms in the occasion of any accidents.

It is identified here that the difference in status is a significant difference in the knowledge each employee carries. The H&S officer supported that the knowledge regarding H&S of each employee differs with each employee's involvement in H&S management. Furthermore he quoted: "the higher in position an employee is, the more aware he needs to be about the H&S of the company".

Accidents

The accident/incident rate at Amdocs was exceptionally low. This was confirmed by the H&s officer, and managing director of the company who quoted that their logo is zero harm for their employees. The H&S officer mentioned that the low incident rate is owing to the right management of the H&S department being able to identify possible hazards and preventing them to happen.

When employees were questioned if they ever experienced an accident, all apart from one person answered that they never had an accident at work. Except for one employee who mentioned she slipped from the staircase during working hours. Fortunately no injuries were

caused, but this incident was never mentioned to anyone. Since the employee considered her injuries to be minor she did not consider it important to mention it to any superior or the health and safety officer, not even to prevent a further similar accident to her self or other colleagues. This illustrates that the health and safety culture of the organisation which influences attitude and behaviour of its members is not as proactive as necessary.

H&S Culture

To investigate the H&S culture of employees further, employees were asked how they would react if they noticed a harmful object either to them or their colleagues in their workplace. 90% of the interviewees answered that if they are able to remove the object themselves, they would do so, or if that was impossible they would contact the maintenance facility supervisor or the health and safety officer. The additional 10% of the interviewees also answered that if they were able to remove the object they would do so, but if that was impossible they would inform their immediate manager. The difference of this 10% was that they were all foreigners and could not speak the Greek language. When they were asked why they would approach their immediate manager and not the appropriate person, they answered that due to not speaking the Greek language they found it much easier to approach their manager and inform them of the problem. This identifies an issue in communication between the staff of the company. Although all of the employees can speak the English language, most of the employees in the health and safety department are from Cyprus and therefore use the Greek language more often. This shows that it affects the foreigners in a way that they don't feel comfortable enough to communicate with the appropriate people other than their immediate manager.

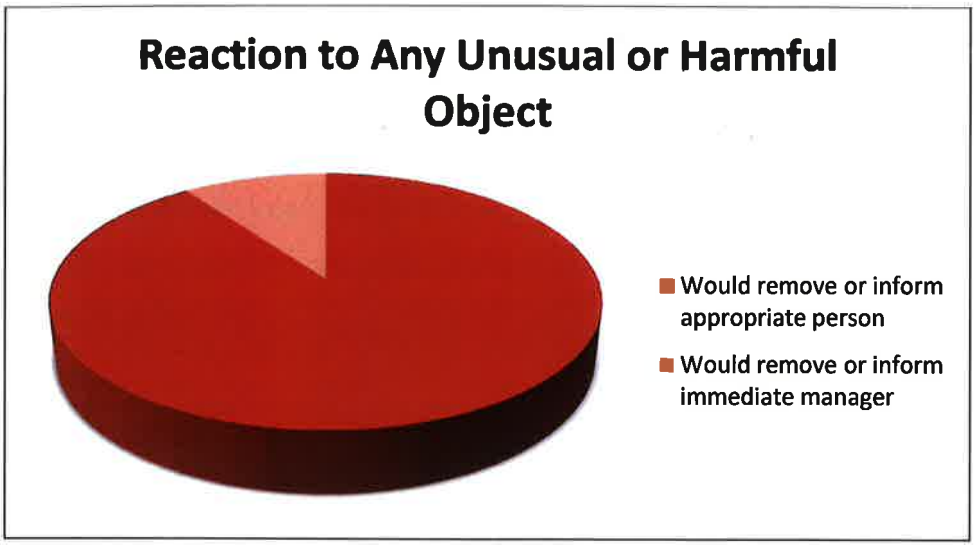

Chart 3.2 : Reaction to Any Unusual or Harmful Object

The Managing Director of the company stated that the responsibility of the employees is to immediately report any unusual and possibly harmful objects. They are not expected to deal or solve any problem themselves, but only to follow procedures and report to the appropriate person.

In contrast the Global Services Sites Liaison revealed that he considers cooperation from employees to be at a low level. Since employees are more focused on their tasks and the H&S part of their working environment is not taken seriously. It was also stated that the multinational culture in Amdocs is to blame; employees come from different parts of Europe and Asia. He quoted: "How important H&S for each individual is, is affected by external factors like the country each individual comes from and the culture they carry with them."

The H&S officer added that he believes the cooperation from employees is normal, apart from a few exceptions. He mentioned smoking as a regulation that some employee do not follow, by smoking into prohibited areas that may danger themselves or other colleagues. However, he stated that employees have mentioned in the pass about possible hazards to the H&S department supporting in that way the H&S in Amdocs.

Stressful Environment

In addition to mentioning that Amdocs is a safe workplace for employees, 30% of the employees referred to Amdocs as a stressful business. Furthermore all employees were asked if they feel stressed and pressured with their workload. 80% of them answered that they do find the workload very stressful and feel pressured by time. However the remaining 20% replied that they sometimes feel stressed and pressured but not always.

Chart 3.3: Feeling Stressed and Pressured from Workload

All employees were then asked whether stress and pressure affects their productivity and performance and in what way. 60% of the employees revealed that pressure often affects their productivity and performance in a negative way, and as a result they felt the need to take some time off work to relax. Therefore it is identified here that one reason of absence of 60% of the employees would be due to stress and pressure. The 40% residual of the employees stated that stress and pressure affects their performance and their productivity in a positive way. It forces them to work and produce more in less time. When these people were asked if they take time off due to stress, they mentioned that they take time off when they feel that they would like a holiday, but stress does not force them to leave work to relax.

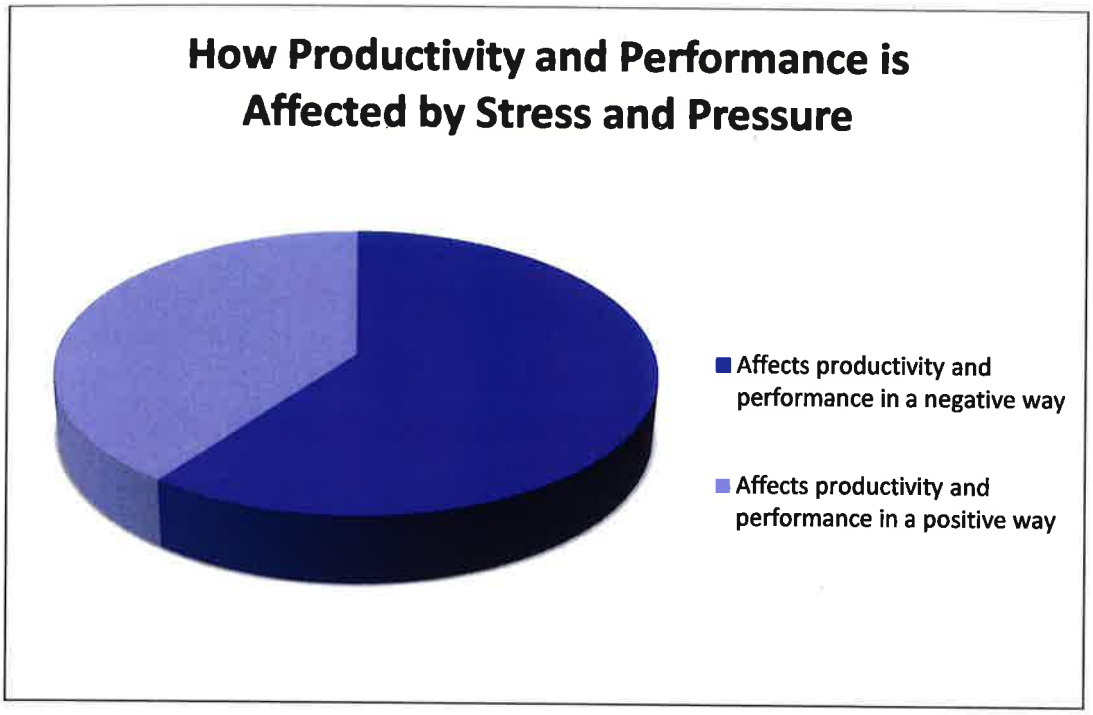

Chart 3.4 : How Productivity and Performance is Affected by Stress and Pressure

However the Managing Director of Amdocs declared that the nature of the business of Amdocs is not stressful, but it is the IT industry in general. He quoted: "The customers are very demanding and there are plenty of deadlines, however the employees have quite flexible working schedule and are free to manage the working time, providing they will meet the deadline set by their manager to meet customers' demands".

Conversely, the H&S officer stated that employees are permitted to talk to their line manager and mention any problems they may face, such as stress, and deal with the problem with the relevant solutions.

Musculo-Skeletal Diseases

It was also examined whether Amdocs's employees ever suffered from musculo-skeletal diseases, or even eye problems from using the computer for long hours. A percentage of 40% answered that they never suffered from musculo-skeletal diseases, any kind of back pains, or eye problems that were related to equipment used in the workplace. Nonetheless the remaining 60% reveal that they have suffered from back pains and others from eye problems.

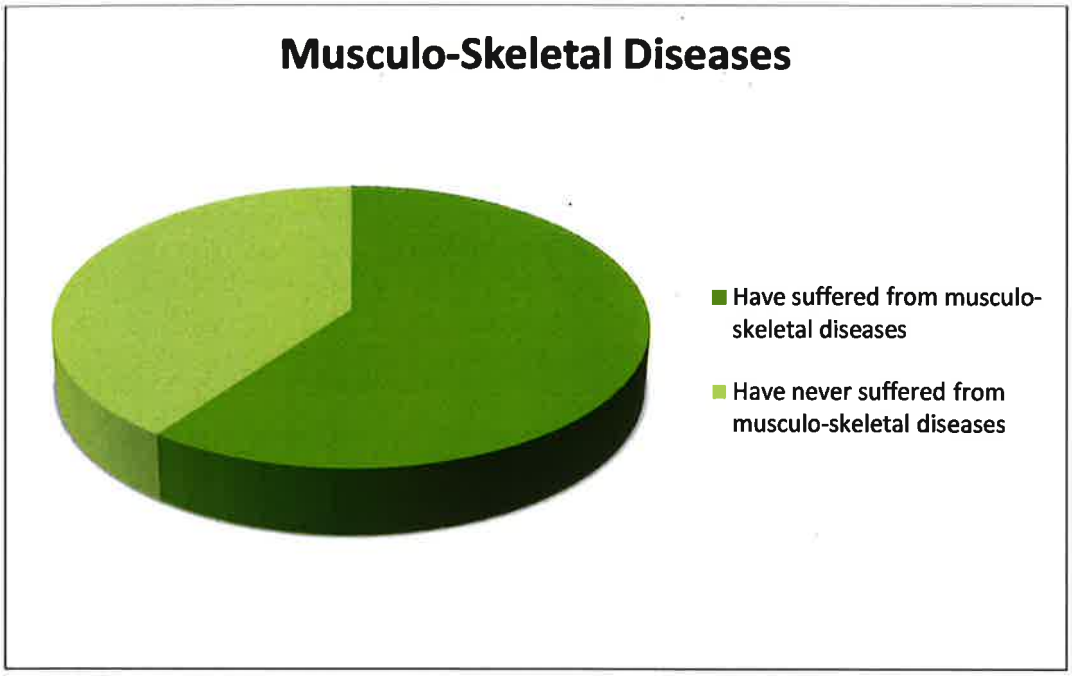

Chart 3.5: Musculo-Skeletal Diseases

From the 60% of those who answered that they have suffered from back pains, were also questioned whether they have complained/mentioned this to the company and if they have had the relevant response from the company. 20% of these employees mentioned that they have informed the company about their back pains and the company was very helpful by replacing their chairs to a more appropriate chair. One person was pregnant at the time she requested a new chair. The remaining 80% of those employees who suffered from back pains mentioned that they have not informed the company of their problem. They have however visited a doctor and treated it differently. Moreover one person added that she had purchased a special pillow to use when seated at her office chair as she felt that it would solve her problem promptly and effectively rather than inform the company.

Chart 3.6 : Reactions of employees who suffered from musculo-skeletal diseases

Additionally, the employees were asked if they believe that the company would help them if they had any problems with their office equipment either chairs or desktops. 60% answered that they believe the company would help and acknowledge for a replacement due to health problems, and the remaining 40% answered that they didn't believe they would. The reason for this is because there are only two types of chairs available and the most appropriate ones are given to pregnant women.

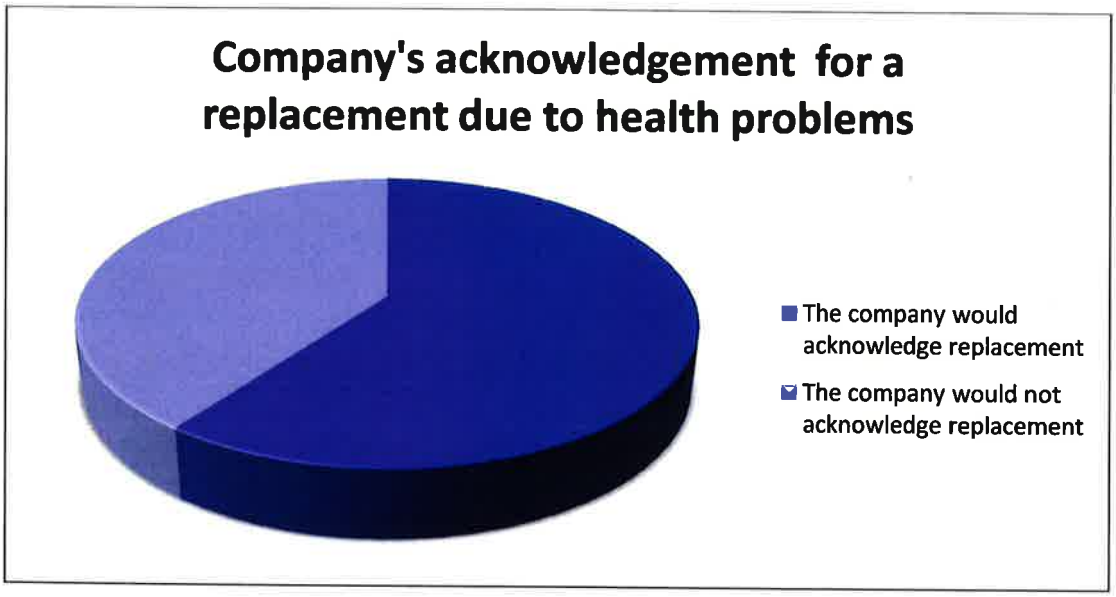

Chart 3.7 : Company's acknowledgement for a replacement due to a health problems

The HR Specialist added that they run up a survey of ergonomic equipment and also ask question regarding stress, but as she quoted: "We can only help employees who ask for our help".

On the other hand the H&S officer stated that the company does not display all the equipment that could be offered to employees. Although he quoted: "If an employee faces a serious problem in the workplace, then the company will do everything possible to assist him".

Workforce Involvement

The following question asked to employees was if they are involved in any way in the health and safety management of the company. All employees answered that they were asked to volunteer and if they wished to be involved in the health and safety committee of the company. However 70% of the employees answered that they did not want to be involved in the health and safety management of their company due to the work load they already have and believe they do not have enough time to be involved in something further than their job.

The remaining 30% is involved in the process and management of H&S. A few were involved in internal audits and others were floor leaders in the event of a fire. The difference with the remaining employees was again the position they held in the company and therefore had more knowledge and responsibilities regarding H&S.

The H&S manager mentioned that in the H&S committee there are also employees as members who volunteered to represent their department. These employees are trained to perform internal inspections.

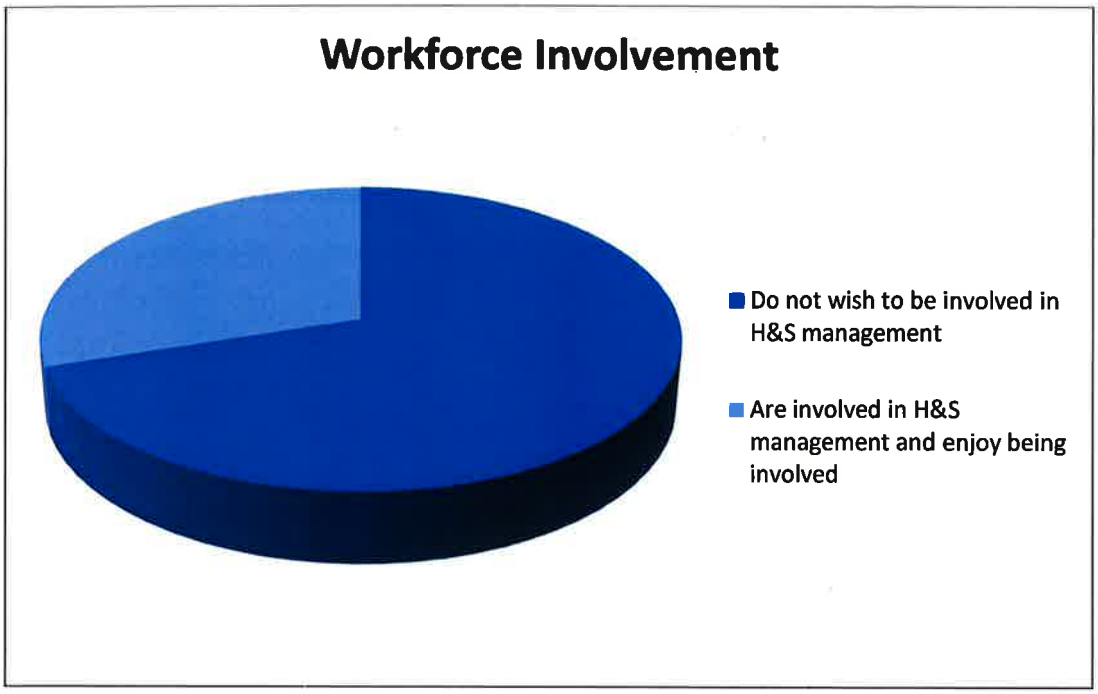

Chart 3.8 : Workforce Involvement

Finally the employees were asked how they are informed about the company regarding health and safety. The employees here declared that they are informed through emails about any health and safety matters of the company. Additionally the 60% of them also added that they are also information on the notice boards of each floor. Nevertheless, the remaining 40% revealed that they have not noticed anything regarding health and safety on the notice board, or wasn't aware that information was available on the notice boards.

Moreover, employees were questioned if they read the emails the company sends to them. 40% of the employees answered that they read the emails insensitively. However, the other 60% of the employees revealed that most of the time they ignore any emails from the health and safety department or from the HR department asking them about their health in the company. The reason for this action was that they have a lot of work and little time to complete their work, therefore reading the long emails for health and safety and completing questionnaires is wasting their time. This indicates that employees do not consider health and safety an important aspect at their workplace and ignore any information the company provides them with, that could help them prevent accidents.

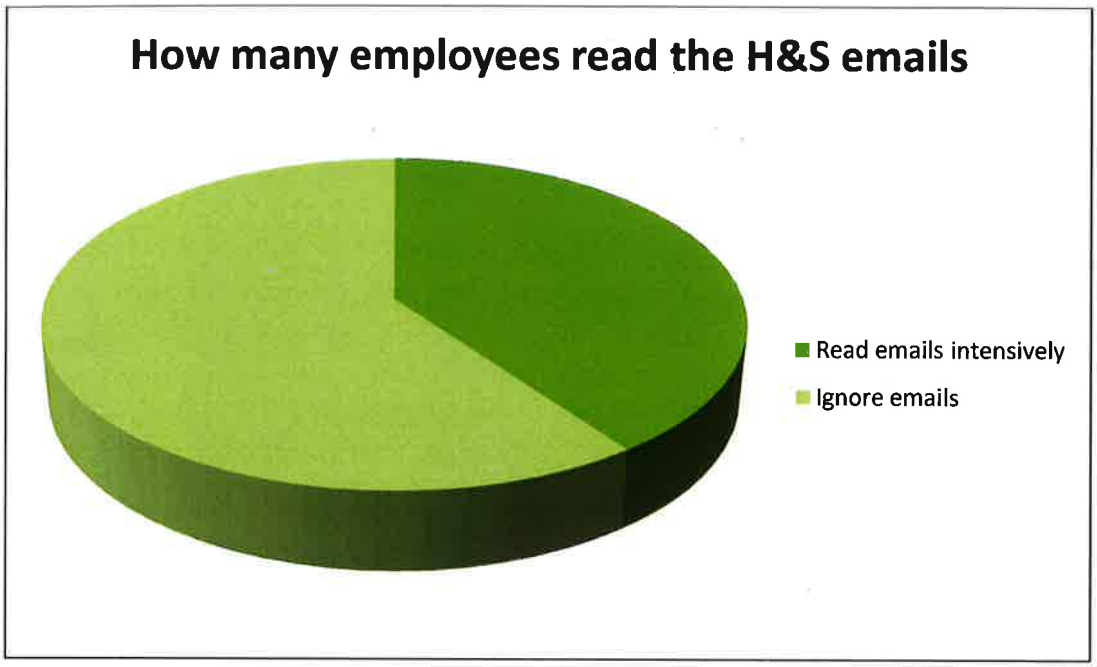

Chart 3.9 : How many employees read the H&S emails

However the HR Specialist mentioned that employees are involved in the process since they do get some replies from the emails. There were cases were employees asked different questions or even offered suggestions to the H&S department.

The H&S officer revealed that he is aware of a small percentage of employees who for personal reasons choose not to read emails, or information on notice boards. On the other hand he indicated that the H&S management attempts to prevent any accidents from happening without any cooperation necessary from the employees. Moreover their aim is to make employees as involved as possible.

Training Importance

Managers were questioned about how important they consider training employees about H&S at all levels is. The HR Specialist mentioned that employees on recruitment are given an induction on H&S processes and procedures. Moreover, they are given instructions on the correct way to sit on their chairs.

However, the Maintenance facility Supervisor mentioned that although training is very important, in Amdocs there are no dangerous equipment used that could really cause damage to employees.

The Global Services Sites Liaison who is involved in inspections supports that there are minor risks in their environment and have never had accidents. Therefore training was never necessary.

The Managing Director of Amdocs quoted: "It is not possible to train all employees in the company regarding H&S, and there is no need to do so. We have assigned employees with responsibilities and full training is offered to those employees."

Furthermore the H&S officer added that all employees are trained up to the necessary level of H&S. Additionally once a year a trainer is employed to train the appropriate people, such as leaders in the events of fires. He supports that it is helpful for all employees to be trained, but given that there is a cost related to training for the company, specific training is requiring only to the appropriate people.

Importance of H&S

However, employees did indicate that they consider health and safety in their workplace important as well as for their safety, the company's image and its attractiveness to future employees. One employee also quoted: "Only healthy employees can be productive".

The HR Director also added that employees spend more time in their workplace therefore they need to feel that they work in a safe and healthy environment.

Moreover all managers mentioned that it was requested from their customers and partners that Amdocs complies with the relevant laws of OHSAS 18001:2007 and the ISO 14001:2004. They added that H&S was important to them to keep their customers satisfied and meet the demanding standards.

The Managing Director of Amdocs quoted: "It is not only a matter of trend around Europe, but it's a matter of real concern about the health of our employees at their working environment and their safety. However it is very important to keep safe the company's property and the customer's products that are stored in our databases."

Finally the H&S officer added: "It is very important to protect all our employees at all levels, given that we have the responsibility to protect them".

CHAPTER 4: DISCUSSION

4.1. Summary

It has been clearly acknowledged from this research and from Amdocs employees interviews how important occupational health and safety is to organisations. There are different ways to measure how successful occupational management is to an organisation and how positive the health and safety culture is. One such way was the incident rate, which does not always stand true in small organisation, such as Amdocs cite in Cyprus.

The findings from the literature review by various authors such as Areze and Miguel (2003), Steward (1994), Cooper (2000) and Hughes and Ferrett (2007) have recognised health and safety culture to be a very important aspect in order to achieve a successful occupational health and safety management. Safety culture has an enduring value and can offer knowledge to all workers at all levels of an organisation. It is the culture that will make each individual committed to personal responsibility for safety. Each organisation has the responsibility to attempt to continuously improve the safety culture of their employees.

An effective safety culture rests on the shoulders of the management team of the organisation. A systematic framework is needed so that policy, objectives, strategy, planning, resourcing, risk assessments, implementation, monitoring and measuring performance, audits and reviews can be undertaken consistently.

Organisational learning is a significant part that will assist in promoting a positive health and safety culture. With this process of involving employees, positive outcomes will follow. Employees always support and participate in an effort in which they are involved.

Training can also ensure the knowledge to employees that will lead to a positive health and safety culture. However although training cannot guarantee that the organisation will operate with no accident or incidents, it does reduce the chance of any undesired events happening. It definitely aids to reduce the risk of harm to people, as well as the rule and knowledge based errors.

4.2. Recommendations

After concluding the research regarding health and safety within Amdocs, it was identified that Amdocs carries an exceptionally high level for health and safety. The company follows all regulations and laws regarding health and safety in the company and is moreover able to comply with the relevant laws.

It was moreover recognised that Amdocs is concerned for its workforce as well as the products that are held in the company for customers. Therefore health and safety is regarded as vital for Amdocs. Objectives, goals and policy are clearly stated to the workforce in the organisation. Amdocs is additionally successful in involving the workforce in the health and safety management with the committees that are formed.

Conversely, although Amdocs has successfully implemented laws and regulations of health and safety management and has achieved an exceptionally low accident/incident rate, the health and safety culture of the workforce is not acknowledged as highly positive.

Even though Amdocs is not an organisation that has major risks to confront, minor risks that can be caused by human errors can cause accidents/incidents that can equally harm employees as well as property of the company. These human errors can possible be prevented with the relevant management.

As established in the literature review by various authors such as Cooper (1998), Hughes and Ferrett (2007), Cooper and Cotton (2000) and Cox (1988), training has a crucial importance that will lead to a positive health and safety culture. Amdocs does not offer the same level of training to the entire workforce. Research has shown that training the workforce will reduce accidents and incidents in the working environment. Thus Amdocs should consider investing in training the entire workforce further in order to improve their knowledge regarding occupational health and safety in their working environment.

From our results from questionnaire we can advise Amdocs to involve personnel by giving them the opportunity to participate in joint labour/management committees or advisory

groups, assist in conducting inspections, identify/analyse the common hazards in each step of the job, or job process and prepare safe work practices or controls to eliminate or reduce the exposure, provide programmes or presentations at safety and health meetings, participate on the team doing accident/incident investigations, Report hazards and fixing hazards within their scope of control. This will offer employees further knowledge, will give them an opportunity to participate and there after support and motivate occupational health and safety in the company. Also by replacing the members, employees will not feel pressured, having to perform something additional to their own work.

4.3 Conclusions

Amdocs is able to implement a successful occupational health and safety management regarding its scope of business. Despite the fact that they have a low accident/incident rate, this should not rest the management team, but continuous improvements need to be performed. The company should always be up to date with the latest requirements and laws and have an effective communication with the entire workforce.

The benefits offered through implementing a successful occupational health and safety are numerous to organisations. It has also been identified in the literature review by Edington and Schultz (2008) that healthier people are better employees. Additionally, many studies (ILO) have shown that workers compensation costs represent a large cost. A number of injuries, illnesses, presenteeism and absenteeism covered by worker's compensation may be related to health behaviours of individuals.

The recommendations and results of this research can and must be used by companies similar to Amdocs. Also companies with different industry scope, can take advantage of the specific questionnaire in order to improve their own health and safety department. Note that the questionnaire needs to be modified according to their needs and obligations. In addition this research can be used as a base for further health and safety investigation.

To conclude, it was identified both from the literature review from studies by ILO (2003) and the primary research that it is requested from customers and partners that companies implement occupational health and safety. A successful health and safety management will improve a company's image, and improve its attractiveness to future employees and to future customers.

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APPENDIX

Health and Safety manager interview questions

1. What performance measurement do you use to measure how successful or unsuccessful is the occupational health and safety management system in your organisation? What is your incident rate?

2. A low accident incidence rate is likely to have a positive culture. Do you agree with this statement and why?

3. Do you believe that low accident rates are a guarantee that risks are being controlled?

4. Is there a lack of compliance with relevant health and safety law and the safety rules and procedures of the organisation?

5. How would you describe the levels of communication, cooperation and control?

6. How would you describe the levels of health and safety competence in your company?

7. How would you describe the commitment to health and safety throughout and at all levels of Amdocs?

8. Is there involvement of all employees in the procedures?

9. How do you inform employees?

10. Do you believe they read they email or not?

11. Are employees offered training on: recruitment, transfer or on taking up new responsibilities, the introduction of new or changed work equipment, the introduction of new technology, the introduction of new or changed systems of work?

12. What health and safety training was offered to all employees in the organisation?

13. Do you believe training can reduce human errors?

14. How important do you consider h&s to be for Amdocs?

15. Does employee's knowledge differ from each employee's status in the company?

16. Do all employees need to know how to use a fire extinguisher?

17. If they identify a harmful object, will they remove it? What is their responsibility in this case?

18. Employees feel stress from their work. What is your belief on this?

19. A number of employees have complained about musculo-sceletal diseases. Do they complain to you regarding this problem? If they do what are they entitled to? Are they aware of what they are allowed to request?

Managers interview questions

1. Do you enjoy working at Amdocs?

1. What is your position at Amdocs?

2. How important do you believe health and safety is to your organisation?

3. How committed are you to supporting and motivating health and safety?

4. Is there a lack of compliance of the company with relevant health and safety law and the safety rules and procedures of the organisation? What I mean is, are the processes and procedures of the company able to comply with all the rules and regulations of health and safety? For example take the rule that states that employees should not be stressed by employers or the company. Is Amdocs able to comply with such rule?

5. How would you describe the levels of communication, cooperation and control of employees? How effective is the communication between managers and employees? How do you inform your employees, about the methods you use? Do you inform them of any changes in regulations? Are there surveys or questionnaires constantly enquiring for the general health of employees in their workplace?

6. Are you able to pass the meaning and importance of health and safety with your employees successfully?

7. How would you describe the levels of health and safety competence in your company?

8. How would you describe the leadership and commitment to health and safety throughout and at all levels of Amdocs? What I mean by commitment, how did you show that health and safety is important to your company? For instance the law states that when more than 200 employees are employed, a health and safety officer should be recruited, or if the necessary resources are offered to carry out health and safety responsibilities. By leadership, I mean the culture of health and safety in your company. Are employees able to identify hazards? When they do, are they aware of procedures of who to notify and how?

9. Is there involvement of all employees in the procedures? How do you involve your employees in occupational health and safety law of Amdocs? Do they take part in inspections or audits? Did you ever have cases were employees identified hazards and informed the health and safety manager?

10. How important do you consider training for health and safety to all employees at all levels to be and why? Do you believe the outcomes of training employees could offer the company constructive results?

11. Do you believe that training can reduce human errors?

12. Are employees offered training on: recruitment, transfer or on taking up new responsibilities, the introduction of new or changed work equipment, the introduction of new technology, the introduction of new or changed systems of work?

13. Do you offer training to all employees at all levels of the company? Do you consider it to be effective and important for all employees or is training not necessary to all the employees of the company? (If the answer is no, in the event of a fire, is it not necessary that all employees of Amdocs at all levels should be fully aware and informed of the process that should be followed for evacuation or even how to use a fire extinguisher?)

14. Do you support that the effectiveness of a successful health and safety has an impact on the company's image?

15. Do you also agree that a successful health and safety can also improve overall performance of employees and the company in general? (If no, mention: do you not agree that health and safety can reduce absenteeism and more downtime, leading to loss of productivity? Reduce payment of compensation and/or damages to injured or sick worker? It was identified that musculo-skeletal disorders was the biggest item in compensation costs. Due to these diseases long absences from work are caused and therefore financial burden)

16. Do you define roles, assign responsibilities, and establish accountability, and delegate authority to implement and effective OHSM for continual improvement?

17. Were you requested by your partners and associates to comply with the relevant health and safety laws and regulations? If you couldn't comply with some of the rules how would that effect the company or will it not?

18. Do you also request your suppliers to comply with your health and safety laws and standards?

Employees interview questions

1. Do you enjoy working at Amdocs?

2. What is your position at Amdocs?

3. Do you feel that you work in a healthy and safe environment?

4. What is your knowledge regarding occupational health and safety within Amdocs? For example, in the event of a fire are you aware of the procedures you need to follow? Were you shown how to use a fire extinguisher?

5. Do you think that Health and safety is taken seriously at your work place? Is the more do you believe that could be offered to employees with health and safety?

6. Have you had any serious injuries or accidents at your work place? If so, do you think these could have been avoided/prevented with more training offered to you? Do you trust that any accidents in your workplace can be prevented with the relevant training offered?

7. Did you ever suffer from musculo-diseases caused by improper equipment used in your workplace? Did you ever feel pressure from your superiors and felt too stressed to work and therefore was absent from work?

8. If you see an object in the office that may cause an accident to some colleague what do you do? Or if you hear a colleague coughing would you mention it to your manager or his manager to prevent further illnesses in your working environment?

9. What could be done to make all you employees more aware of health and safety matters and to prevent accidents, illness in the future?

10. Do you believe watching training videos or taking part in seminars, tool box talks etc, will help prevent accidents at work?

11. Were you trained regarding your position? Were you taught procedures of company and safety rules?

12. Do you believe that health and safety has an impact on your performance and productivity or influence on you in any way? (If no: For instance musculo-diseases are caused by improper equipment used in your workplace, or stress caused from superiors upon employees, these can affect an employee either by minimizing his performance of causing absence. Successful health and safety can prevent these.)

13. Are you involved in any way with the health and safety management at your workplace? Do you take part in any inspections or audits?

14. If not involved: Why are you not involved? Are you not given the opportunity to be? Would you like to be more involved and active regarding health and safety management? What would u suggest to the management in order to become more involved and influence and better the culture?

15. How does Amdocs inform you regarding regulations that involve the health and safety of employees?

    Do they send you emails regarding new regulations, rules, procedures or any other relevant health and safety topics? Do you have a portal or a website you can refer to

when you need information on procedures in the event of a fire, earthquake or how to use a certain equipment?

16. Do you have safety signs at your workplace or forbidden areas?

17. Do you feel that the company is concerned about your health and safety? Do they conduct surveys or questionnaires to investigate your safety in your working environment? For instance are you questioned whether your chair is comfortable, if your desktop causes you any eye problems or if there is anything in the workplace that bothers you?