

Official (Closed)

Singapore's National Experience

Session: Policies and planning for sustained compliance and a better public service



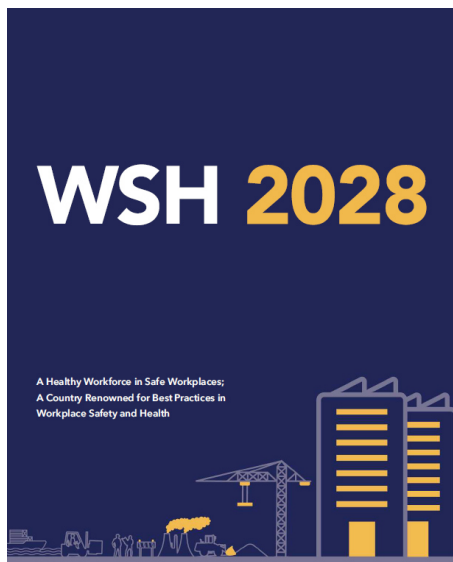
Sebastian Tan
Occupational Safety and Health
Inspectorate



A Great Workforce A Great Workplace

Our Workplace Safety and Health (WSH) Roadmap – WSH 2028

**VISION: A healthy workforce in safe workplaces;
A country renowned for best practices in workplace safety and health**



Key Players Implementing WSH 2028



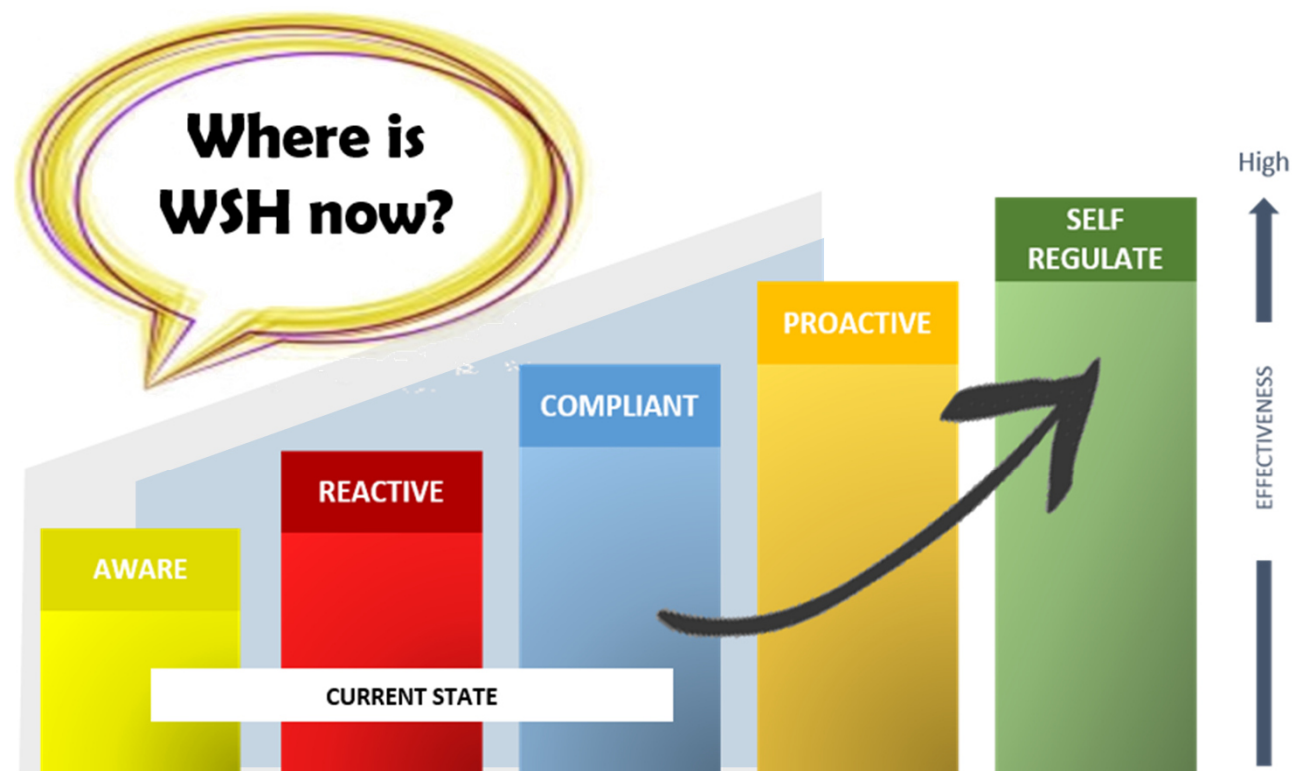
- Conduct targeted inspections
- Investigate accidents
- Put poor performing companies under surveillance
- Expand reach using Auxiliary Enforcement Agency
- Implement Safety Case for Major Hazard Installations
- Control use of hazardous substances, e.g. asbestos
- Administer Work Injury Compensation

- Work with stakeholders (e.g. IHLs) to provide evidence-based insights to WSH issues

- Develop guidelines, codes of practice and assistance programme
- Build industry capabilities
- Run WSH campaigns
- Galvanize industry support for WSH
- Recognise good performing companies with awards



Regulatory End Goal

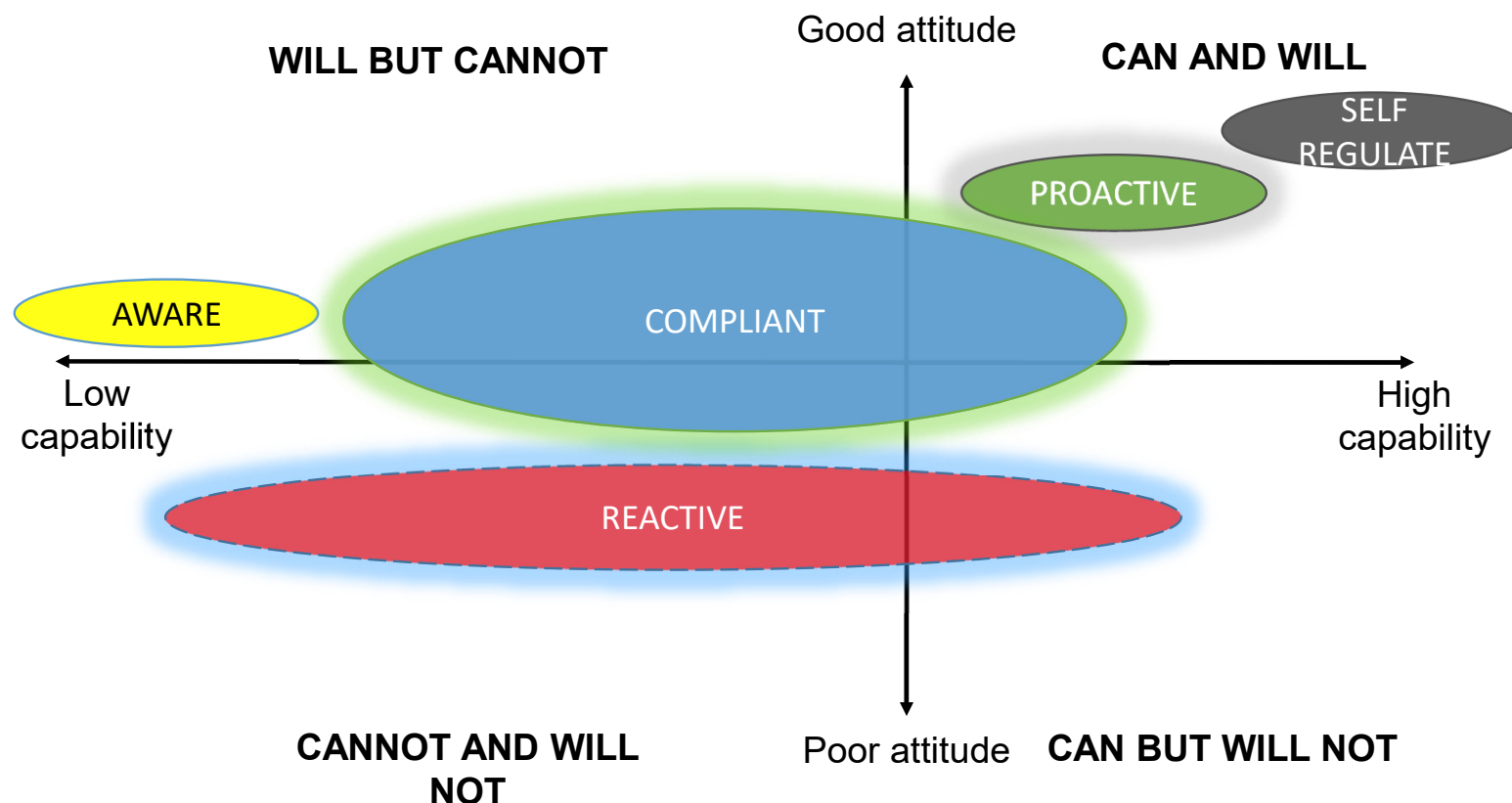


LEGISLATION, PEOPLE, PROCESS, TECHNOLOGY ADOPTION

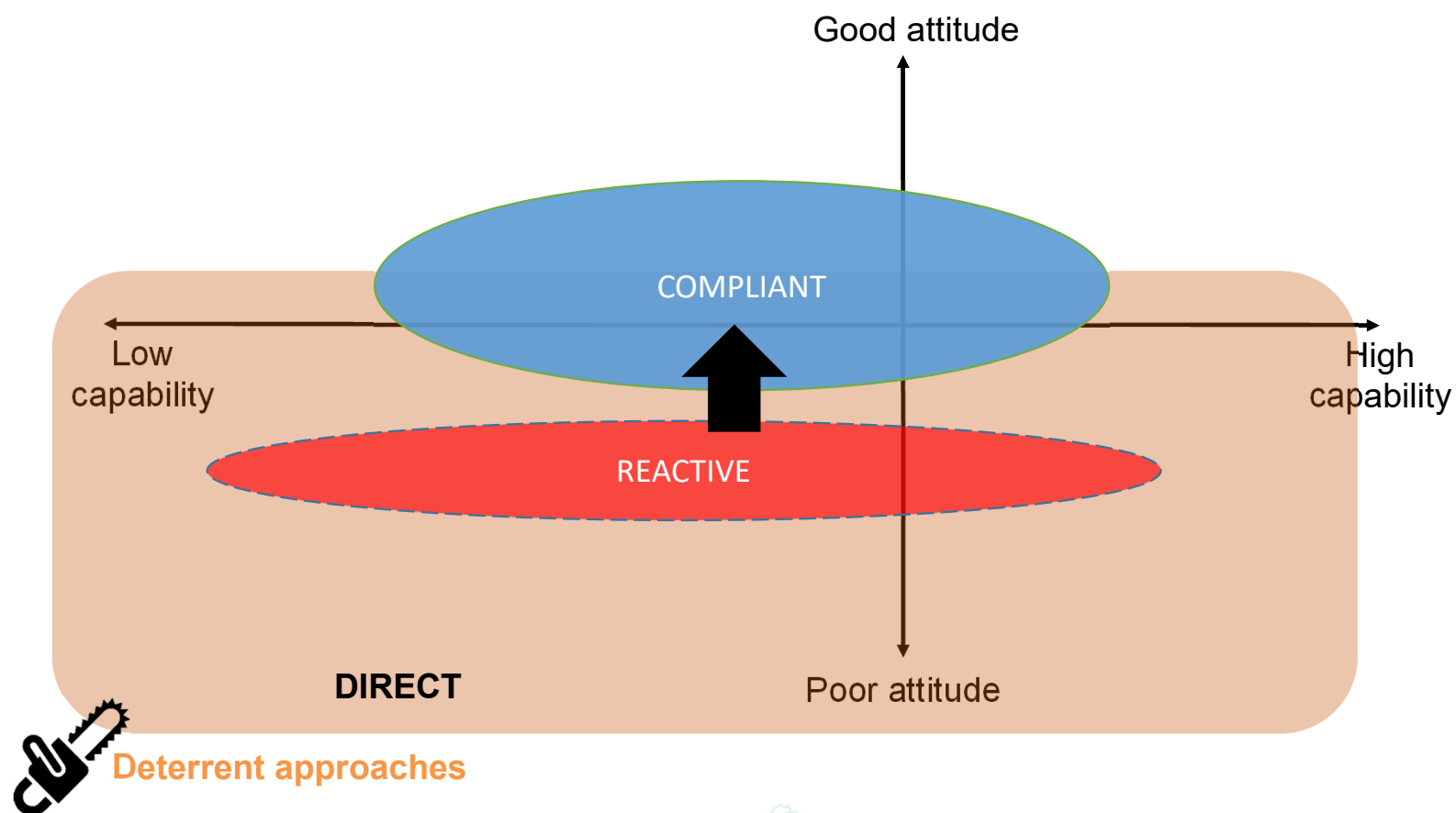
Regulatory Maturity Model



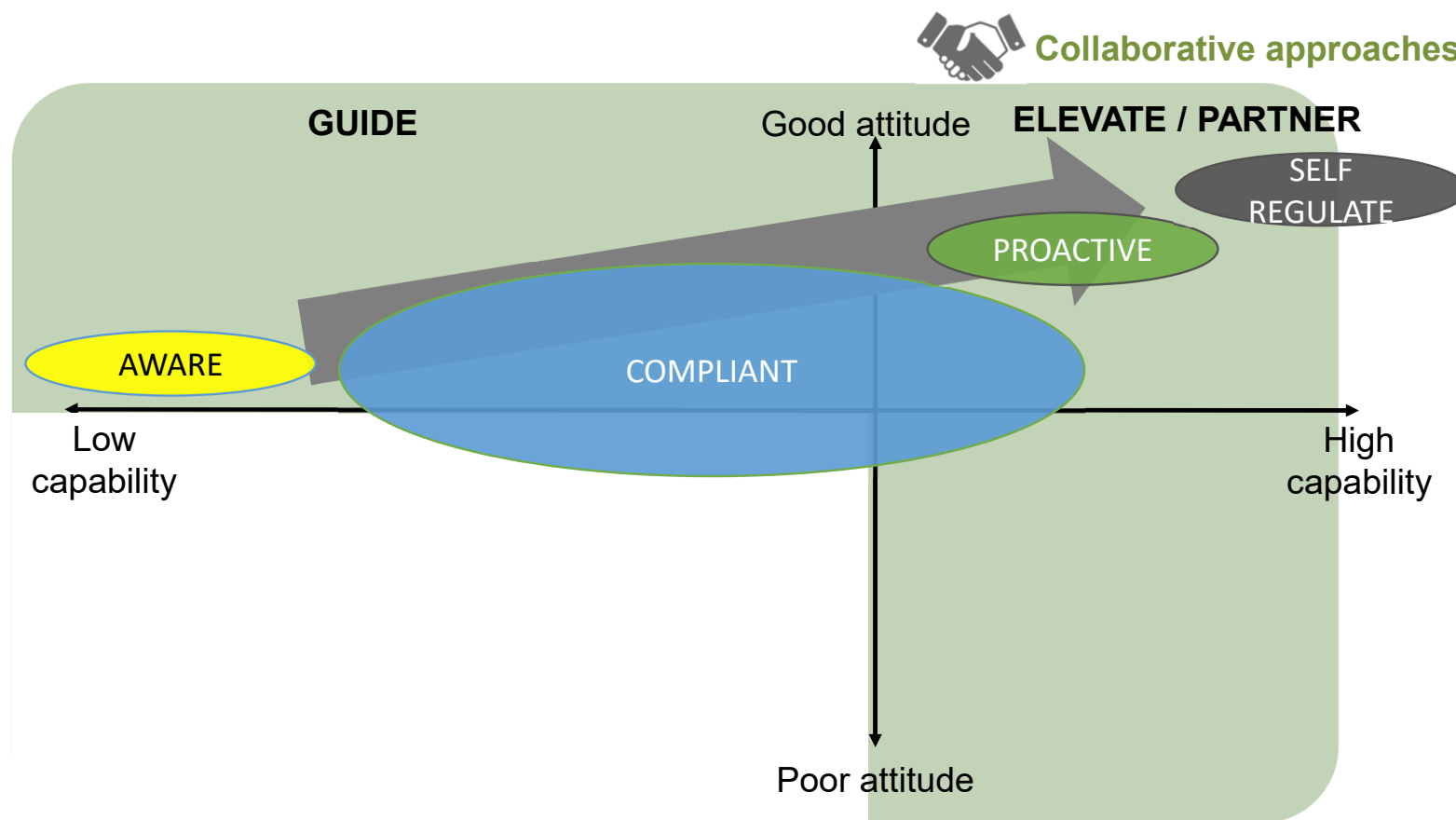
Framing Our Stakeholders



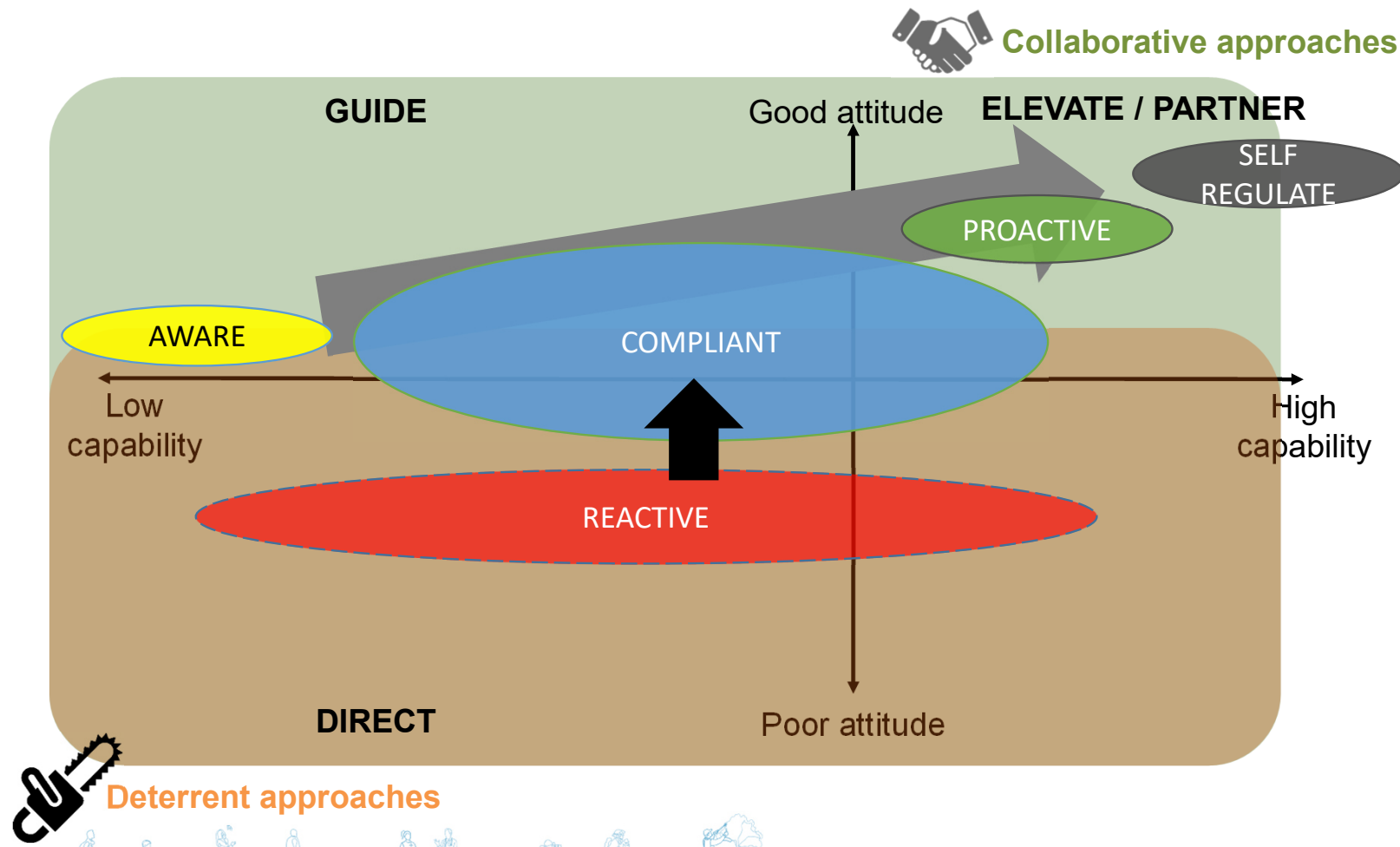
Different Strokes for Different Folks



Different Strokes for Different Folks



Holistic Enforcement Strategy



Implementing Strategy



Data-driven operations planning through technology, ground intel and analytics to deploy limited resources effectively.



Value-adding enforcement interactions to effect sustained behavioural and mindset change.



Periodic review and iteration to ensure desired impact of our targeting and interventions.



Plan with Evidence – leverage data analytics and intel for smarter targeting to uncover hotspots and underlying causes

Top Sectors Contributing to Priority Areas

Sector	Slips, Trips & Falls	Falls from Height	Vehicular Incidents	Machinery Incidents
Construction	High	High	Medium	Medium
Manufacturing	Medium	Medium	Medium	High
Transport & Storage	Medium	Low	High	Medium
Marine	Medium	Low	Medium	Low
Wholesale Trade	Medium	Low	High	Low
Accommodation & Food	Medium	Low	Low	Low

THE STRAITS TIMES OPINION

Forum: Construction firms must be serious about safety



The Ministry of Manpower said that with the Chinese New Year festive period approaching, some companies may be ramping up work activities to meet deadlines. It reminded firms of the need to review work practices and ensure the necessary safeguards are in place. (1) PHOTO: IAN GIBSON

THE STRAITS TIMES SINGAPORE

Recent spate of workplace deaths is 'far too many, and not acceptable': PM Lee

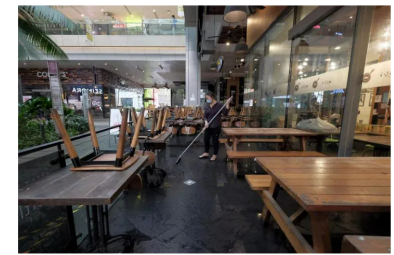


Companies are urged to use the safety timeout to review safety management systems and learn from past accidents. (1) PHOTO: EYON LIAW



THE STRAITS TIMES SINGAPORE

Rise in workplace injuries from slips, trips and falls a concern and needs to be addressed: Zaqy Mohamad



Last year, there were 985 work injuries in the F&B sector. In 2019, there were 1167 injuries in the sector, and 932 in 2018. (1) PHOTO: GUY LAW



A Great Workforce A Great Workplace

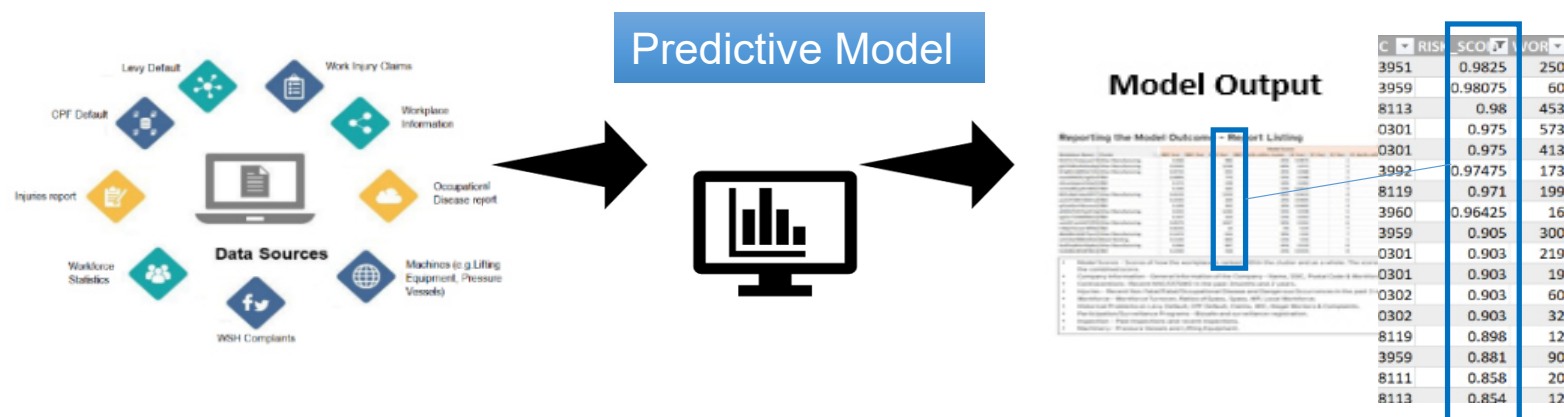


Plan with Evidence – Safety Analytics Models

Identify and prioritise companies for inspection within each sector



Inspection resources are finite



- Companies are assigned risk scores
- Companies with higher risk scores prioritised for inspections
- 80% of our proactive inspections are driven from our data model

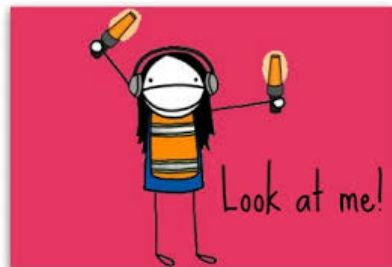


Act with Purpose – redesigned our modus operandi to level up stakeholders' ownership and WSH practices



What we want to achieve

We target those that need our attention more.



Management pays attention and gets involved.



We focus on enabling company reps to make deeper, sustainable changes.



Act with Purpose – “Differentiated Enforcement Approach”

1

Vary inspection frequency based on WSH performance

Companies with poorer performance were inspected more.

2

Give feedback to company management prior to inspections

Tell them how well or how poorly they were doing.

3

Probe for systemic lapses during inspections

Debrief company reps on gaps in their management systems.

4

Close feedback loop with company management



Update them on systemic issues found during inspections.



Act with Purpose – Provide feedback to company management prior to inspections

Pre-inspection Letters

Your workplace safety and health performance


<Director Name>
<Company Name>
<Blk no> <Street name>
<Floor> <Unit> <Building name>
SINGAPORE <postal code>
3 August 2018

Your company's WSH performance has been assessed to be poor. MOM will be inspecting your site(s).

Dear Sir/Mdm,

Based on our enforcement records, your company's workplace safety and health (WSH) performance has been assessed to be poor.

Your company's WSH Performance in comparison to all other construction companies



A WSH inspector will be inspecting your worksite(s) in due time. We may conduct more inspections thereafter. Please meet your safety personnel regularly, keep yourself updated on the WSH practices at your worksite(s) and make changes where necessary.

Your leadership support can make a big impact on your company's WSH performance. We hope to see you make continuous improvements in health and safety practices.

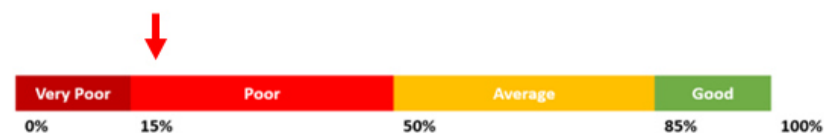
Yours sincerely,
Director, Occupational Safety & Health Inspectorate

IMPORTANT
Companies who are in the poor or very poor bands are:
• 4 times more likely to experience a fatality as compared to average and good companies.
• Almost 20 times more likely to be issued with a Stop Work Order.
Ministry of Manpower
www.mom.gov.sg

Sending Pre-inspection letters

- To increase management involvement in WSH by giving feedback prior to inspections.
- Letters come with simple and strong message on penalties, and guidance for easier adherence on common lapses and control measures.
- Feedback from companies show genuine concerns of how companies are faring compared to their peers.

Your company's WSH Performance in comparison to all other construction companies




Act with Purpose – Probing for systemic lapses during inspections

WSH Management System Diagnostic Sheet

Debriefing of Stakeholders

WSH MS Diagnosis

Physical WSH lapses are a result of deeper WSH management issues. We found such management issues during our inspection. Please take steps to address these issues. This checklist is non-exhaustive, and it is your duty to rectify any other lapses according to the OSH Act, and ensure that proper WSH management systems are in place.



Be clear about the roles and responsibilities of everyone in your company

Suggestions:

- Clearly depict both the work and WSH responsibilities of everyone in your workite(s) (i.e. workers, subcontractors, supervisors and management)
- Display a large project organization chart that clearly details who is in charge of, as well as working in which areas

Proactively manage risks and potential hazards in your company

Suggestions:

- Task supervisors to conduct a daily visual scans of their respective work areas to identify potential hazards before starting work
- Appoint safety officers to conduct regular scheduled checks and surprise audits at different work areas in the workite(s)

Enable regular and constructive communication among all your workers

Suggestions:

- Require safety officers and supervisors to conduct daily briefings to all workers on potential hazards to look for before starting work
- Conduct weekly end-of-week 30-minute huddles to hear from all workers about the barriers to carrying out work safely

Better manage your workers' competencies and training needs

Suggestions:

- Distinguish less experienced workers with different vests, and disallow them from working in riskier work areas until they are assessed to be more competent
- Appoint safety officers or coordinators to conduct surprise competency assessments of workers while they are performing their tasks


Proactively and systematically correct WSH lapses found and prevent recurrence

Suggestions:

- Empower safety officers to directly engage supervisors and workers (incl. subcontractors) to immediately rectify lapses, and discuss any systemic improvements
- Make it easy for your workers to report WSH lapses through digital platforms

Inspector's Name: _____

- Ensure Project Manager and WSH Coordinator/Officer are debriefed on systemic lapses to improve, beyond rectifying physical lapses.
- The diagnostic checklist provides an avenue for discussion. Using a case management approach, where each inspector is allocated specific companies to manage, this becomes a powerful tool that allows for conversations to be held.



Enable regular and constructive communication among all your workers

Suggestions:

- Require safety officers and supervisors to conduct daily briefings to all workers on potential hazards to look for before starting work
- Conduct weekly end-of-week 30-minute huddles to hear from all workers about the barriers to carrying out work safely



Act with Purpose – Closing feedback loop with company management

Post inspection letters

Sending Post-inspection letters

Make systemic changes to improve your WSH performance

Dear Mr/Ms Name,

We recently inspected your worksite at worksite location, and assessed that your company could make these systemic improvement(s):

- Enable regular and constructive communication among all your workers

The improvement(s) may also be applicable to your other worksites and will help you better manage your company's workplace safety and health (WSH) performance. Enforcement actions taken from this inspection (if any), will be sent to your company at a later date. Please be informed that we may also conduct follow up inspections.

We believe that your leadership can make a difference to driving WSH performance. We have listed some suggestions on how you could make these improvements in the attached WSH MS diagnosis sheet.

We wish you the best in your WSH journey.

Yours sincerely,
Director, Occupational Safety & Health Inspectorate

IMPORTANT

Please note that this inspection and any other inspections conducted prior or post the date of this inspection and this letter do not warrant that there are no other workplace safety and health safety issues of any other kind found on your (worksite location) and do not limit the Ministry from taking any action against you, including but not limited to, under the Workplace Safety and Health Act and its regulations.

What you can do

Meet your company representative at the named location to be updated on our assessment and advice

Do visit your work site(s) and emphasise to your workers and contractors on the importance of following WSH systems.

Appoint safety officers or coordinators to conduct surprise competency assessments of workers while they are performing their tasks.

What you can do

Meet your company representative at the named location to be updated on our assessment and advice

Do visit your work site(s) and emphasise to your workers and contractors on the importance of following WSH systems.

Appoint safety officers or coordinators to conduct surprise competency assessments of workers while they are performing their tasks.

- Allows for the feedback loop to be closed with the top management of the company highlighting systemic weaknesses that the company can address based on site observations



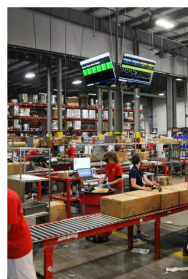
Review – Monitor Targets and Assess Success



% of companies inspected from data analytics models with enforcement action(s) taken – from average 48% baseline to 67% in 2020



% of Construction Companies Re-inspected with Reduced Offence Rate – from 41% in 2018 to 50% in 2019



% of General Workplaces Re-inspected with Improvement in Enforcement Actions/Inspection – from -26% in 2017 to 6% in 2019



Review – Reiterating Our Enforcement Interventions For More Lasting Impact on Companies



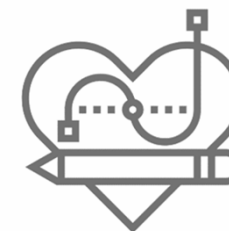
Regular workshops to gather ground feedback and redesign our modus operandi periodically



To nudge companies to leverage on technology such as CCTV and sensors to monitor high-risk activities in their workplaces



Behavioural
Insights



Design Thinking



Data Analytics

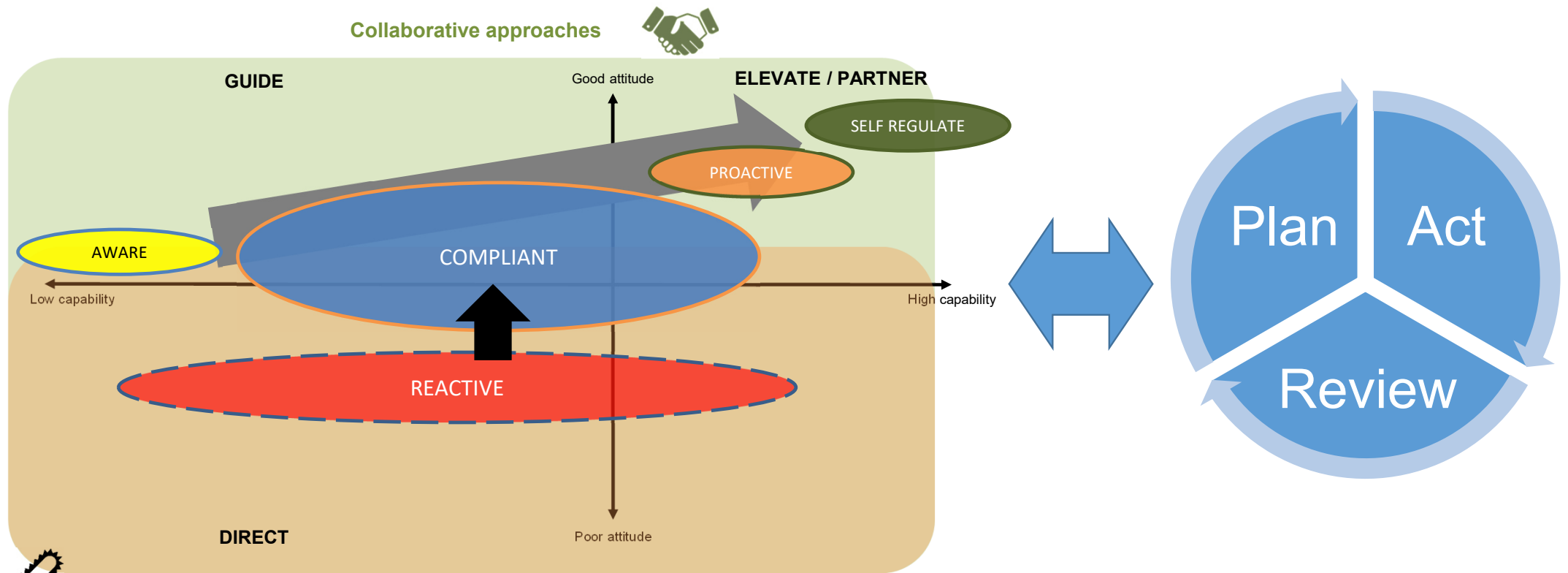


Technology



A Great Workforce A Great Workplace

Continuous Journey to Transform Our Regulatory Approach



Deterrent approaches



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Thank You

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