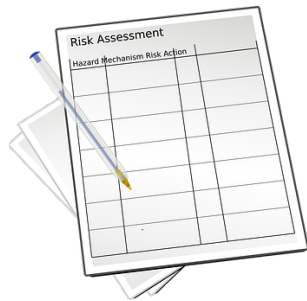


# Occupational Health & Safety and Organizational Excellence



Did you know there are numerous touch points between the work done in occupational health & safety (OH&S) and organizational excellence? Knowing more about these touch points can help OH&S professionals have a better conversation with the C-Suite about the work they do and how they can work together to improve organizational performance.

OH&S professionals help look after the organization's most precious resource – people. People include those that work inside (employees), provide necessary inputs to (suppliers, partners) and do business with (customers) the organization. OH&S professionals establish and maintain a process or system that ensures compliance with OH&S requirements. Generally, the process or system includes a health and safety policy, program and management system. Accordingly, their work provides a coordinated and systematic approach to managing health and safety risks and protecting workers from hazards on the job ([www.occupationalhc.com/2016/06/workplace-hazards-4-common-types/](http://www.occupationalhc.com/2016/06/workplace-hazards-4-common-types/), June 10, 2016).

Excellence models are comprised of best management practices that are common to high performing organizations<sup>1,2,3,4</sup>. Global research over the past 20 years has validated the positive relationship between implementing an excellence model and improving organizational performance<sup>5,6,7,8,9</sup>. Results achieved by organizations implementing an excellence model include: good governance, trust in leadership, customer delight, employee engagement, continually improving work processes, strong supplier and partner relationships, better utilization of resources, balanced system of measurement, and financial results. Similar to OH&S professionals working to implement a health & safety management system, excellence professionals assist organizations with the implementation of an excellence model (e.g. assessing, training, reporting, providing implementation assistance).

The Organizational Excellence Framework publication (Dawn Ringrose, 2010) is unique in that it integrates the best management practices found in leading global excellence models and provides implementation guidelines for the user. If we examine these best management practices, there are a number of touch points between OH&S and Excellence under the Key Management Areas such as:

- Governance – Ensure governance system meets legal, financial, ethical and reporting obligations
- Leadership – develop corporate statements; Develop a strategic plan with goals and objectives that will guide the organization toward its vision; Use risk management to assess strategic goals and objectives; Demonstrate responsibility to society and the environment
- Planning - Create a business plan that identifies, prioritizes, and incorporates a balanced set of objectives, measures, and initiatives that support the strategic direction; Develop contingency plans for unforeseen events

- Customers - Ensure positive customer experiences by identifying and managing customer contact points
- Employees - Ensure people understand and commit to the strategic direction and improvement goals; Get people involved with improvement initiatives; Encourage employees to share ideas and suggestions; Determine training needs of employees and provide the necessary training; Ensure a healthy workplace environment and involve people in addressing issues related to health and wellness
- Work Processes - Monitor and control processes to ensure system standards are met consistently (e.g. quality, environment, health & safety); Take corrective action when problems occur; Prevent recurrence of problems by making changes to processes
- Suppliers & Partners - Involve suppliers and partners in the development of social and environmental standards
- Resource Management - Manage the security of resources; Minimize the adverse impact of products and services on the environment and community, Manage the maintenance and utilization of assets to improve total life cycle performance
- Continuous Improvement and Performance Measurement – Use the Plan-Do-Study-Act cycle for continual improvement; Measure performance (e.g. audits, development of new standards, program outcomes)

For OH&S professionals, enhancing your knowledge and skills in the excellence area will help you to speak the language of management (e.g. strategy, performance measurement, profitability) and show how OH&S contributes to organizational improvement. And it will also help you prepare for new ISO guidelines that will be prepared over the next two years. These guidelines focus on implementing an excellence model and related ISO standards (e.g. quality, environment, health and safety, social responsibility). The new guidelines are anticipated to be helpful to any size and type of organization because excellence models provide a strategic approach to improving organizational performance and supply a large umbrella under which all quality approaches (e.g. ISO standards) and tools and techniques (e.g. Lean, Six Sigma) fit.

OH&S professionals that wish to augment their knowledge and skills with excellence practices are welcome to download a copy of the Organizational Excellence Framework publication at no charge on the home page <http://organizationalexcellencespecialists.ca/>.

## References

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## About the Author



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