

A SAFE AND HEALTHY WORKPLACE

A GREAT WORK LIFE



MINISTRY OF
MANPOWER

OCCUPATIONAL
SAFETY AND
HEALTH DIVISION

ANNUAL
REPORT 2014



OUR VISION

A safe and healthy work environment for everyone and a country renowned for best practices in Workplace Safety and Health.

OUR MISSION

To eliminate death, injury and ill-health from all workplaces.

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Er Ho Siong Hin, Divisional Director of OSHD, MOM shares significant OSHD events and insights that transpired in 2014.



OSHD ensures that injured workers receive their rightful compensations. Work Injury Compensation Department (WICD) facilitates this by strengthening the understanding of WICA through rolling out various education and outreach programmes to reach out to workers and their employers on WICA rights and obligations.



The inaugural WSH Institute Solutioning Session provided the platform for stakeholders to identify root causes and solutions to prevent future formwork incidents.

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Year 2014 Key Highlights

ABOUT OSHD

The Occupational Safety and Health Division (OSHD) is a division under the Ministry of Manpower (MOM) that promotes Occupational Safety and Health at the national level. OSHD works with employers, employees and all other stakeholders to identify, assess, and manage Workplace Safety and Health risks so as to eliminate death, injury and ill-health. OSHD is also the WHO Collaborating Centre for Occupational Health, and the ILO CIS National Centre for Singapore.

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Operations are the backbone of our regulatory framework. They ensure that workplaces have basic safety and health standards in place and their stakeholders are proactive in their safety and health management.

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Operation Goldcrest was a special enforcement operation targeting the construction industry, with a focus on unsafe lifting practices and crane operations.

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OSHD won two Public Sector Pro-Enterprise Initiative Awards (Gold). The awards were received on behalf of OSHD by Er Mohd Ismadi, Director (Policy, Information and Corporate Services), who led the project team.

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Work that matters,
Safety: My work,
my passion

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Team OSHD

DIRECTOR'S MESSAGE





Rather than looking at work processes and work environment alone, we will be helping companies to take a more comprehensive and integrated approach to managing workplace safety and health, especially one that takes into account the individual worker's health. Having a more holistic approach to managing safety, health and well-being of employees would be crucial towards achieving our vision of working safely and healthily for the entire Worklife.

2014 had been an eventful year for OSHD as we started the year with a spate of workplace fatalities in the construction sector. To address the dire situation, we stepped up our engagement and outreach efforts to bring together key stakeholders towards achieving a common objective of reducing the fatalities. Together with our tightened enforcement actions, we managed to turnaround the situation and brought down the number of workplace fatalities. I am pleased to note that we have achieved a record low of 1.8 workplace fatalities per 100,000 employed persons - four years ahead of our 2018 target. This achievement did not happen by chance but a result of the contributions by OSHD, industry and key stakeholders, working as one in raising the standards and performance in WSH.

However, our work does not end here, and we must always remind ourselves never to be complacent and continue to strive to prevent further accidents and ill health in all workplaces. Last year, we did a review of our Demerit Points System where we will impose higher penalties on construction contractors with poor WSH records through stricter restriction in their hiring of foreign workers. To further sustain improvements in construction safety, Design for Safety will be mandated to foster greater industry ownership amongst developers and designers to ensure that building and structures are safe to build and maintain - a fundamental shift in the industry's mindset to perform WSH Risk Management upstream. Under the new RM(2.0),

we have also reviewed our Risk Management framework which had been the cornerstone in raising WSH standards. Rather than looking at work processes and work environment alone, we will be helping companies to take a more comprehensive and integrated approach to managing WSH, especially one that takes into account the individual worker's health. Having a more holistic approach to managing safety, health and well-being of employees would be crucial towards achieving our vision of working safely and healthily for the entire Worklife.

This brings us to the theme 'Safe and Healthy Workplace; A Great Work Life' found in this year's OSHD Annual Report 2014. A Great Work Life looks beyond work-life balance; instead it allows employees and workers to work to their maximum potential, and live life to the fullest. This theme is also engendered in many of our outreach and initiatives in 2014. One of which is the roll out of a set of guidelines - 'Guide to Total Workplace Safety and Health' to assist companies in adopting a holistic approach to manage workplace safety and health in a comprehensive and integrated way.

On the international front, we have taken over from Germany as the host of the World Congress on Safety and Health at Work to be held in Singapore in 2017. This will be the first time that the Congress will be held in Southeast Asia. The World Congress is a key platform for the exchange of knowledge and perspectives by safety and

health experts, business leaders, government decision makers, social partners and everyone with an interest in WSH. The organisation of this world class event signified the confidence that the international OSH community has on Singapore's commitment to progress as a regional leader and a global player in WSH. I am certain that our pursuit of WSH excellence and recognition at the international arena will be worthwhile to bring us in our next lap of the WSH journey.

Beyond this, we will continue to work on overcoming some of our internal challenges, such as reaching out to more Small and Medium Enterprises, and moving hearts and minds to create a pervasive WSH Culture in Singapore. We would also need to better understand the underlying factors that contribute to an uptrend of workplace injuries, and devising strategies and programmes to address the systemic causes. The OSHD team is committed to building on our strong foundation and make further progress by inculcating a stronger WSH culture amongst all stakeholders. This sentiment is voiced in the stories shared by OSHDians found in this Annual Report. The years ahead might be uncertain and more challenging but I trust that we will all walk together in this WSH journey and forge a safer, healthier future for our generations to come.

ER HO SIONG HIN

Divisional Director
and Commissioner for
Workplace Safety and Health

OUR SENIOR MANAGEMENT





01 DR JUKKA TAKALA
Senior Consultant

02 ER MOHD ISMADI
Director

03 MR LAI POON PIAU
Executive Director

04 MS HO LAI FUNG
Director

05 ER HO SIONG HIN
Divisional Director

06 MR GO HENG HUAT
Director

07 MR WINSTON YEOW
Deputy Director

08 DR GAN SIOK LIN
Executive Director

09 MR CHAN YEW KWONG
Director

10 MS KEE EE WAH
Director

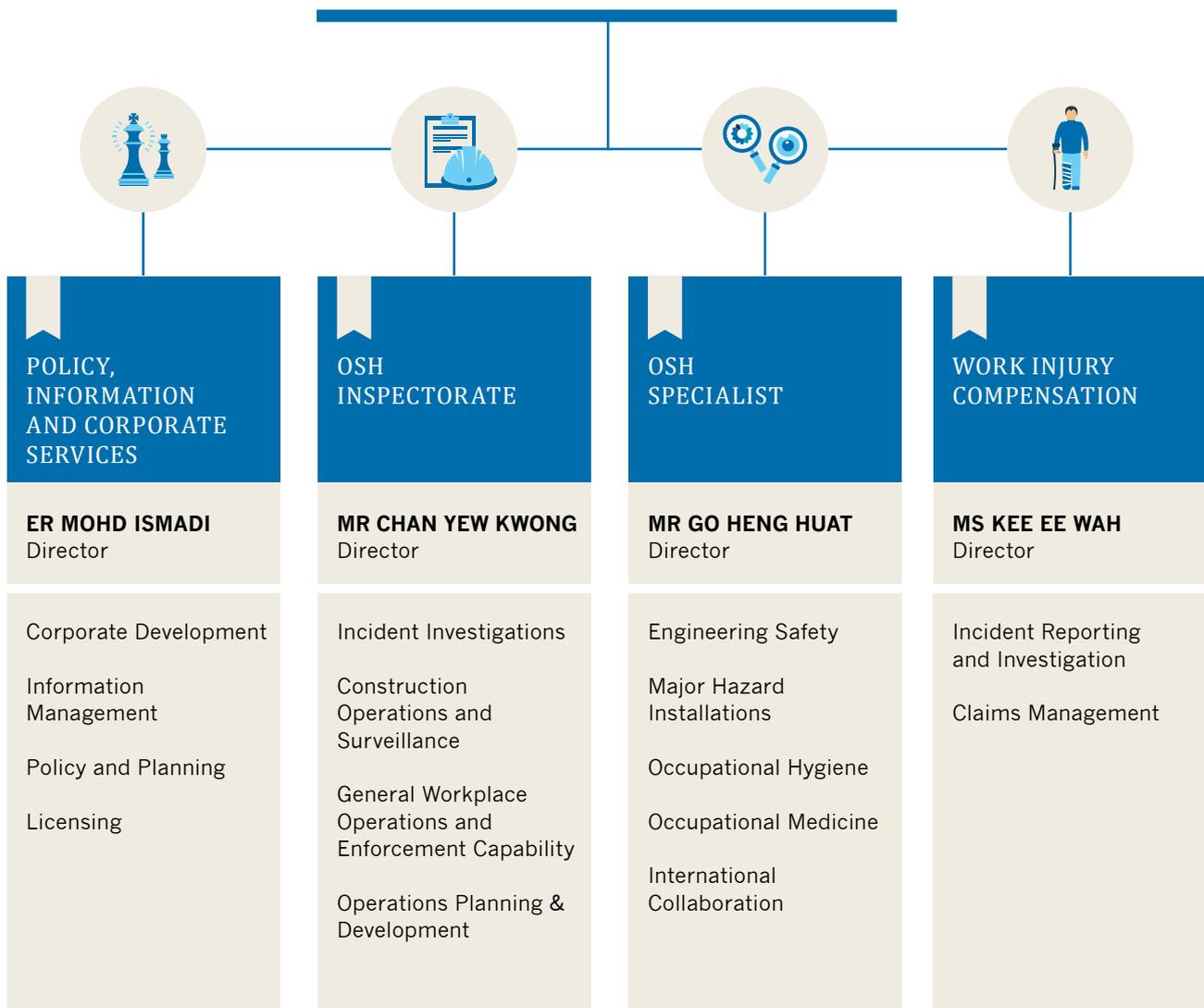


ORGANISATIONAL CHART

with effect from 1 May 2015

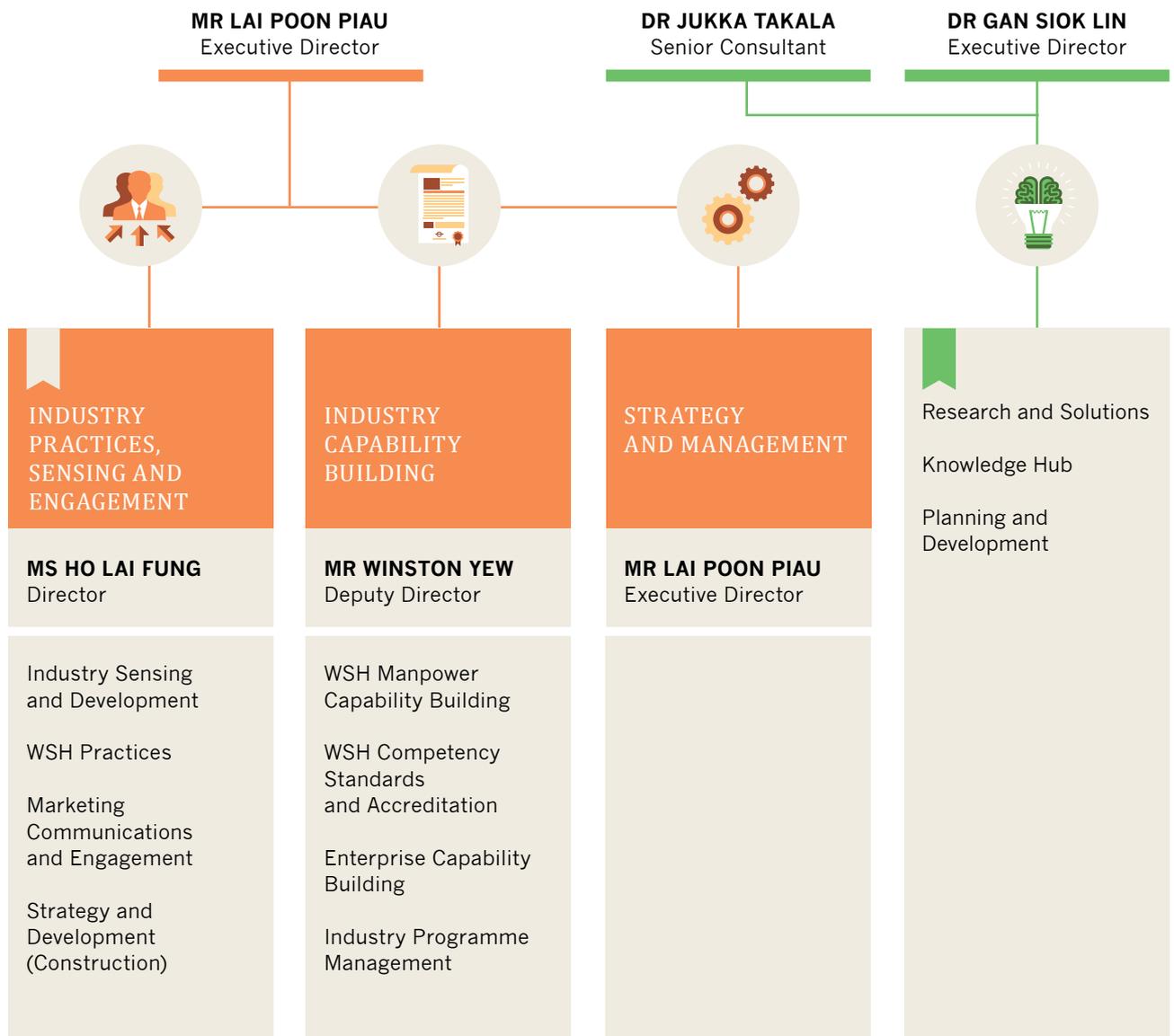
Occupational Safety and Health Division

ER HO SIONG HIN
Divisional Director and Commissioner for
Workplace Safety and Health



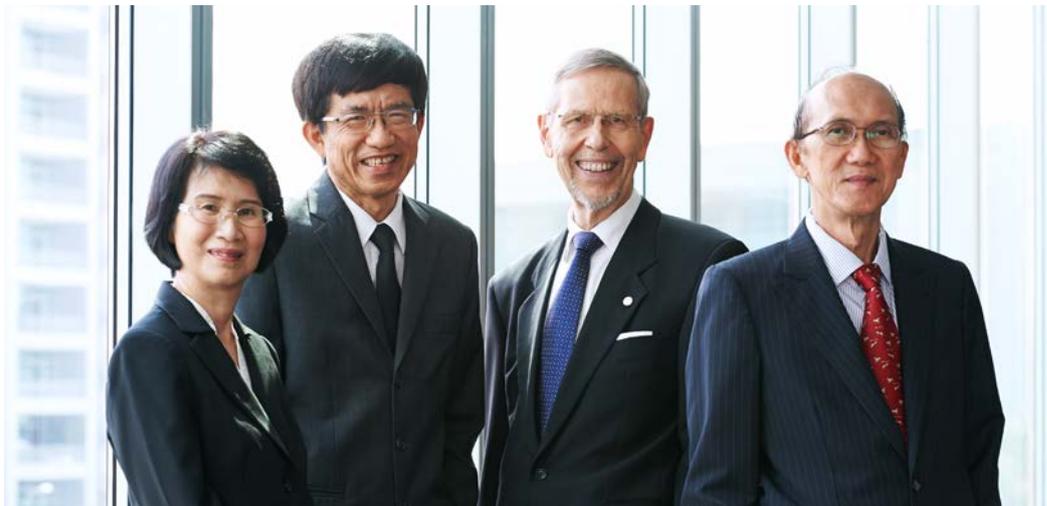
Workplace Safety and Health Council Office

Workplace Safety and Health Institute



OUR SENIOR CONSULTANTS

with effect from 1 May 2015



From Left to Right: Dr Ho Sweet Far, Dr Lee Hock Siang, Dr Jukka Takala, Mr Tan Kia Tang



SPECIALISTS DEPARTMENT

DR HO SWEET FAR
MR TAN KIA TANG
DR LEE HOCK SIANG



WSH INSTITUTE

DR JUKKA TAKALA



OSH POLICY, INFORMATION, AND CORPORATE SERVICES DEPARTMENT

OSH Policy, Information and Corporate Services Department (PICS) is the central co-ordinating department within OSHD. The department drives divisional efforts through sound policies & strategic planning, aided by analysis and identification of emerging WSH trends and risks by leveraging on effective information systems and astute business intelligence. The department also enhances organisational excellence through developing organisational capability, increasing staff competency level, and improving staff engagement. Customer standards are also met through continuous improvements in customer responsiveness and the implementation of smart licensing systems.



OSH INSPECTORATE

The OSH Inspectorate focuses on reducing safety and health risks at workplaces by conducting inspections, surveillance of workplaces and enforcing the law when necessary, to ensure that workplaces maintain an acceptable level of safety and health standard. The Inspectorate also investigates accidents and lessons learnt from the accidents are shared with the industry.



OSH SPECIALIST DEPARTMENT

The OSH Specialist Department provides specialist support in the development of WSH standards and best practices, as well as the investigation of complex accidents and occupational diseases. The department conducts operational research, develops and implements strategies and targeted programmes for specific WSH hazards and industries. The department also collaborates with international organisations and national institutes in projects, information exchange, visits and training.



WORK INJURY COMPENSATION DEPARTMENT

The Work Injury Compensation Department (WICD) administers the system that ensures the right of employees to compensation in the event of work-related injury, death or occupational disease under the Work Injury Compensation Act (WICA). Covering all employees in Singapore, the WICA provides access to a low-cost, fair and expeditious alternative to common law for employees to settle claims for work related injuries. The department also administers the Incident Reporting system for the reporting of workplace accidents, dangerous occurrences and occupational diseases.

(Departments in OSHD work together with the WSH Council and WSH Institute)



VISION

A safe and healthy workplace for everyone; and a country renowned for best practices in WSH.

MISSION

To lead a mindset that all incidents are preventable and strengthen capabilities to protect health and lives at work.

Established on 1 April 2008, the Workplace Safety and Health (WSH) Council comprises 17 leaders from the major industries (including construction, manufacturing, marine industries, petrochemicals, and logistics), the government, unions, as well as professionals from the legal, insurance, and academic fields.

WSH Council works closely with the Ministry of Manpower (MOM) and other government agencies, the industry, unions, and professional associations, to develop strategies to raise WSH standards in Singapore and realise the national WSH 2018 vision.

THE COUNCIL'S MAIN FUNCTIONS ARE

- Build industry capabilities to better manage WSH
- Promote safety and health at work, and recognise companies with good WSH records
- Implement acceptable WSH practices

The guidance and direction from the WSH Council is supported by three departments in the Council office, which is the secretariat office for the WSH Council:



INDUSTRY PRACTICES, SENSING AND ENGAGEMENT

The Industry Practices, Sensing and Engagement (IPS&E) department drives the development and adoption of good WSH practices, and support the Council's industry committees in identifying sectoral gaps and propose solutions to achieve sustainable improvements in WSH. IPS&E also leads the overall WSH strategic communications and promotional plans and collaborates with industry stakeholders to raise awareness and industry participation in WSH.



INDUSTRY CAPABILITY BUILDING

The Industry Capability Building (ICB) department leads WSH capability building efforts in organisations and people. ICB helps to raise WSH standard in organisations through its flagship programmes bizSAFE and CultureSAFE. The department also oversees the implementation of a comprehensive competency training framework for WSH professionals as well as for the overall workforce. In addition, ICB also takes charge of the development and administration of curriculum development and training provider accreditation scheme.



STRATEGY AND MANAGEMENT

The Strategy and Management (S&M) department provides policy guidance and oversees the work planning, budget allocation, and business performance functions of the Council Office. S&M also works with MOM to monitor the achievements and implementation of WSH 2018 strategies.



MISSION

Enhancing WSH through Knowledge,
Innovations and Solutions

The Workplace Safety and Health (WSH) Institute was set up in April 2011 as part of the Singapore's WSH 2018 strategy to strengthen Singapore's capabilities in safeguarding the safety and health of persons at work, and put us on par with global leaders. The WSH Institute will help MOM and WSH Council recalibrate and ensure policies and programmes continue to stay relevant and effective. Businesses in Singapore can look to the WSH Institute for strategies and solutions to help them address WSH issues. In addition, the Institute will also work with the WSH Council to equip business leaders and WSH professionals with the competencies to better manage safety and health at their workplaces.

WSH INSTITUTE

VISION

A Leading Institute for WSH Knowledge and Innovations

STRATEGIC OUTCOMES



Centre of WSH
Knowledge



Centre for WSH
Research & Solution



Centre of WSH Leadership
& Professional Development

KEY STRATEGIES



Inform Policy
& Strategy



Create WSH Solutions
for Businesses



Transform & Nurture
Capabilities of Leaders
& Professionals





OUR WSH FRAMEWORK

01 / PRINCIPLES OF OSHD'S WORKPLACE SAFETY AND HEALTH (WSH) FRAMEWORK

02 / THE WORKPLACE SAFETY AND HEALTH ACT (WSHA)

03 / THE WORK INJURY COMPENSATION ACT (WICA)

04 / WSH2018 STRATEGIC MAP

Principles Of OSHD's WSH Framework

First conceptualised in 2005, Singapore's Workplace Safety and Health (WSH) framework guides the management of WSH by all stakeholders including the government, industry, as well as all employees.

The framework is based on three key principles designed to bring about greater industry ownership of WSH outcomes as well as drive proactive prevention of workplace accidents by identifying and mitigating WSH risks at source. Collectively, the framework aims to cultivate a shift in the mindset of all stakeholders towards WSH to take pre-emptive steps to ensure the safety and health of all individuals at the workplace – from top management to the last worker.

PRINCIPLE

1

**REDUCE RISK AT SOURCE
BY REQUIRING ALL
STAKEHOLDERS TO
ELIMINATE OR MINIMISE
POTENTIAL RISKS**

The party who create the risks is responsible to manage and mitigate the risks to as low as is reasonably practicable



PRINCIPLE

2

**PREVENT ACCIDENTS
THROUGH HIGHER PENALTIES
FOR POOR SAFETY AND
HEALTH MANAGEMENT**

Instil that poor safety and health management incurs cost and consequences



PRINCIPLE

3

**GREATER INDUSTRY
OWNERSHIP OF WSH
OUTCOMES**

Proactive planning to achieve a safe and health workplace



THE WORKPLACE SAFETY AND HEALTH ACT

To support the WSH framework, the WSHA was enacted in 2006, replacing the Factories Act. The Act moves away from taking a prescriptive stance under the former legislation and introduces a performance-based regime. It emphasises the importance of managing WSH proactively by requiring stakeholders to take reasonably practicable measures to ensure the safety and health of workers and other persons that are affected by the work being carried out.

4 KEY FEATURES OF WSHA



It places the responsibility for workplace safety on all stakeholders along lines of control at the workplace



It focuses on Workplace Safety & Health systems and outcomes, rather than merely on compliance



It facilitates effective enforcement through the issuance of remedial orders



It imposes higher penalties for non-compliance and risky behaviour

WSHA also assigns liability to those who create and have management and control over workplace safety and health risks. The stakeholder groups include:



OCCUPIERS

who occupy or have control over the management of the workplace



EMPLOYERS

who employ the service of any person to do work



PRINCIPALS

who engage another person other than those under a contract of service to either supply labour or to do any work for gain or reward



MANUFACTURERS OR SUPPLIERS

of machinery, equipment or hazardous substances used at work in the workplace



OWNERS, INSTALLERS OR ERECTORS

of machinery for use at work in the workplace



SELF-EMPLOYED PERSONS

who work but are not under a contract of service.



PERSONS AT WORK

includes employee, i.e., one employed under a contract of service, volunteer or any other person training or working under the employer such as an industrial attachment student.

THE WORK INJURY COMPENSATION ACT (WICA)



The Work Injury Compensation Act (WICA) is another legal instrument that governs WSH in Singapore. It provides injured employees with a low-cost and expeditious alternative to common law to settle compensation claims.

The WICA allows employees who have sustained injuries in work-related accidents or contracted occupational diseases to claim work injury compensation. Dependants of employees who died in work-related accidents

are also eligible for compensation. Claimable compensation includes medical leave wages, medical expenses and for permanent incapacity (if any) or death. Engaging a lawyer to file a WICA claim is not required and there is no cost involved in filing a work injury compensation claim with MOM.

Unlike civil claims under the common law, the employer (or employer’s insurer) is liable to pay the compensation under WICA regardless of whether the employer or the employee is at fault, as long as the employee suffered an injury by accident arising out of and in the course of his employment or contracted an occupational disease defined in WICA. The liability remains even after the employment has ceased or the Work Pass (of a foreign worker) has been cancelled. The amount of compensation is computed based on a fixed formula and is subjected to caps.

An injured employee can claim from either WICA or common law, but not from both.

DO YOU KNOW?

The Work Injury Compensation Act (WICA) provides injured employees with a low-cost and expeditious alternative to common law to settle compensation claims.

Claimable compensation includes

A

MEDICAL LEAVE WAGES



B

MEDICAL EXPENSES



C

PERMANENT INCAPACITY OR DEATH



WSH 2018: VISIONS, OUTCOMES AND STRATEGIES

The national target for WSH is to achieve a workplace fatality rate of



**1.8 PER 100,000
WORKERS**

To support this target, MOM together with WSH Council launched the national WSH 2018 strategy document in 2009. It outlines the four strategic outcomes that contribute to our vision of a Safe and Healthy Workplace for everyone and a country renowned for best practice in WSH, as well as the four strategies to achieve these outcomes.

VISION

Safe and healthy workplace for everyone and a country renowned for best practices in workplace safety and health

STRATEGIC OUTCOMES

S01

Reduction in workplace fatalities and injury rates

S02

WSH is an integral part of business

S03

Singapore is renowned as a centre of excellence for WSH

S04

A progressive and pervasive WSH culture

STRATEGIES

STRATEGY

01



Build strong capabilities to manage WSH

STRATEGY

02



Implement an effective regulatory framework

STRATEGY

03



Promote the benefits of WSH and recognise best practices

STRATEGY

04



Develop strong partnerships locally and internationally





OUR WSH PERFORMANCE

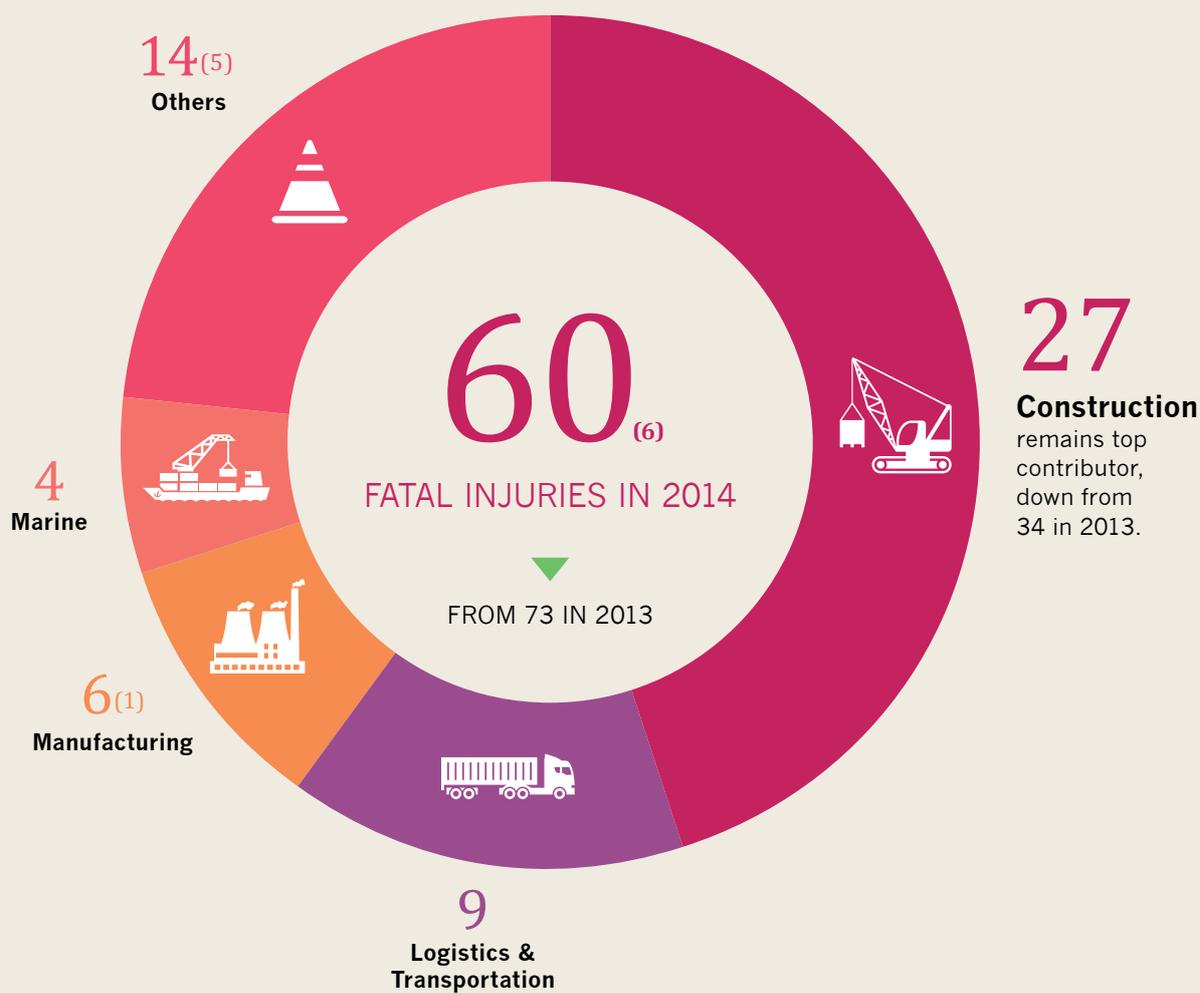
01 / WORKPLACE INJURIES 2014

02 / OVERALL WSH STATISTICS



WORKPLACE INJURIES 2014

FATAL



Note: Figures in parentheses refer to the number of work-related traffic injuries.

RATE

1.8

per 100,000
employed persons



FROM 2.3 IN 2013

INSIGHTS

Fall From Heights

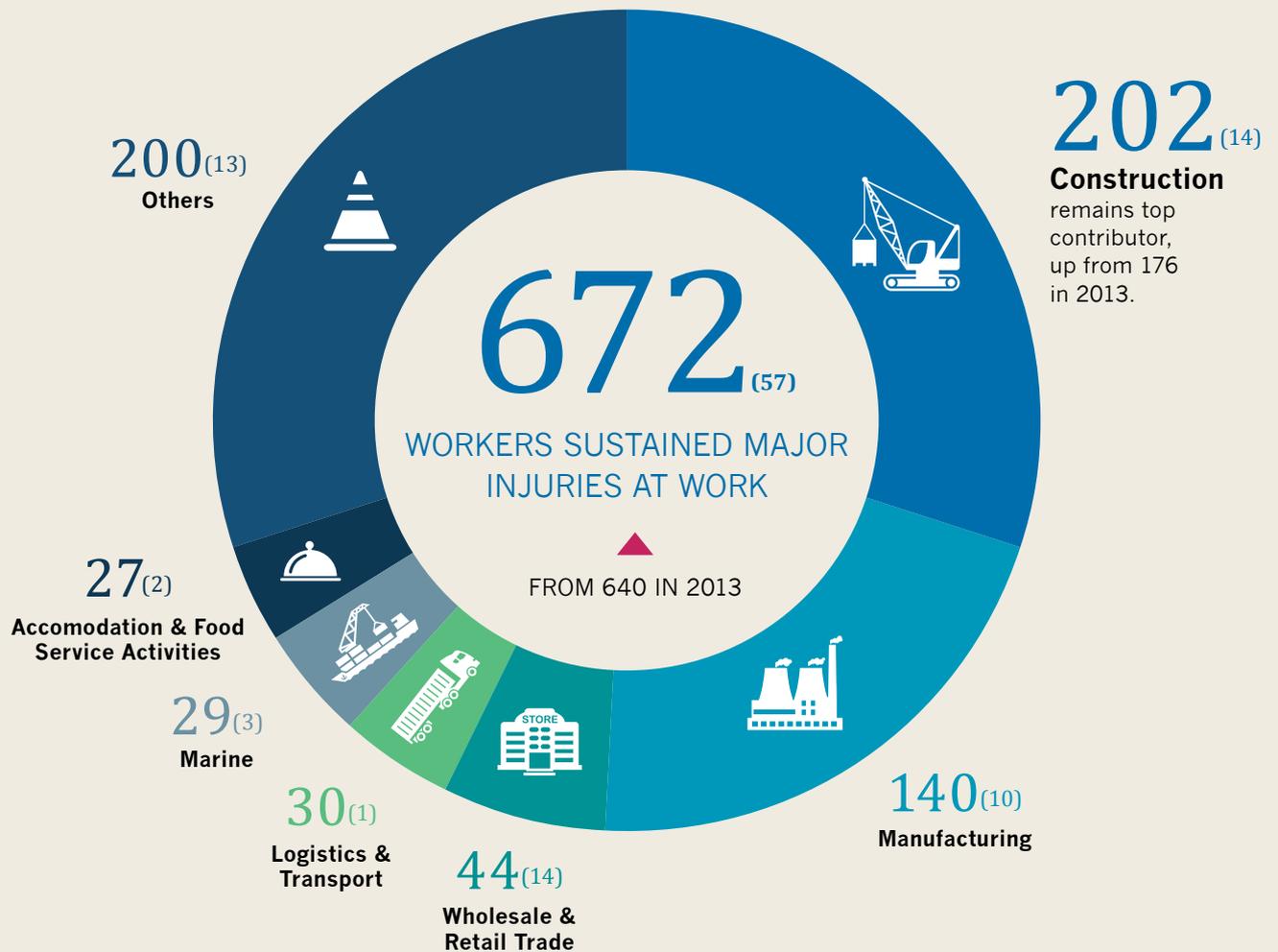


remains leading incident type, accounting for 17% of the fatal injuries. Majority of fatal injuries due to Falls from Heights occurred at the physical workplace involving structures, roofs and formwork.



WORKPLACE INJURIES 2014

NON-FATAL MAJOR INJURIES



Note: Figures in parentheses refer to the number of work-related traffic injuries.

RATE

20.0
per 100,000 employed persons

▲
FROM 19.8 IN 2013

INSIGHTS

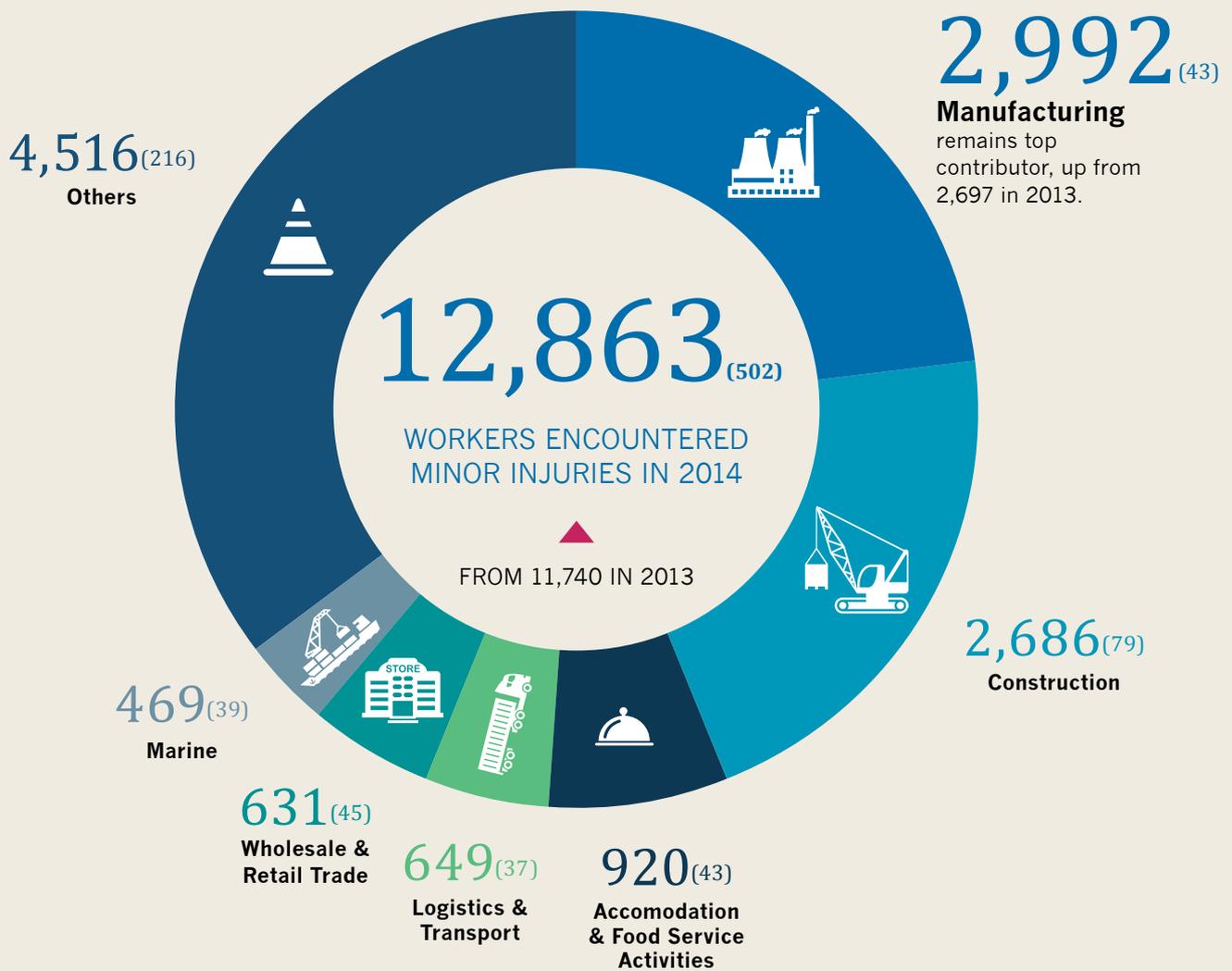
Slips, Trips & Falls

▲
remains main area of concern as it was the leading incident type - 25% of major injuries



WORKPLACE INJURIES 2014

NON-FATAL MINOR INJURIES



Note: Figures in parentheses refer to the number of work-related traffic injuries.

RATE

383

per 100,000 employed persons

FROM 362 IN 2013

INSIGHTS

Slips, Trips & Falls

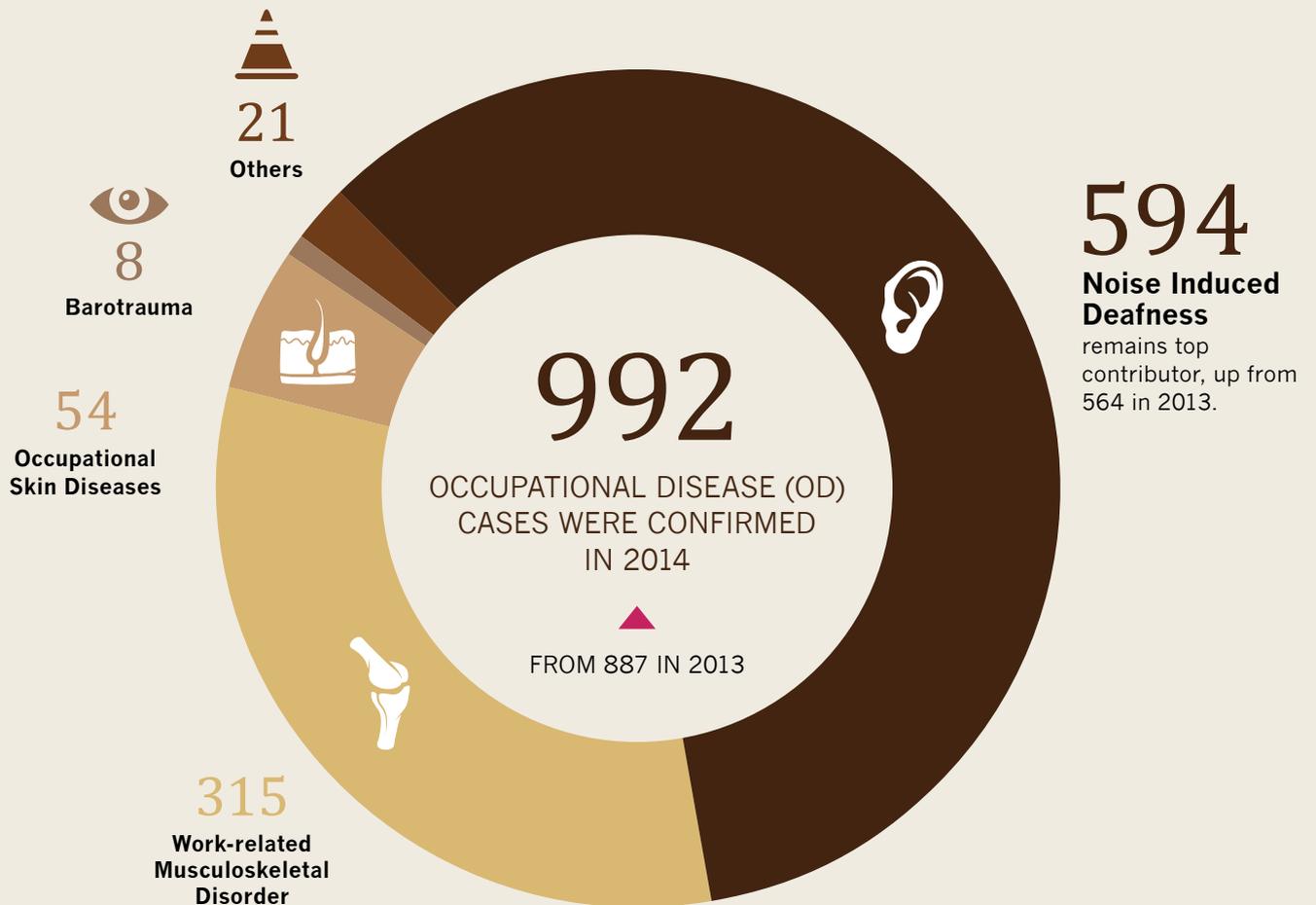


remains main area of concern as it was the leading incident type - 23% of minor injuries



WORKPLACE INJURIES 2014

OCCUPATIONAL DISEASE



RATE

29.5
per 100,000
employed persons

FROM 27.4 IN 2013

INSIGHTS

Manufacturing Sector



continued to have the highest number of NID cases, it saw a slight increase from 275 in 2013 to 288 in 2014.

OVERALL WSH STATS

TABLE 1: NUMBER OF INJURIES AND OCCUPATIONAL DISEASES

Overall Injuries

Fatal Injuries

Major Injuries

Minor Injuries

Occupational Diseases

Note: Figures in parentheses refer to the number of work-related traffic injuries.

TABLE 2: KEY WSH INDICATORS PER 100,000 EMPLOYED PERSONS

Overall Injury Rate¹

Fatal Injury Rate

Major Injury Rate

Minor Injury Rate

Accident Frequency Rate²

Accident Severity Rate³

Occupational Disease Incidence Rate⁴

TABLE 3: WORK INJURY COMPENSATION REPORT

No. of Permanent Incapacity (PI) and Death cases awarded compensation

Total sum of PI and Death compensation awarded (S\$, Million)

No. of accidents reported with no PI sustained



2013	2014
12,453 (552)	13,595 (565)
73 (14)	60 (6)
640 (51)	672 (57)
11,740 (487)	12,863 (502)
887	992



2013	2014
384	405
2.3	1.8
19.8	20.0
362	383
1.6	1.7
93	84
27.4	29.5

¹ Workplace Injury Rate

$$\frac{\text{No. of Fatal and Non-Fatal Workplace Injuries}}{\text{No. of Employed Persons}} \times 100,000$$

² Accident Frequency Rate (AFR)

$$\frac{\text{No. of Workplace Accidents Reported}}{\text{No. of Man-hours Worked}} \times 1,000,000$$

³ Accident Severity Rate (ASR)

$$\frac{\text{No. of Man Days Lost To Workplace Accidents}}{\text{No. of Man-hours Worked}} \times 1,000,000$$

⁴ Occupational Disease Incidence Rate

$$\frac{\text{No. of Occupational Diseases}}{\text{No. of Employed Persons}} \times 100,000$$



2013	2014
4,543	4,607
\$75.38	\$80.94
9,039	10,126



YEAR 2014

KEY HIGHLIGHTS

-
- 01 / KEY ANNOUNCEMENTS FOR WSH
AT MOM COS 2014
 - 02 / INTEGRATED RESPONSE: IMPROVING WSH
IN THE CONSTRUCTION INDUSTRY
 - 03 / FOSTERING A TRUSTED WORK INJURY
COMPENSATION SYSTEM
 - 04 / SINGAPORE WSH WEEK 2014:
SHARING A VISION FOR SAFETY
 - 05 / SINGAPORE'S INCREASING INTERNATIONAL
PRESENCE AND RECOGNITION



Key Announcements for WSH at MOM Committee of Supply 2014

The Committee of Supply (COS) debate is an annual discussion of budgets of the individual Ministries, and their plan for the Financial Year. MOM COS 2014 debate took place on 7 March 2014, and the following key announcements were made with regards to WSH:



STRENGTHEN CAPABILITIES OF WSH PROFESSIONALS AND TRAINING PROVIDERS

Programmes and competency road maps for WSH professionals in variety of fields.



INTEGRATE WORKPLACE SAFETY AND HEALTH

Collaborate with MOH and Health Promotion Board to holistically manage employees' safety, occupational health and wellbeing at work



NURTURE A WSH CULTURE & VISION ZERO MINDSET

"All work injuries and ill health are preventable"

Integrated Response: Improving WSH in the Construction Industry

The Workplace Safety and Health (WSH) performance for the construction industry has improved since the WSH framework was enhanced in 2005. Overall workplace fatality rates halved from 4.0 per 100,000 employees in 2005 to 2.1 employees per 100,000 in 2013. However, a declining trend in safety performance appeared in 2013, and continued into 2014, with eight construction workplace fatalities in the month of January.

Increased enforcement and engagement efforts were adopted to bring together various stakeholders towards reducing the fatalities. The combined efforts lowered the number of workplace fatalities to 60 in 2014, from 73 fatalities in 2013. It also contributed to OSHD reaching the workplace fatality rate target of 1.8 per 100,000 workers, four years ahead of the WSH 2018 schedule.



STRONGER ENFORCEMENT

01

**IMPOSING STRONGER PENALTIES**

Stronger penalties were imposed for cases that seriously breached the law. The team worked with the courts to press for deterrent sentencing for egregious cases. A construction firm was fined \$150,000, the highest penalty imposed for an offence under the WSH Act in the last three years.

02

**STOP WORK ORDER (SWO)**

Stricter conditions for lifting of a Stop Work Order (SWO) to compel companies to resolve specific as well as systemic lapses through the effective implementation of their WSH management system. Companies are now required to conduct refresher training for their workers and to demonstrate that they have addressed the critical lapses. Under the more stringent criteria, the average duration of a SWO has increased by over 20 per cent on-year.

03

**BUSINESS UNDER SURVEILLANCE (BUS) PROGRAMME**

Tighter conditions for the Business under Surveillance (BUS) Programme were imposed to strengthen its effectiveness in supervising poor performing companies.

04

**DEMERIT POINTS SYSTEM (DPS)**

The Demerit Points System (DPS) was enhanced to strongly deter errant companies that blatantly flout safety rules. The DPS review was done in consultation with WSH Council's Construction and Landscape Committee and the Singapore Contractors Association Limited.

05

**RISK MANAGEMENT FRAMEWORK**

The Risk Management Framework was reviewed to focus on pragmatic risk control measures, reduce risk at sources and consider individual health risk factors and workplace health hazards. OSHD's inspectors will now emphasise on the effectiveness of on-site risk control measures and nudge workplaces to implement more effective upstream controls such as substitution and engineering controls. The Code of Practice and Regulations for Risk Management will also be revised to reflect the enhancement of the framework.

06

**SAFETY INSPECTION VISITS**

Safety Inspection Visits were stepped up through targeted operations on specific areas such as Work-at-Heights, Formwork Safety, Crane Safety and construction projects at private housing estates. Through these workplace inspections, our OSHD officers help to ensure that workplaces have an adequate Workplace Safety and Health Management System in place.

INCREASING ENGAGEMENT AND CAPABILITY BUILDING

01



SAFETY COMPLIANCE ASSISTANCE VISITS (SCAV)

Industry assistance programmes such as the Safety Compliance Assistance Visits (SCAV) were extended to smaller construction worksites. The SCAV involves appointed WSH professionals visiting and providing onsite practical guidance at worksites. In 2014, the number of SCAV was doubled to 1,600 in view of its value and industry demand.

02



WSH COMPETENCY FRAMEWORK

The WSH Competency Framework was reviewed to strengthen the capabilities of WSH professionals and quality of Accredited Training Providers (ATP). The current 51 WSH-related courses will be migrated to WDA's WSQ framework by 2016 to tap on the national credentialing system. Through audits of ATPs to ensure the proper conduct of WSH training and assessment, four errant ATPs had their status revoked for training and assessment malpractices, which compromised the integrity and robustness of their WSH courses.

03



PILOT TRIAL OF INSTALLING DATA LOGGERS IN CRANES

Pilot trial of installing data loggers in cranes to explore the use of technology in regular monitoring of lifting operations of cranes on the ground. This pilot trial aided in the feasibility study of mandating such installation of data loggers into cranes to enhance crane safety.

04



SOLUTIONING SESSION

Solutioning Session conducted with industry stakeholders from the entire formwork value to collectively identify root causes and solutions to prevent future formwork incidents. Formwork suppliers, formwork supervisors, formwork trainers, formwork contractors, main contractors, project managers, professional engineers, WSH Professionals, architects, academia and government officers were amongst the 66 participants invited. The report generated was subsequently shared with the industry and policy makers to prevent recurrence of formwork incidents.

05



NATIONWIDE SAFETY TIME-OUT EXERCISE

The Singapore Contractors Association Ltd (SCAL) conducted a nationwide Safety Time-out exercise for the construction sector. Practical resources such as a checklist was provided by WSH Council to help the industry implement the time-out. A straw poll was subsequently conducted on 550 construction companies by WSH Institute to determine their level of awareness on the call for Safety Time-out, actions taken in response to the call, and whether companies found it effective.

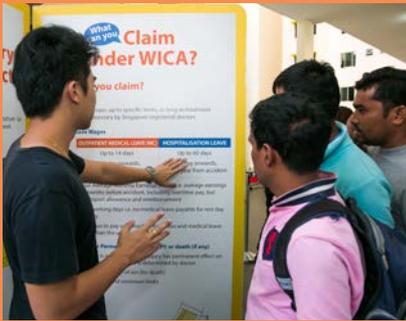
06



DESIGN FOR SAFETY (DfS)

To achieve a breakthrough in our WSH performance, all stakeholders need to come together to take greater ownership of workplace safety. Design for Safety (DfS) was identified as the key initiative to foster greater industry ownership amongst developers and designers. The key principle is that all parties who create the risks are responsible for managing them. A Taskforce on Mandating DfS, led by MOM and BCA (and included government agencies and key industry stakeholders), was set up to oversee the development of the Regulations with strong collaboration from the industry.

Fostering a Trusted Work Injury Compensation System



Another area of OSHD's work is to ensure that injured workers receive their rightful compensations. Work Injury Compensation Department (WICD) facilitates this by strengthening the understanding of Work Injury Compensation Act (WICA) through rolling out various education and outreach programmes to reach out to workers and their employers on WICA rights and obligations.

STEP UP ENGAGEMENT TO RAISE AWARENESS OF WICD

MULTILINGUAL WICD COMIC STRIPS

The WICD produced comic strips to educate workers on key WIC messages. This included information on compensation entitlements and differences between claiming work injury compensation under the WICA and Common Law. Four comic strips were produced and translated into Chinese, Tamil and Bengali in 2014. They were publicised through various platforms including the WSH Bulletin, MOM website, MOM Facebook and in Banglar Kantha. Over 4,300 copies of comic strips were also sent to about 75 organisations such as foreign worker dormitories, industry associations, foreign embassies, hospitals and selected companies.

OUTREACH TO FOREIGN WORKER DORMITORIES THROUGH POSTERS AND CIRCULARS

For the second year running, the WICD participated in a series of foreign worker dormitory roadshows

organised by the WSH Council to directly engage the foreign workers on their WIC rights. The roadshow comprised an educational exhibit to showcase what workers should do when injured at work. Workers were also given a towel with MOM Helpline number as a door gift as well as "Work Injury Compensation – Guide for Employees" flyers in their native language. The flyers explained the WICA, compensation entitlements for work injuries and the steps to take in the event of an injury at work.

VIDEO SHOWCASING MOM'S ASSISTANCE FOR WIC CLAIMS

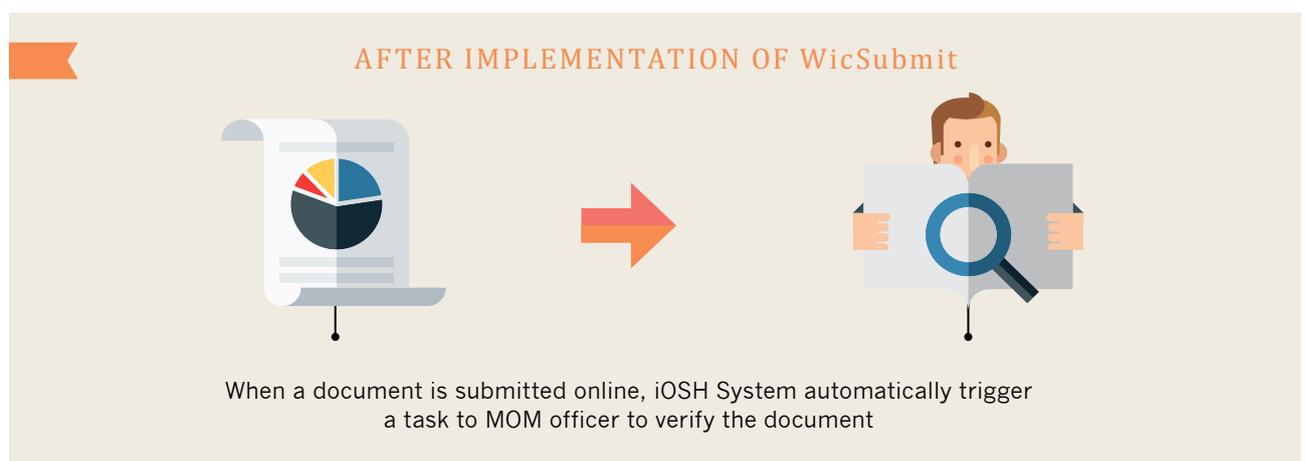
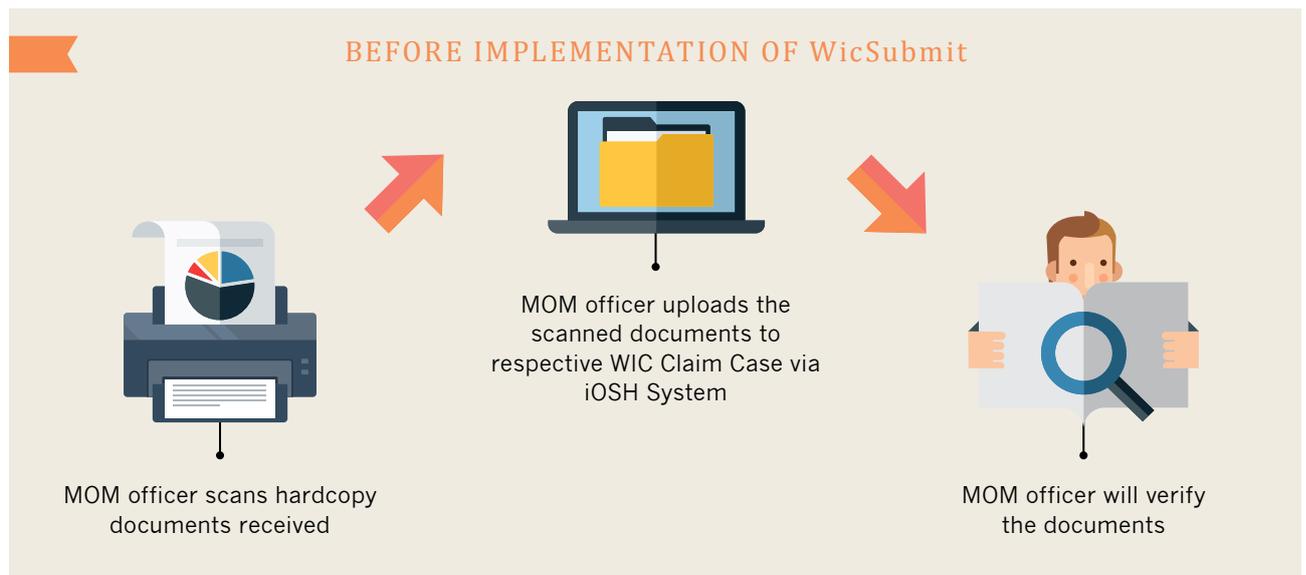
To step up on foreign worker outreach, the WICD worked with Corporate Communications Department (CCD) to produce a video on how three injured foreign workers, William, Xingfa and Harun, were assisted in their WIC claims. The stories showcased the WIC process, provision of interpreters and help rendered to encourage foreign workers to seek help from MOM.

“WicSubmit” ELECTRONIC SUBMISSION OF DOCUMENTS FOR WORK INJURY CASES

Implemented in January 2015, WicSubmit is part of a MOM-wide initiative to provide document submission services online. The objective was to encourage WIC customers (i.e., employers, insurers, lawyers, treating doctors, injured employees and their next-of-kin) to leverage e-services for transactions, including document submissions, and to reduce counter transactions where physical copies of documents are submitted.

Prior to WicSubmit, WIC claim documents were received in hardcopy via MOM counters, mail and fax, or in softcopy through email. These hardcopy documents are then scanned and uploaded into the integrated

Occupational Safety and Health (iOSH) System. In many cases, a single document is submitted to MOM multiple times (as hardcopy, mail or fax). To streamline documentation and minimise hardcopies, WicSubmit enables all customers involved in WIC claims to submit electronic/scanned copies of supporting documents. Online submission facilitates the immediate receipt of documents, increases convenience and saves customers' time. Another value added feature of WicSubmit is that it triggers specific workflows depending on the types of documents submitted.



SPECIAL OPERATION KILLDEER TO SEND A DETERRENT MESSAGE

MOM TAKES ACTION AGAINST FIVE WORKERS FOR BREACHING SPECIAL PASS CONDITIONS



Over a span of one week in December 2014, the Ministry of Manpower (MOM) conducted a special enforcement operation targeting foreign workers on Special Passes issued to facilitate their Work Injury Compensation (WIC) claims, with a focus being placed on workers who work illegally without valid work permits. While MOM routinely conducts enforcement operations to ensure foreigners working in Singapore possess valid work permits, this is the first time the Ministry has conducted such a targeted operation.

During the course of the operation, five Bangladeshi workers were found to work illegally. They were repatriated to their home country for breaching the Special Pass condition, while we will continue to assess their WIC claims. Injured workers are reminded of the serious consequences of working illegally while on Special Pass.



Foreigners whose work permits are no longer valid while awaiting the resolution of their WIC claims under the Work Injury Compensation Act (WICA) are issued Special Passes which legitimise their stay in Singapore. During the entire claim process, employers are responsible for a worker's upkeep and maintenance in Singapore. Under the WICA, the employers are liable for paying medical leave wages and medical expenses, as well as ensuring that the worker has acceptable housing. MOM will take action against employers who fail to fulfil their responsibilities.

Injured workers should not work before the assessment of their injuries is completed, to allow sufficient time for the injuries to heal properly. This also reduces, if not eliminates, the risk of work worsening the injuries, which could otherwise cause disputes during the eventual assessment of their WIC claims.



Singapore WSH Week 2014: Sharing a Vision for Safety

In 2014, MOM, WSHC, and WSHI organised Singapore WSH Week 2014, which includes for the first time integrating the Singapore WSH Conference, the NWSH Campaign Launch, the 4th IAP Meeting and the ASEAN OSHNet Conference into a single signature event. Singapore WSH Week 2014 aims to bring together the best minds in WSH to Singapore, and raise the level of WSH discourse and practice in Singapore and the region.

THE SINGAPORE WSH CONFERENCE

On 7 and 8 May 2014, more than 40 local and international speakers and over 900 delegates gathered for the third edition of the biennial The Singapore WSH Conference held at the Suntec Singapore Convention and Exhibition Centre. The conference was themed Integrating Safety and Health: Toward a Holistic Approach.

Mr Heng Chiang Gnee, Chairman of the Singapore WSH Conference 2014 Steering Committee, delivered the welcome address and urged companies to adopt Total WSH – an approach to integrate workplace safety and workplace health to better manage the safety, health and well being of workers.

The keynote address, Safety and Health at Work: An ILO Perspective, was delivered by Mr Moussa Oumarou, Director of the International Labour Organization (ILO) Governance and Tripartism Department. This was followed by plenary sessions where speakers shared insights on integrating health and safety. Concurrently, multiple symposiums took place where speakers and participants shared their insights on integrating workplace health and workplace safety and its implementation.



NWSH CAMPAIGN LAUNCH

The annual National WSH Campaign was launched on 7 May 2014 to set the stage for the WSH Council’s year-long outreach efforts, and highlighted the key messages and plans for the year ahead. The event was officiated by Deputy Prime Minister and Minister for Finance Mr Tharman Shanmugaratnam. Over 900 attendees were present at the launch at the Suntec Singapore Convention and Exhibition Centre.

The campaign message, ‘How You Work Is How You Live’, highlights how bad habits and risks taken in the workplace not only impact the quality and safety of work, but extend to the quality of life outside work. To complement the campaign message, a new TV commercial and a new set of WSH roving exhibitions were unveiled to educate employers and employees on the importance of workplace health.



During the conference, Dr Jorma Rantanen, Director General Emeritus of the Finnish Institute of Occupational Health (FIOH), moderated a discussion on the links between safety and health, and organisational productivity, employee satisfaction and organisational sustenance. Dr Christa Sedlatschek, Director of the European Agency for Safety and Health at Work (EU-OSHA) moderated a roundtable discussion which brought up the importance of the role of leaders in health and safety, and how they shape culture and ingrain forward-looking ideas at a systemic level.

Mr Hawazi Daipi, Senior Parliamentary Secretary (Education and Manpower), delivered the closing speech and iterated the importance of adopting Total WSH in order to

protect the safety, health and well-being of all employees. Conference delegates were then invited to network over a gala dinner hosted at Gardens by the Bay.

Held in conjunction with the conference were numerous satellite events, such as OS+H Asia Exhibition 2014, the Conference on the Globally Harmonised System (GHS) of Classification and Labelling of Chemicals 2014 organised by the Singapore Chemical Industry Council (SCIC), the ASEAN-OSHNET Conference, the IPAF Asia Conference 2014 on MEWP Safety, Standards and Good Practices, and the Total WSH seminar organised by Health Promotion Board (HPB).



4TH INTERNATIONAL ADVISORY PANEL

4TH MEETING OF THE INTERNATIONAL ADVISORY PANEL (IAP) FOR WORKPLACE SAFETY AND HEALTH (WSH) IN SINGAPORE, 2014

The 4th meeting of the IAP was held on 6 and 8 May 2014 at the Suntec Singapore Convention and Exhibition Centre. A panel of renowned international WSH practitioners and experts were invited to discuss two strategy papers: 'Vision Zero, The next Frontier', and 'Implementing Total WSH'.

The 4th IAP was chaired by Mr Tan Chuan-Jin, Minister for Manpower, and co-chaired by Mr Hawazi Daipi, Senior Parliamentary Secretary (Education and Manpower). Er Ho Siong Hin, Divisional Director of OSHD, MOM, gave a situational update on WSH in Singapore, comprising of WSH developments in Singapore, progress under WSH 2018, as well as the future developments for WSH in Singapore.

Dr Chia Kee Seng, Chairman of the WSH Council (Workplace Health) Committee gave a presentation on 'Implementing Total WSH', covering the comprehensive and integrated approach to managing WSH holistically in Singapore. Dr Jorma Rantanen, IAP member, shared how Total WSH could help support people in living a



socially and economically productive work life. Dr Gan Siok Lin, Executive Director, WSH Institute presented on 'Vision Zero' - a shift in approach from a focus on systems compliance and the implementation of management systems to include the more difficult aspects of shaping values and changing mindsets. Following the sharing on strategy papers, active discussions were held with the IAP members to garner inputs on the proposed strategies and efforts.

Mr Kevin Myers, Deputy Chief Executive of Health and Safety Executive (HSE), shared the 8 finalised recommendations at the SWSH Conference-IAP Plenary Session, which was attended by the IAP members and delegates of the Singapore WSH Conference.

- a. Instil greater WSH ownership by developers and clients in the construction sector
- b. Strengthen the link between WSH performance and business outcomes
- c. Integrate WSH with employee well-being
- d. Build capabilities to support implementation of Total WSH
- e. Better monitoring of workplace health data
- f. Facilitate mindset change through Vision Zero Leaders
- g. Develop performance measures to track the progress of the Vision Zero mindset movement
- h. Provide a compelling case for Vision Zero

Mr Hawazi Daipi, Senior Parliamentary Secretary (Education and Manpower) thanked the IAP members for their recommendations, and MOM would work closely with key stakeholders to implement it.



ASEAN – OSHNET

15TH ASEAN-OSHNET COORDINATING BOARD MEETING (CBM15)

The week started off with CBM15 which was held at the Marina Mandarin on 5 and 6 May 2014. Over 40 delegates from 10 ASEAN member states, Plus Three Nations (China, Korea and Japan) and international organisations such as the International Labour Organization (ILO), International Association of Labour Inspection (IALI), European Agency for Safety and Health at Work (EU-OSHA) attended. Representatives from the ASEAN Secretariat and ASEAN Services Employees Trade Union Council (ASETUC) were also present.

Minister for Manpower Mr Tan Chuan-Jin opened CBM15 and emphasised the importance of a robust Occupational Safety and Health (OSH) framework to form the basis of a more productive and engaging ASEAN workforce. He also challenged ASEAN-OSHNET to ensure that it remained relevant and improve OSH standards within the region.

The meeting chaired by Er Ho Siong Hin, Divisional Director of OSHD, MOM, as the ASEAN-OSHNET Chair included updates by the ASEAN member states and the implementation status of activities in their respective programme areas, proposed possible collaboration with ASEAN-OSHNET by external collaborators and implementation of updates on the initiatives under the ASEAN-OSHNET Plan of Action (2011-2015). Singapore also took over the ASEAN-OSHNET Secretariat from the Philippines for the 2014 to 2017 term.

Key highlights of the meeting included the adoption of the biennial ASEAN-OSHNET awards, progress in second reporting of the ASEAN-OSHNET scorecard as well as identification of possible collaboration with the external partners. Both Vietnam and Indonesia also obtained approval from their respective Governments for ratification of ILO Convention C187. On the whole, delegates found the meeting eventful. The interaction built bonds and forged new areas of collaboration.





INAUGURAL ASEAN-OSHNET CONFERENCE

The inaugural ASEAN-OSHNET Conference was held at the Suntec City Convention Centre on 8 May 2014 and was attended by over 200 ASEAN and international delegates and local WSH professionals. In her opening speech, Senior Minister of State for Health and Manpower Dr Amy Khor commended the strong partnership between ASEAN member states and the role of ASEAN-OSHNET to foster a safe and healthy working environment within the region. She also announced the ASEAN-OSHNET initiatives such as the ASEAN-OSHNET awards, publication to commemorate the 15th anniversary of ASEAN-OSHNET and the handing over of ASEAN-OSHNET Secretariat to Singapore in 2014.

The conference started with a keynote speech on OSH challenges and developments by Mr Seiji Machida, Senior Adviser on OSH from the ILO. He shared that national OSH systems are the infrastructure providing the main framework for implementation of national OSH policies and programmes.

This was followed by presentations on ASEAN's OSH journey and the ASEAN-OSHNET scorecard. The morning session focused on presentations by government officials on the OSH developments in their countries. Notable highlights included updates from Malaysia who shared that they were moving towards preventive culture in workplaces with upcoming

plans to promote the practice of safety culture and Indonesia, which initiated awarding workplaces with good OSH performances. Cambodia also made progress, with ratified 11 ILO conventions thus far.

The afternoon session focused on presentations by OSH professionals from the private sector. They shared experiences on the methods adopted to manage OSH challenges and to ensure safety and health of workers. The inaugural ASEAN-OSHNET Conference, which aimed to raise the profile of OSH within the region, brought together participants from both the government and the industry. Participants feedbacked that that the conference was engaging and that the topics were relevant.

ASEAN-GERMAN TECHNICAL COOPERATION

Sustainable port development in the ASEAN Region

Roundtable Forum: ASEAN Maritime Transport Working Group and the ASEAN Occupational Safety and Health Network on Port Occupational Safety and Health

The inaugural Roundtable Forum on safety and health in ports was held after the CBM15 on 9 May 2014 at the Marina Mandarin Singapore. It was organised by the German Society for International Cooperation (GIZ) under the German Federal Government with the aim of creating greater synergies in the area of occupational safety and health (OSH) in ports by identifying potential areas of collaboration between the Labour and Transport Ministries of ASEAN member states.

The Forum brought together port specialists from the International Labour Organization and GIZ, and delegates from ASEAN member states.

The Forum, opened by Dr Lee Hock Siang, Director (OSH Specialist Department), commended ASEAN member states for their close cooperation.

The Forum consisted of talks by the organiser, followed by a discussion involving case studies of accidents in ports. Each ASEAN member state then presented their OSH regulations and problems encountered in the area of safety and health in its ports with the Singapore delegation represented by Mr Bernard Kwok.

Overall, The Forum provided delegates with opportunities for networking and exchanging of information on local OSH policies and issues faced. This event concluded a successful week for OSH in ASEAN as the region works seek to improve OSH standards.



Singapore's Increasing International Presence and Recognition

Singapore is increasingly recognised for its high WSH standards and is seen as being at the forefront of building a progressive and pervasive safety and health culture. Our growing involvement shows the confidence that the OSH community has on Singapore's commitment toward WSH excellence. These efforts will propel Singapore toward the next frontier, in achieving greater WSH outcomes.



WORLD CONGRESS AT FRANKFURT

The triennial 20th World Congress on Safety and Health was held in Frankfurt, Germany from 24 to 27 August 2014. This event was especially significant as the next World Congress would be hosted in Singapore. Hence, the delegation led by Senior Parliamentary Secretary (SPS) for Manpower and Education, Mr Hawazi Daipi, endeavoured to understand the scope of the Congress and learn from OSHD's German counterparts, the Deutsche Gesetzliche Unfallversicherung (DGUV, German Social Accident Insurance).

The World Congress is a global platform for stakeholders to discuss and share pointers on how to improve Workplace Safety and Health (WSH) globally and within each country's contexts. The World Congress was also an avenue for OSHD to be updated on current WSH best practices. Vision Zero was the anchor theme for the XX World Congress and the concept was expected to gain international visibility and traction in the subsequent years.

OSHD had the opportunity to participate in various capacities, such as speaker and symposium organiser. As a speaker, Dr Gan Siok Lin, Executive Director, WSH Institute shared about Singapore's



experience in the Vision Zero journey, the impetus for the adoption of the culture of prevention, challenges faced and future plans for the Vision Zero movement in Singapore. OSHD also set up a promotional booth and broadcasted a welcome video to encourage international delegates to visit Singapore in 2017 for the upcoming XXI World Congress.

At the end of the Congress, SPS handed over the baton; a neon green suitcase to signify the start of an exciting journey of preparation ahead for Singapore.



14TH INTERNATIONAL ASSOCIATION FOR LABOUR INSPECTION (IALI) CONGRESS & GENERAL ASSEMBLY

The 14th Triennial IALI Congress and General Assembly was held at the International Labour Office (ILO) in Geneva on 9 to 10 June 2014. A key theme of the IALI Congress was 'Partnerships, Professionalism and Performance' and delegates discussed the tripartite agenda for promoting the interests of safe, healthy, fair and decent work globally.

Minister for Manpower, Mr Tan Chuan-Jin gave a keynote speech on Singapore's approach to labour inspection and also shared the latest initiatives to improve our labour inspection system. Case studies were also shared on how IALI guidance is put into practice, and Er Ho Siong Hin, Commissioner for Workplace Safety and Health shared

the implementation of the IALI Code of Integrity by ASEAN-OSHNET. ILO Director-General, Mr Guy Ryder spoke on the second day and shared the importance of labour inspection from ILO's perspective.

The IALI General Assembly was held after the IALI Congress and there were updates from the President and Secretary-General on the initiatives from the IALI Action Plan. A new IALI Executive Committee (2014 – 2017) was elected at the end of the General Assembly and Er Ho Siong Hin, Commissioner for Workplace Safety and Health was re-elected and elected by the new IALI Executive Committee as IALI's Secretary General.

STRATEGY 1

Building Strong Capabilities to Better Manage WSH

The reform and elevation of WSH standards begins with a good foundation – the right mindset, the motivation to address WSH as a priority and the management skills to do so. This imperative applies to stakeholders – WSH professionals, management, line supervisors and workers. Driving successful capability requires the right support: strong institutions and quality training provider as well as accessible and relevant financial and education resources.



**SINGAPORE
WORKFORCE SKILLS
QUALIFICATIONS**

BUILDING WSH CAPABILITIES IN THE WORKFORCE

It takes a conscious effort of every person in the workplace to drive good WSH outcomes. It is therefore critical to equip all workers with the necessary skills to enable them to perform their WSH roles.

To this end, OSHD builds WSH competencies by collaborating with the industry to develop WSH training programmes as well as regulating Accredited Training Providers (ATPs) in the delivery of these. OSHD also develops competency frameworks for WSH professionals to equip them with the necessary WSH expertise and a flexible and clear career progression pathway. To ensure that personnel are adequately trained with the skills and knowledge needed to be competent to work safely, a range of programmes were rolled out in 2014.

ENACTMENT OF THE WSH (ASBESTOS) REGULATIONS

The Workplace Safety and Health (Asbestos) Regulations were enacted on 30 May 2014 and replaced the Factories (Asbestos) Regulations. The new regulations provide enhanced protection of workers against exposure to asbestos during work with asbestos. The key provisions include the:

- Licensing of asbestos-removal contractors;
- Appointment of competent persons to conduct asbestos surveys;
- Implementation of a plan of work for asbestos-removal;
- Removal of asbestos-containing materials before demolition of buildings;
- Technical measures for asbestos-removal work; and
- Duties and liabilities of duty holders including competent persons and approved asbestos-removal contractor.





To assist stakeholders in complying with the Regulations, MOM and WSHC developed the following:

A set of 'WSH Guidelines on the Management and Removal of Asbestos' to guide contractors and building owners on the proper management of asbestos-containing materials, and advise industry practitioners about the correct work practices and WSH standards to adopt during asbestos-related work.

A video to educate stakeholders on the health effects of asbestos exposure. The video illustrates examples where asbestos can be found and WSH measures to apply in the management and removal process.

Two training modules: 'Survey Asbestos and Other Fibres Risks at the Workplace' and 'Remove Asbestos from Workplace under the Singapore Workforce Development Agency (WDA) Workforce Skills Qualifications (WSQ) Framework' were developed to help provide the necessary knowledge and skills to conduct asbestos surveys, handle, remove and dispose asbestos safely and properly.

Currently, there are a total 15 licensed asbestos-contractors, 97 competent persons for asbestos survey and 67 competent persons for asbestos removal work.

BIO SAFETY TRAINING STRUCTURE AND THE FIRST BIO SAFETY PASSPORT FOR THE BIOMEDICAL AND LIFE SCIENCES INDUSTRY

The biosafety training structure and the first biosafety passport for the biomedical and life sciences industry was launched on 5 February 2015 by Asia-Pacific Biosafety Association (A-PBA), Biorisk Association of Singapore (BAS), Ministry of Health (MOH), Workplace Safety and Health Council (WSHC), Temasek Life Sciences Laboratory (TLL), WDA and MOM. The launch was attended by more than 120 guests from the local industries and government agencies, as well as the National Biosafety Association and country working group representatives from

12 countries in the Asia-Pacific region. Guest-of-honour, Dr Amy Khor, Senior Minister of State, Ministry of Health and Ministry of Manpower, witnessed the pledge of collaboration among the agencies and industry.

WDA, together with regulatory agencies, ministries, hospital clusters, research institutes and universities, developed a comprehensive biosafety training structure to map the skills gaps and progression pathways for the industry. The training framework objective is to establish a career pathway for biosafety professionals through a structured industry-endorsed competency-based training. There are three levels of training in the biosafety structure.

First level: The Biosafety Induction Programme (BIP)

This is pegged at the Singapore WSQ Advanced Certificate level. It is designed as an orientation course for all laboratories users who will be in contact with biologicals or biologically derived agents. This adheres to the WSH Act that requires employers to adequately train employees in WSH. Companies may also adopt the biosafety passport as basic induction training for new employees.



STRATEGY 1



Second level: The Biosafety Professional Programme (BPP)

This is aligned to the WSQ Specialist Diploma level and designed for experienced employees aspiring to become Biosafety Coordinators to deal with safety issues at the operation and management level for high containment facilities. BPP maps out the current skills and knowledge requirement of Biosafety Coordinators under the Biological Agents and Toxins Act (BATA).

Third level: The Professional Certification for Continued Education

This comprises Professional Workshops, Conferences, and Master classes conducted to keep biosafety professionals updated.

The industry-endorsed initiative will benefit up to 9,000 personnel from more than 50 companies, local universities, and 30 public-sector institutes.

COMPETENCY DELIVERY

In addition to ensuring a curriculum that is validated against the best industry practices, we ensure the effective delivery of WSH courses by partnering with our WSH training service providers to ensure the skill and quality of accredited trainers.

CERTIFICATION OF WSH TRAINING PROVIDERS TO ISO 29990:2010

With effect from 14 October 2014, all new WSH training providers (TPs) are required to attain the International Organisation for Standardisation (ISO) 29990:2010 certification.

The ISO 29990:2010 certification for Learning Service Providers (LSPs) is administered by Singapore Accreditation Council (SAC). Certification Bodies (CBs) accredited with the SAC conduct annual audits on the training administration systems of TPs to ensure good governance and appropriate management control by the operators. The ISO audit doctrine includes full conformance to MOM Technical Notes on the quality standard of courseware, the qualification and competence of trainers and the conduciveness of training facilities, among others.

CBs under the instruction of SAC may also initiate investigation into serious complaints against any certified TP and take the necessary action to suspend or withdraw its certification.

COMPETENCY AND QUALITY ASSURANCE AUDIT

In 2014, WSH Council stepped up its investigation efforts on errant Accredited Training Providers (ATPs) who had breached the MOM ATP Terms and Conditions and Curriculum Development Advisories (CDAs).

As a result, administrative and legal actions were taken against 15 ATPs. OSHD also revoke the registration of six ATPs for fraudulent practices. Some of the malpractices include:

- Failure to uphold the integrity of the examination system
- Providing trainees with answers to the assessment questions
- Allowing trainees to copy from each other during assessment
- Failure to adhere to the stipulated course duration
- Failure to ensure that trainees were enrolled in courses offered in a language that they were conversant in.
- Failure to ensure conduciveness of training facilities

In addition, three MOM approved trainers were also suspended for periods ranging between three to six months for being in cahoots with the ATP in the commission of the fraudulent practices.



NEW AND UPDATED CURRICULUM DEVELOPMENT ADVISORIES (CDAs) FOR 2014

The Curriculum Development Advisories (CDAs) assist MOM ATPs with the instructional design needed for a competency-based training course in WSH. It aims to help ATPs facilitate the learning process, deliver effective training, and conduct competency-based training and assessment. CDAs contain key information on the courses including learning objectives, target audience, assumed skills and knowledge or entry requirements, course syllabus, recommended course duration and class size, as well as recommended trainer or trainee ratio. It also sets forth guidelines for training delivery and assessment for the course.

In 2014, in consultation with the various industry stakeholders, WSH Council developed a one-day CDA for a Formwork Safety Course for Workers (FSCW). The goal was to equip formwork workers/tradesmen with the relevant WSH competencies for formwork activities at the worksites. These include various types of formwork, fundamentals of formwork erection, application of hazard identification and risk assessment, adherence to safe work practices, proper use of appropriate PPE for work-at-height activities.

Sharing of relevant past incidents/accidents on formwork activities was incorporated to reinforce the WSH competencies required for the safe formwork construction. The CDA was completed and shared with accredited

training providers and their trainers in July 2014. Two other courses were also developed in 2014, as part of the enhancement to the existing work-at-height (WAH) courses by integrating the WAH course for Supervisors with either the WAH course for Assessors or Managers course, leading to the WAH course for Assessor (Integrated) and the WAH course for Manager (Integrated). The development of the two courses reduced the number of required courses and enhances course effectiveness and training quality.

Numerous other CDAs were also reviewed and updated in 2014 to align to the latest legislative requirements and enhancement of the training materials.

ENHANCED COURSES

Worker Courses	Workshop to Enhance the Safety of Crane Operation (WESCO)
Supervisory Courses	Building Construction Supervisors Safety Course (BCSS)
	Formwork Safety Course for Supervisors (FSCS)
	Lifting Supervisor Safety Course (LSSC)
	Shipyards Supervisors Safety Course (SSSC)
	Basic Industrial Safety and Health Course for Supervisors (BISH)
WSH Personnel Course	Occupational First Aid Course (OFAC)

STRATEGY 1

BUILDING WSH CAPABILITIES IN THE INDUSTRY

As part of its role to develop WSH capabilities in the industry, OSHD provides practical assistance on WSH management in the form of resources. These include financial assistance, technical advisories, videos, guidebooks, special assistance kits and online WSH e-toolkits. OSHD also implements programmes to develop progressive and pervasive WSH culture in the industry – a key outcome under our WSH 2018 master plan.

bizSAFE



In 2005, SMEs with less than 200 employees accounted for about 60 per cent of the total workforce in Singapore, and contributed to 52 per cent of fatal accidents. The bizSAFE programme was launched in 2007 to guide SMEs to raise their WSH management capabilities through a five-step approach.

Large organisations with strong WSH capability and leadership are enlisted as mentors and partners to help guide SMEs. Many large organisations have also included WSH criteria in their procurement or contracting practices to encourage their contractors and suppliers to participate in bizSAFE and raise their WSH management and performance.

AS OF 31 DECEMBER 2014



20,376

BIZSAFE ENTERPRISES



331

BIZSAFE PARTNERS



19

BIZSAFE MENTORS

have benefitted from the bizSAFE programme





CultureSAFE

The CultureSAFE programme was launched in September 2012 to guide companies in developing and sustaining a progressive and pervasive WSH culture. Developed by the WSH Council, the programme comprises a unique WSH culture model and

index system, complete with specific diagnostic instruments, to appraise any participating organisation's WSH culture developmental status. Participating organisations can formulate appropriate plans and implement suitable initiatives to enhance their respective WSH culture's attributes and dimensions¹ with the diagnostic results.

An S\$8 million WSH Culture Fund was set up to help SMEs defray the cost of building their WSH culture through CultureSAFE. The fund can be used to cover up to 90 per cent of consultancy and implementation costs, capped at S\$30,000.

¹ The WSH CultureSAFE Model consists of 6 attributes: Leadership & Commitment, Governance, Work Management System, Competent & Learning Organisation, Ownership & Teamwork, and Communication & Reporting. Dimensions are developed to measure the scope and extent of the attributes.

AS OF 31 DECEMBER 2014

187
NON-SMES



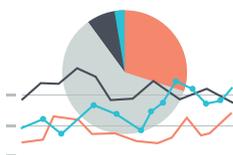
139
SMES



have benefitted from the
CultureSAFE programme

RM 2.0 FRAMEWORK

WSH Risk Management (RM) is a process for WSH hazards identification, risk assessment and risk control. RM is the cornerstone of WSH Management. Introduced in 2005, the RM framework has helped reduce workplace fatality rate and shape the WSH landscape in Singapore. RM 2.0 is an enhanced version of the existing RM framework. It is being developed based on three key approaches:



A pragmatic approach for effective onsite risk control implementation



Upstream risk control to risk elimination, substitution and engineering control



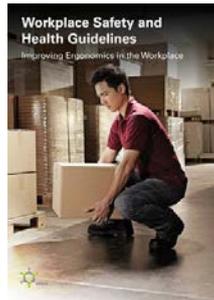
A holistic approach towards safety and health risk assessment that takes human factors into consideration

OSHD engaged and consulted industries and stakeholders on RM 2.0, launched in early 2015. The deliverables include revised WSH RM ACOP, RM 2.0 training courseware, Risk Assessment (RA) guidelines for workers and SME, RM video, online RM database and resource page on upstream risk controls.

A total of 49 attendees from Academia, Construction, Entertainment, Healthcare, Logistics, Manufacturing, Marine, Chemical and WSH Professionals participated in the Focus Group Discussion for the revised WSH RM ACOP.

STRATEGY 1

To support businesses and stakeholders to implement sound WSH initiatives at the workplace, a wide array of resources is made available as practical guidance for use in the industry. OSHD has worked closely with WSH Council to publish Approved Codes of Practices (ACOP), Compliance Assistance Checklists, Factsheets, Case Studies, Guidelines and Technical Advisories to provide guidance on recommended safety and health practices. The following materials were published in 2014 for various industries.



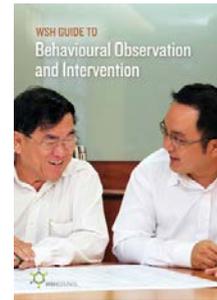
JAN 2014

**WSH GUIDELINES ON
IMPROVING ERGONOMICS
IN THE WORKPLACE**



MAR 2014

**WSH GUIDELINES ON
WORKPLACE TRAFFIC
SAFETY MANAGEMENT**



APR 2014

**WSH GUIDE TO
BEHAVIOURAL
OBSERVATION AND
INTERVENTION**



MAY 2014

**GUIDE TO TOTAL
WORKPLACE SAFETY
AND HEALTH**



JUL 2014

**WSH GUIDELINES ON
MANAGEMENT AND
REMOVAL OF ASBESTOS**



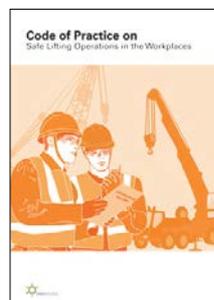
JUL 2014

**WSH GUIDELINES
ON LABORATORIES
HANDLING CHEMICALS**



JUL 2014

**CASE STUDIES FOR
MARINE INDUSTRY**



SEP 2014

**CODE OF PRACTICE ON
SAFE LIFTING OPERATIONS
IN THE WORKPLACES**



NOV 2014

**WSH GUIDELINES ON SAFE
USE OF MACHINERY**

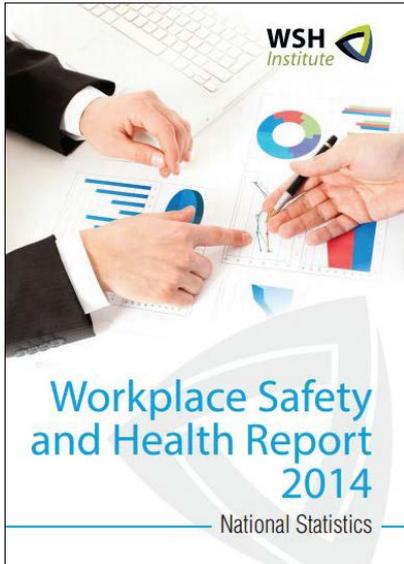


SAFETY COMPLIANCE ASSISTANCE VISITS

Safety Compliance Assistance Visits (SCAV) is a complimentary onsite WSH advisory service specially designed to assist SMEs enhance their WSH management. SCAV assigns a WSH professional to conduct a joint workplace assessment with the management of the participating company. During the visit, the WSH professional highlights WSH lapses and recommends appropriate control measures to the company management. The expert will also share the sources of WSH resources and programmes that could facilitate the company in their WSH journey.



STRATEGY 1



RESEARCH AND SHARING OF KNOWLEDGE

COMMISSIONED WSH RESEARCH

To date, the WSH Institute has awarded research projects under the Request for Proposals to institutes of higher learning and WSH consultancy firms. The projects are ongoing and one was completed in 2014. Details of the projects are:

Assessing the nexus between mental health and productivity in the Singapore construction industry

Under WSH Institute's Request for Proposal, funding was awarded to University of Newcastle Singapore Pte Ltd on 15 July 2014 to carry out the study from 2014 to 2015.

This study aims to determine the prevalence of depression in construction workers and assess the feasibility of intervention measures implemented along with existing preventive measures.

Study on root causes of falling from height

Under WSH Institute's Request for Proposal, funding was awarded to Dr. N Krishnamurthy to carry out the study in 2012.

The study aims to determine the root causes of injuries due to working at heights and the perceptions and practices of local companies.

Study the impact of fatigue on the situation awareness of workers and develop a fatigue risk management system for workplaces (ST Medical Services Pte Ltd)

Under WSH Institute's Request for Proposal, funding was awarded to ST Medical Services Pte Ltd to carry out the study in 2012.

The objectives of the study were to study fatigue, sleepiness and reaction time task performance in a group of rotating night shift drivers in the logistics sector, and to develop and apply interventions to manage fatigue risk and evaluate their impact.

The interventions included sleep hygiene education; provision of ear plugs and eye shades to improve sleep quality; a change in the break schedule to provide a longer rest period during the circadian trough and; provision of a rest area with mats to facilitate napping during the break.

The study found evidence of fatigue in the subjects studied, with increasing fatigue risk as the night shift progressed. This is characteristic of shift workers on rotating and permanent night shifts, who are likely to suffer sleep loss as it is generally difficult to sleep as many hours during the day compared to the night.

There was positive feedback from the subjects regarding the interventions and fatigue risks (based on hours awake and asleep) were reduced after interventions.

COMPLETED RESEARCH PROJECTS AND PUBLICATIONS:

Global Estimates of Occupational Accidents and Work-related Illnesses

WSH Institute, together with Tampere University of Technology and VTT Technical Institute of Finland, published the report on Global Estimates of Occupational Accidents and Work-related Illnesses at the XX World Congress on Safety and Health, Frankfurt, Germany. The key finding was shared by the Director-General, International Labour Organization, Mr Guy Ryder, at his speech at the plenary session of the congress. The report brought attention to the much less highlighted burden of work-related illness of approximately 2 million deaths against the traditionally more visible yet smaller scale of 300,000 deaths caused by work accidents.

Learning from the Bhopal disaster to improve process safety management in Singapore

WSH Institute collaborated with NUS on a paper, 'Learning from the Bhopal Disaster to Improve Process Safety Management in Singapore'. Through interviews with four process industry veterans, the paper sought to understand their perspectives on lessons that the Singapore process industry should learn from the Bhopal disaster, as well as insights and suggestions to improve process safety management in Singapore.



The manuscript had been accepted for publication in the Process Safety and Environmental Protection, the Official journal of the European Federation of Chemical Engineering.

SME business leaders' motivations, barriers, and commitment in WSH leadership

In 2013, the WSH Institute conducted a study on 123 SME business leaders to understand their challenges and motivations in adopting and improving WSH in their companies, as well as how they demonstrate their leadership in WSH. The study found that one in three SME business leaders was unaware of the WSH risks in their own companies, and therefore lacked the motivation to take action to improve WSH practices. The study also showed that 63 per cent of the business leaders had insufficient

expertise in WSH and 59 per cent felt that it is costly to implement them. However, despite their challenges, majority of SME business leaders were motivated to improve WSH to ensure that their employees are safe and healthy (73%), and understood that workplace accidents would be costly to their businesses (68%).

The study found that SME business leaders were more likely to demonstrate their WSH leadership through active participation on-the-ground, such as regular inspections (77%) and personally communicating with workers on WSH matters (79%). This is likely due to the small size and tight knit nature of SMEs. In contrast, they were less likely to engage in strategic actions such as developing WSH policy and setting WSH performance targets for their companies.

Findings from the study indicate that it is necessary to increase SME business leaders' awareness of the WSH risks present in their business operations. It is also important to address SME's key barriers of WSH expertise and financial costs. This could be the key to starting SME employers in their WSH journey to actively lead WSH in their enterprises.

PROVIDING INSIGHTS TO INDUSTRY ON WSH PERFORMANCE THROUGH INFOGRAPHICS

Severity	Fatal	Major	Minor	Total	% of Total
FATAL	8 (27%)	4 (13%)	3 (10%)	15 (50%)	6%
MAJOR	27 (87%)	84 (26%)	41 (13%)	152 (47%)	58%
MINOR	1,488 (47%)	842 (26%)	814 (24%)	3,144 (97%)	57%

Release of the WSH Statistics Report 2013

Published Mar 2014

Media release of Singapore's Workplace Safety and Health Statistics Report (Jan-Jun 2014)

Published Sep 2014

STRATEGY 1

SHARING OF KNOWLEDGE ON LOCAL PLATFORMS

2 APRIL 2014

SINGAPORE POLYTECHNIC WSH FORUM 2014 INTEGRATING SAFETY AND HEALTH

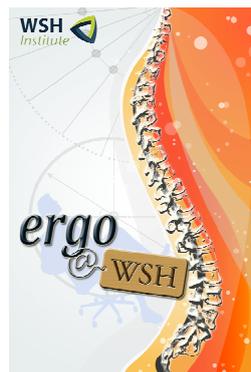
As a keynote presentation, Dr Gan Siok Lin, Executive Director, WSH Institute shared with the audience on the topic of Vision Zero for WSH. Ms Eunice Yong presented on the topic of Total WSH at the workshop.

The WSH forum was organised by Singapore Polytechnic for their past and current adult learners from their WSH courses.

23 MAY 2014

UNILEVER ERGONOMIC EVENT

WSH Institute had a booth showcasing the Ergo@WSH app at Unilever’s company event focusing on ergonomics.



24 JUNE 2014

CHANGI GENERAL HOSPITAL (CGH) CORPORATE WELLNESS SEMINAR

CGH Corporate Wellness Seminar is an annual event organised by Changi General Hospital, that provides lectures on workplace health and safety lectures to companies located in the eastern side of Singapore. Ms Eunice Yong was invited to speak on Total WSH. She shared the inter-relationship of work and health to employees, and how Total WSH embodies the integrated considerations across individual employee factors, work processes and environment and influences of work cultures and organisation policies to improve work protection and prevent work-related illnesses.





14 AUGUST 2014

**MINISTRY OF EDUCATION (MOE)
N1 SAFETY TOWN-HALL MEETING**

The MOE N1 Safety Townhall meeting is an annual seminar organised by the Ministry of Education. Dr Gan Siok Lin, Executive Director, WSH Institute presented on the topic of Vision Zero and how the mindset of all accidents are preventable could also apply and be translated into action in school settings. The audience for the town-hall meeting comprised mainly the heads of departments (HODs) and school principals.

16 AUGUST 2014

**NATIONAL TRADES UNION
CONGRESS (NTUC) U LIVE
SYMPOSIUM**

Ms Edna Ng gave a talk on ergonomics and demonstrated the use of the Ergo@WSH app.

8 SEPTEMBER 2014

**SINGAPORE AIRLINES LIMITED
(SIA) SAFETY & SECURITY WEEK**

The notion of 'How You Work Is How You Live' highlights how the bad habits formed and the risks we take at our workplace will not only affect us at work but also have an impact on the quality of our lives outside work. One of the common misconceptions in WSH is that risks and accidents are inevitable. This line of thinking has to change. Working safely and healthily has to become an expectation for all and the onus on prevention is for everyone to play a leadership role.

Titled, 'Safe Work and Healthy Life', Dr Jukka Takala, Senior Consultant, WSH Institute shared on aspects of Vision Zero for WSH in Singapore and the key enablers. There has to be a renewed focus; from systems compliance and the implementation of management systems, to include the arguably more difficult aspects of shaping values and changing mindsets. Towards a safe work and healthy life, Dr Takala said that Vision Zero is poised to help chart the way ahead for improved outcomes and performance in the Singapore's WSH landscape.

19 NOVEMBER 2014

**BUILDING & CONSTRUCTION
AUTHORITY (BCA) ACADEMY -
IOSH SEMINAR ON TOTAL WSH**

At BCA Academy's IOSH Seminar on Total WSH, Ms Eunice Yong was invited to deliver a lecture on the concept and practice of Total WSH to stakeholders of the construction industry from the public and private sector.

STRATEGY 1

SHARING OF KNOWLEDGE ON INTERNATIONAL PLATFORMS

30 MAY 2014

INTERNATIONAL SOS GLOBAL FRAMEWORK – SAFETY, HEALTH AND SECURITY FOR BUSINESS, TRAVEL AND ASSIGNMENTS

A conference organised by the International SOS to launch their Global Framework on Safety, Health and Security for work-related travels. Dr Gan Siok Lin, Executive Director, WSH Institute, was invited to deliver the welcome address.



28-29 AUGUST 2014

9TH PUBLIC HEALTH AND OCCUPATIONAL MEDICINE - WORKPLACE SAFETY AND HEALTH (PHOM-WSH) LEADERSHIP

This poster presentation was based on the study aimed to identify attributes and behaviours exemplified by an effective leader in enhancing WSH performance in organisations. The findings from the study revealed the six key attributes of an effective WSH Leader. Leaders set the tone for the safety and health culture of the organisation, decided on the importance of WSH relative to other business outcomes and established goals and initiatives to inspire WSH commitment across all levels of the organisation. This knowledge provided a strong basis for the engagement activities with leaders through the existing WSH programmes and in the development of new ones to develop the WSH leadership of our business leaders and to nurture the growth of more and better WSH leaders.



OCTOBER 2014

PRESENTATION ON VISION ZERO AT CHILE

Titled, 'Singapore WSH Landscape - Towards Vision Zero', Dr Jukka Takala, Senior Consultant, WSH Institute shared with the Chilean audience, who comprised mainly of professionals, academia and government officers, on Singapore's WSH journey towards the promotion of the culture of prevention for the country.





13-14 NOVEMBER 2014

**WHO FIRST REGIONAL FORUM
OF WORLD HEALTH ORGANIZATION
COLLABORATING CENTRES
(WHOCC) IN THE WESTERN PACIFIC**

Dr Gan Siok Lin, Executive Director, WSH Institute presented a poster and presentation on MOM-WHO CC's workplan and main achievements.



19 NOVEMBER 2014

**ORGANIZATION RESOURCES
COUNCILLOR ASIA PACIFIC
NETWORKS GROUP**

Dr Gan Siok Lin, Executive Director, WSH Institute shared with members of the ORCHSE (Organisation Resources Councillor, Health, Safety and Environment). AP Networks Group on Singapore's experience in Vision Zero and the opportunities and challenges towards the engendering of the mindset where all work injuries and ill health are preventable and a belief that zero harm is possible. The network comprised of health, safety and environmental regional vice presidents, directors, managers of Asia Pacific corporations.



WSH INSTITUTE SOLUTIONING SESSIONS



Preventing formwork incidents

A string of fatal formwork accidents in 2014 led to the inaugural WSH Institute Solutioning Session on 28 March 2014 to focus on Preventing Formwork Incidents. This session provided the platform for stakeholders from the formwork value chain to collectively identify root causes and solutions to prevent future formwork incidents.



Measuring Safety and Productivity using Building Information Modelling (BIM)

The WSH Institute in collaboration with the Department of Building, National University of Singapore (NUS) organised the WSH Institute Solutioning Session Measuring Safety and Productivity using Building Information Modelling (BIM) on 11 June 2014. The session provided a platform for participants to discuss the link between safety and productivity and the potential of BIM to facilitate the attainment of safety and productivity improvements. Representatives from government organisations, construction companies, BIM software companies, professional organisations, architects and developers were among the 30 participants invited.

STRATEGY 2

Implement An Effective Regulatory Framework

An effective regulatory framework is crucial to the implementation of the Workplace Safety and Health Act (WSHA) and Work Injury Compensation Act (WICA). To this end, targeted interventions and enforcement actions were developed based on a comprehensive analysis of industry trends and developments.

LEGISLATIVE REVIEW

The WSH Act was enacted on 1 March 2006 with subsidiary legislation made under the previous Factories Act remaining in force by virtue of the transitional provision prescribed in Section 66(14) of the WSH Act. In consultation with the industry, Ministry of Manpower (MOM) actively reviews the WSH legislation to ensure that the WSH regime remains robust, relevant and streamlined.

AMENDMENTS TO WSH SUBSIDIARY LEGISLATION

WSH (Asbestos) Regulations 2014

The review of the Factories Subsidiary legislations led to the WSH (Asbestos) Regulations being enacted in 2014. The key enhancement includes provisions related to asbestos-removal work, such as the requirement for asbestos removal contractor to be approved by MOM.

Work Injury Compensation (Amendment) Regulations 2014 and Workplace Safety and Health (Incident Reporting) (Amendment) Regulations 2014

The incident reporting requirements under the Work Injury Compensation and WSH (Incident Reporting) Regulations were amended based on feedback that errant employers were bypassing then-incident reporting requirements by breaking up

medical leave of injured employees so that leave days did not fall on more than three consecutive days. From 6 January 2014, employers have to report to the MOM all work-related accidents which render their employees unfit for work for more than three days, regardless of whether these were consecutive days.

Also, with effect from 6 January 2014, the Workplace Safety and Health (Incident Reporting) Regulations were amended to require employers to report all work-related traffic accidents involving their employees. This was to send a clear signal of an employer's duty under the WSH Act to manage work-related traffic safety.

WSH (Work at Heights)(Amendment) Regulations 2014

Enacted in 2013, the WSH (Work at Heights) Regulations (WAH Regulations), with the exception of the requirements on Fall Prevention Plan (FPP) and Permit-to-Work (PTW) system, applied only to workplaces defined as Factories. From 2014, the WAH Regulations (inclusive of the requirements on FPP and PTW system) apply to all workplaces.

However, based on feedback, the Regulations were refined to require the PTW system to apply only to workplaces defined as Factories under the WSH Act, instead of all workplaces. The requirement for the work-at-heights safety assessor and



authorised manager to be a separate person was removed. These changes took effect on 1 May 2014.

Deleted Regulations

With the extension of the WAH Regulations to cover all workplaces on 1 May 2014, similar provisions related to work-at-heights in the WSH (General Provisions) Regulations, WSH (Construction) Regulations and WSH (Shipbuilding and ship-repairing) Regulations were deleted.

LEGISLATION-IN-DEVELOPMENT: WSH (DESIGN FOR SAFETY) REGULATIONS

The Design for Safety (DfS) programme was first introduced in 2008 to encourage developers to ensure that building and structures were safe to build and maintain. To improve the safety performance of the construction industry and to foster greater industry ownership amongst developers and designers, a move was made to mandate DfS. This announced at the National WSH Campaign 2014 by DPM Tharman Shanmugaratnam. Following the announcement, a Taskforce on Mandating DfS (TDfS) comprising of government agencies and key industry stakeholders was set up to oversee the development of the Regulations.

To leverage the Industry's experience and gather feedback on the proposed WSH (Design for Safety) Regulation, OSHD consulted extensively with stakeholders such as developers, designers, contractors, facilities management contractors and professional bodies. The stakeholders were generally supportive of the new legal requirements such as the mandating of a DfS review process and the upkeep of a DfS register. Based on the feedback, successive rounds of deliberation were held with the TDfS and further refinements were made to the draft Regulations. OSHD had also engaged other industry stakeholders through a three-week long public consultation via the REACH portal in November 2014.

WSH (DESIGN FOR SAFETY)

Regulations were targeted for gazette in the second half of 2015. To give the industry more time to build their capabilities in this new area, the regulations will take effect in a year later in 2016. The TDfS together with WSH Council will also publish an Approved Code of Practice (ACOP) to provide guidance and clarifications to the requirements of the Regulations.

REGULATORY BODIES

Close collaborations are continually forged between Government, unions, trade associations, developers, insurance companies, financial institutions, embassies, media, local, non-governmental organisations and the community to better achieve the WSH strategic outcomes.

INTER-AGENCY TASKFORCE ON MAJOR HAZARD INSTALLATIONS (MHIs)

An Inter-Agency Taskforce on MHIs (IAT-MHI) was formed in March 2014 to review the regulation of



MHIs in Singapore, following the recommendation made by an MOM-led study mission to the United Kingdom, Germany and the Netherlands to understand how they manage the MHIs.

Led by Ministry of Manpower (MOM), the IAT-MHI comprised representatives from Ministry of Home Affairs (MHA), Singapore Civil Defence Force (SCDF), Ministry of the Environment and Water Resources (MEWR), National Environment Agency (NEA), MOM, Ministry of Trade and Industry (MTI), Economic Development Board (EDB) and Jurong Town Corporation (JTC). IAT-MHI reported to a Ministerial Steering Committee (MSC-MHI) chaired by Manpower Minister Tan Chuan-Jin.

IAT-MHI completed the deliberation and submitted the recommendations to MSC-MHI for endorsement at the end of 2014. The key recommendations include the introduction of a set of dedicated MHI regulations under the Workplace Safety and Health Act to effect a safety case regime and the establishment of a National MHI Regulatory Office (NMRO). NMRO will serve as a single front to administer the safety case regime and enhance coordination among the regulatory agencies. These recommendations were announced during the Committee of Supply (COS) debate on 9 March 2015, signalling the start of the implementation journey towards effecting a safety case regime for MHIs.



STRATEGY 2

SAFETY AND RISK MANAGEMENT CENTRE (SRMC)

MOM is a key member of the Safety and Risk Management Centre (SRMC), set up in 2014. The SRMC is an inter-agency centre aimed at better coordinating and integrating efforts related to risk assessment, safety management and emergency preparedness on Jurong Island. It brings together regulatory authorities (the SCDF, NEA and MOM) as well as economic agencies (JTC and the EDB).

The Centre would provide a single communication channel for all matters relating to Quantitative Risk Assessment (QRA) submission and assessment. One of the key initiatives is to assist regulatory authorities in the review of the QRA guidelines which involve industries handling hazardous materials. To this end, SRMC has engaged the Health and Safety Laboratory, an agency of UK's Health and Safety Executive, to support the review of guidelines for fixed installations, pipelines and bulk transport of hazardous materials. Any proposed revisions are shared with industry players.

SRMC would be embarking a series of QRA pilot studies in collaboration with companies in 2015. These studies will assess the suitability of the revised QRA guidelines. SRMC will continue to engage the industry to seek feedback and raise awareness so as to motivate collective and continuous risk reduction efforts.

OPERATIONS

Operations are the backbone of our regulatory framework. They ensure that workplaces have basic safety and health standards in place and their stakeholders are proactive in their safety and health management.

WORKPLACE INSPECTIONS

Inspections are an essential feature of the regulatory framework within OSHD as they help monitor that workplaces have basic safety and health standards in place and that employers are proactive in their management of WSH. The OSH Inspectorate adopts a "targeting where it matters" enforcement strategy, focusing enforcement action on areas identified via the analysis of industry trends and WSH statistics. Resources and enforcement is placed on higher risk workplaces for greater impact. OSHD also deploys an Auxiliary Enforcement Agency (AEA) to complement enforcement resources and maintain enforcement oversight on low risk workplaces, increasing compliance and awareness of WSH.

SECTORAL INSPECTIONS



The Sectoral Inspections Programme aims to improve OSHD's outreach to all the worksites in all parts of Singapore. Instead of targeting a specific area for a particular period, Construction-related Enforcement Operations are carried out by four enforcement groups. Each group being assigned to a specific geographical zone (North, South, East and West). Routine inspections provide the intelligence required for focus areas to be identified followed by Enforcement Operations on areas identified to be of concern.





CLUSTER OPERATIONS (COPS)

COPS is a workplace inspection programme that selects and inspects specific clusters of workplaces based on ground intelligence. This programme leverages the media to achieve a multiplier effect for enforcement efforts. Before each inspection, information on the selected sector, nature of work or geographical location targeted for inspections are announced. The media may be invited to participate in some of these inspections. After the inspection blitz (typically lasting for about a month), findings from the operations are publicised and shared with the industry and stakeholders such as developers or industry associations.

LICENSING

OSHD also issues licenses as part of its enforcement work. Five groups of licenses regulate key personnel with significant impact on WSH.

- Factory Notification & Registration;
- Licensing for Equipment (e.g. Pressure Vessels, Lifting Equipment - Cranes);
- Licensing for Equipment Operators (e.g. Crane Operators);
- Licensing for WSH Professionals (e.g. WSH Officers, Authorised Examiners); and
- Licensing for Service Providers (e.g. Accredited Training Providers, WSH Auditing Organisation).

Under the OSHD Licensing framework, licensed organisations and persons [Competent Organisation (CO) and Competent Person (CP)] must fulfill stipulated levels of competency and other WSH requirements before they can be approved to perform the

controlled activities. COs and CPs must maintain standards after obtaining license approval by attending WSH courses or engaging firms to conduct independent audits of their WSH Management Systems at regular intervals.

The licensing framework and criteria are reviewed regularly to ensure relevance to latest industry WSH developments and to ensure COs and CPs possess updated knowledge and skills for industry needs. For example, we have recognised accreditation under ISO 29990:2010, an international standard for training providers to conduct MOM-accredited courses from October 2014, in addition to our existing Accredited Training Providers (ATPs) scheme.

Terms and conditions of licenses are reviewed to strengthen assessment systems and processes, improve accountability and clarify ambiguities. Audits are also carried out to ensure compliance. Licensed organisations and persons that fail to comply with the WSH legislations or their Terms and Conditions may have licenses suspended or cancelled. In 2014, penalties were issued to 17 errant CPs or COs. These included the cancellation or suspension of license approval and official warnings.

JOINT INSPECTIONS

OSHD also conducts joint inspections with other divisions within the Ministry of Manpower and with external agencies such as Energy Market Authority (EMA) and PUB. Joint inspections serve to optimise OSHD's enforcement resources and provide a platform for the sharing of experiences and knowledge. Joint inspections also ensure that the safety and health standards required by each agency are aligned so that a minimum benchmark on safety and health standards is achieved. In 2014, OSHD conducted more than 60 joint inspections with EMA.



STRATEGY 2

STRATEGIC INTERVENTION

To prioritise efforts and focus on areas that matter most, engagement and enforcement resources have to be deployed strategically with a focus on industries or sectors with high accident rates.

PROBE 2014 OPERATION

MOM has taken action against 174 companies for 353 workplace safety violations uncovered during a WSH enforcement operation under the Programme-Based Engagement (ProBE) Plus 2014 framework announced earlier this year.

During the month-long operation, MOM conducted surprise inspections at 250 worksites in high-risk sectors, including the construction and marine industries. Among these worksites, 60 were issued with fines ranging from \$1,000 to \$13,000 per inspection, leading to a total of 108 fines being meted out. MOM also issued Stop-Work Orders (SWOs) to the occupiers of four worksites with severe WSH lapses.



FORMWORK HAZARDS: FORMWORK OPERATION

A Formwork Operation was conducted from mid-to end January 2014. The operation covered inspections on works involving formwork. The operation resulted in seven SWOs and over 100 fines and NNCs issued to errant companies. An advisory was also sent to Professional Engineers (PEs) on 18 January 2014 to remind them of their obligations to carry out the proper design, inspection and supervision of formwork construction and concreting processes.



SECTORAL INSPECTIONS: OPERATION WEST

Operation West was carried out over a six-week period from mid-November to end December 2014. It comprised checks on WSH compliances for general factories located in the western part of Singapore. 195 companies were inspected and more than 500 fines and NNCs were issued to errant companies.

LANDED PROPERTIES: OPERATION PEACOCK

Operation Peacock was a series of intensified WSH inspections conducted over two weeks from 15 to 30 April 2014. The operation targeted safety lapses in construction works at landed properties. It resulted in four SWOs and over 400 Composition Fines and NNCs issued to errant companies. The SWOs required occupiers and employers to stop work to rectify critical safety lapses at their worksites. Of the four SWOs that were issued during Operation Peacock, three lasted over 20 days.

COLD ROOMS HAZARDS: OPERATION PENGUIN

Following a fatal accident in a cold room in August 2014, MOM conducted swift operations in the month of August and December 2014. Operation Penguin targeted occupiers with cold rooms. A total of 34 companies were inspected in the two operations and 70 fines, NNCs, and Remedial Orders were issued.



CRANE SAFETY HAZARDS: OPERATION GOLDCREST

Action was taken against 79 companies following Operation Goldcrest, a special enforcement operation conducted between 1 July and 31 August 2014. The enforcement operation targeted the construction industry, with a focus on unsafe lifting practices and crane operations. A total of 80 worksites were inspected, and 194 crane-related contraventions were uncovered. Of these contraventions, 98 resulted in composition fines that totaled more than S\$95,000. The other contraventions saw 96 NNCs, with three issued to companies to warn them against unsafe lifting practices. The top five contraventions uncovered included:

- Failure to maintain cranes in good working condition;
- Failure to establish and implement a proper lifting plan;
- Using defective lifting gear or lifting gear that had not been examined by an authorised examiner;
- Failure to implement a proper Permit-To-Work system; and
- No indication of the Safe Working Load and lifting machine number on the lifting machine

While none of the contraventions uncovered during Operation Goldcrest warranted a SWO, the type and number of contraventions remain a concern.



COMBUSTIBLE DUST HAZARD: OPERATION BULLFINCH

Combustible dust is an underestimated hazard that has the potential to cause a catastrophic explosion in a plant. These incidents are preventable through implementation of effective layers of protection such as engineering controls, proper ignition sources control and proper house-keeping regimes. MOM conducted an exercise between November 2013 and January 2014 to survey the current safety standards and raise awareness of combustible dust hazard in the petrochemical and Chemical industry. All 30 plants inspected had implemented at least one of the reasonably practicable steps required for preventing dust explosion. Key findings of this operation were shared with the industry at the annual SCIC-MOM Dialogue session held on 14 August 2014.



LANDSCAPE SECTOR: OPERATION MACAW

Workers in the landscape sector are exposed to safety and health hazards such as Work-at-Heights (WAH), noise, chemicals and thermal stress. The WSH Forum for Landscape Sector was organised by the WSHC and MOM to deliberate on workplace health hazards management and WAH issues. After the forum, MOM conducted Operation Macaw, an enforcement exercise at 19 landscape worksites to check for compliance. A total of 33 NNCs were issued in the exercise on September 2014.



STRATEGY 2

PENALTIES

CONTRAVENTION OF THE WSH ACT

To promote effective and proportionate regulations, enforcement actions are guided by a risk-based framework. Penalties that may arise from an enforcement inspection may include one or a combination of the following:



- 01** Prosecution in Court
- 02** Composition Fines
- 03** Notices of Non-Compliance (NNC)
- 04** Advisories
- 05** Warning Letters
- 06** Stop Work Orders (SWOs)
- 07** Remedial Orders
- 08** Demerit Points, or other administrative measures may also be taken

Demerit Point System (DPS)

The Demerit Point System (DPS) was introduced in 2000 to encourage construction contractors with poor WSH records to improve their performance. Contractors receive a warning if they have accrued more than 18 demerit points across all their worksites in a 12 month rolling

period. If any of their worksites accrue a further 18 points, the worksite will be barred from hiring foreign workers.

The MOM website maintains a list of contractors with accrued demerit points in the interest of transparency and accountability. Construction contractors that demonstrate improved WSH performance and do not accrue any further demerit points for a continuous period of more than 12 months will be removed from the list.

In 2014, a total of 63 contractors were issued demerit points and nine contractors received warning letters after accruing more than 18 demerit points. No contractor's worksite accrued further demerit points to result in the debarment of foreign workers in 2014.

To strengthen its effectiveness, MOM has reviewed the DPS in consultation with WSH Council's Construction

and Landscape Committee and the Singapore Contractors Association Limited. The enhanced DPS would take effect from 1 July 2015.

Business under Surveillance (BUS)

The Business under Surveillance (BUS) programme helps poor-performing companies improve their WSH performance by requiring them to develop and implement a robust safety and health management system. Companies on the BUS programme are those that have recorded serious accidents; demonstrated poor WSH management (such as poor site conditions that resulted in SWOs); or accumulated demerit points. The programme is designed to help these companies raise their WSH standards to a sustainable level so that they can effectively manage the risks associated with their work activities.

In 2014, the BUS programme helped to address the systemic weaknesses of more than 78 companies.

The BUS programme consists of two phases: Assessment and Surveillance

THE ASSESSMENT PHASE



The rigorous and methodical review of companies ascertains the effectiveness of their Risk Management programme as well as the strength of their WSH Management Systems. Companies that do not meet the criteria of the assessment are placed under the Surveillance phase.

THE SURVEILLANCE PHASE



OSHD works closely with the senior management and WSH personnel of BUS companies to carry out a gap analysis and to develop outcome-based action plans. OSHD then conducts frequent inspections and meetings with the company to verify and monitor the progress of the implementation of action plans. BUS companies can only exit from the programme upon successful completion of the implementation of their Action Plan, achieving satisfactory audit outcomes and having shown improvements in its WSH performance and management.



CONTRAVENTION OF THE WORK INJURY COMPENSATION ACT (WICA)

Early repatriation of frivolous foreign claimants on Special Pass

Special Passes are issued to legitimise the stay of foreign claimants when their employments have been terminated and they need to stay in Singapore for the purpose of their WIC claims. The numbers of SP holders have increased significantly, and MOM has seen a pattern of workers filing work injury claims for injuries that are subsequently found not to be work-related. Dealing with such frivolous claims takes up considerable resources that could otherwise be better spent ensuring other genuine claimants have their claims settled expeditiously.

To ensure that WICA remains an expeditious system and to prevent gaming of the WIC system, MOM has revised part of the work injury process to allow for the early repatriation of foreign claimants on SP if investigations find that the accidents are not work-related

In 2014, enhancements were made to entry and exit criteria of the BUS programme. Companies issued with a full SWO and companies that have been issued with a Warning Letter after having entered into Stage 2 of the DPS will also now be placed under the surveillance phase. More stringent exit criteria were also introduced. Companies now have to embark on a culture building programme and start their journey of self-regulation after exiting the BUS programme. This includes participating in the WSH Council's CultureSAFE programme, covering the Perception-based Survey and Evidence-based Assessment under the programme's Diagnostic Stage.

accidents and if the claimants cannot produce new evidence to prove their claim. However, the claimants can still raise objections to the investigation findings but their presence will not be required in Singapore. They will need to fly back on their own expense to defend their claim. In 2014, 93 foreign claimants were repatriated under this process.

Prosecution measures for contraventions under the WICA

In 2014, MOM took four employers and four claimants to court for contraventions under the WICA. The employers failed to pay compensation and/or purchase WIC insurances for their injured employees. Two of the employers were convicted with fines ranging from S\$1,500 to S\$4,000. One was given an additional penalty of a prison sentence of three months. The remaining two employers were issued with composition fines of S\$500 and S\$1,000 due to mitigating factors. Four claimants, all foreign nationals, were found to have made fraudulent claims and/or given false statements under the WICA. All of them were convicted and given prison sentences ranging from one to six weeks.

STRATEGY 2

IMPROVING OPERATIONAL CAPABILITY THROUGH TECHNOLOGY

With the extension of Workplace Safety and Health Act (WSHA) to all workplaces and growing business activities in Singapore, OSHD has to find innovative ways to ‘do more with less’. Technology has played an important role in complementing MOM’s operations and ensuring enforcement and services are utilised strategically.

MOBILE IOSH - REVOLUTIONIZING OSH INSPECTION

Mobile iOSH was launched on 30 April 2014 in an effort to build seamless integration of information flow from off-site premises to the OSHD main system and vice versa. With iOSH available on mobile devices, inspectors would be empowered to do their work more effectively. Instant entry of findings and accessibility to workplace information means that enforcement could be activated anytime and anywhere. The benefits of Mobile iOSH includes

1. Reducing administrative and preparation work in pre-inspection work,
2. Shorter turnaround for post-inspection processes by eliminating redundant data entry steps,
3. Increases mobility and comfort level of inspectors as they only require to carry a tablet, as compared to pen, paper, clipboard and camera previously. Mobile iOSH would also be useful in incident response and management such as those involving serious and complex accidents and crisis.



On 28-30 October 2014, OSHD was invited to showcase and put up an exhibit on mobile iOSH in the PS21 ExCEL convention. It is an annual public service event to showcase, recognise and celebrate innovation. More than 200 visitors comprising of public servants, industry practitioners and members of public visited the booth.

KEY FEATURES OF MOBILE IOSH



Online enquiry of workplace information

Digitisation of inspection results via questionnaires

Capture photos of worksites via mobile apps



COMPLIMENTS FROM USERS

“

Mobile iOSH has eliminated the need for inspectors to carry notepads. With the function to indicate notes onto the photos immediately after taking them, it makes it easier to know which note is for which photo. This eliminates the post-inspection hassle of trying to sort out the notes. Also, inspectors are able to populate most of the field for the inspection in iOSH without using their laptop, which also saves time. Thumbs up!

SATISHKUMAR KURUSAMY
Senior Specialist from Specialist Department

”

Mobile iOSH has helped to empower my inspection work by giving me real-time access to workplace information, and speeding up inspection process at worksites. Definitely a good initiative!

MUHD RAIHAN HAMDANI
WSH Inspector from OSH
Inspectorate Department

VIDZ@MOM: SUPPORTING CRISIS MANAGEMENT WITH SEAMLESS INFORMATION FLOW

When a major accident takes place, the OSHD plays an instrumental role in coordinating and managing the case. When such events occur, the Operations Management and Command Centre (OMCC) team is activated to deploy resources to:

1. Plan and coordinate all response and investigation actions on site;
2. Manage information flow to and from accident site;
3. Support the recovery and investigation efforts of the Ground Operation (GO) team; and
4. Provide specialist support to all other government agencies for recovery agencies with the aim to eliminate further safety risks arising from the accident

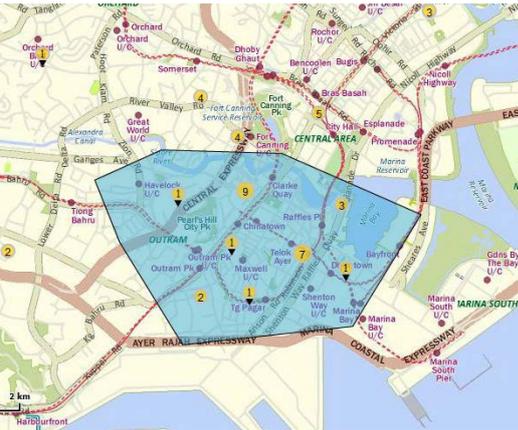


VIDz@MOM supports crisis management by providing 'live' images from the accident scene to the command centre. The real-time information of the on-site recovery and actions enable the OMCC team to make prompt and informed decisions in the investigation and recovery work. To optimise the capabilities of VIDz@MOM, the existing video streaming system was upgraded



to VIDz@MOM 2.0. This allows the video feed to be deployed as a mobile application or a Pan, Tilt & Zoom camera. The enhanced solution combines lightweight mobility and quality video streaming with remote surveillance controls. This brings agility and speed to the GO team and greater command and control as well as improved process efficiency to the OMCC team.

STRATEGY 2



GEO@MOM: EMPOWERING OPS PLANNING WITH GEO-SPATIAL INTELLIGENCE

GEO@MOM, a geo-spatial intelligence and planning tool was developed to help identify hotspots and priority areas to allow the strategic deployment of the OSHD's enforcement resources. The platform presents real-time location data such as workplace locations, accident sites or inspection spots on a map of Singapore. This data means that OSHD operational planners can apply geo-spatial techniques to generate new insights based on data correlations and proximity of events. Based on this, the inspection group head can craft boundaries and assign task assignments to inspectors. With analytics-driven planning and optimised resource allocation, the OSHD enforcement team are able to execute enforcement mission more effectively and target key hot spots.

MOM INSIGHTS: PILOTING A BUSINESS INTELLIGENCE TOOL

The OSHD was the pilot user of MOM Insights, a Business Intelligence (BI) tool to enhance operational effectiveness and efficiency in extracting and analysing statistics. This was to compared with the current mode of using Hyperion version 9.3 as the data query tool to

create data models to service data requests. Under this mode, query results are exported to MS Excel and may be processed further to obtain results. The limitations of this approach include the inability to generate scheduled regular reports; the need to manually upload reports or email to share them; and the lack of a self-help service.

Using MOM Insights was aimed at providing more efficient use of information and greater autonomy for users to access statistics. The key objectives of rolling out MOM Insights were to:

- Build end-user BI capabilities for trend analysis and operations planning;
- Enable end-users to perform data discovery on reporting data and uncover trends; and
- Enable end-users with enhanced capabilities to build and make changes.

As a pilot division, a OSHD KPI dashboard was developed in the first phase along with 15 subject areas data marts and dashboards to streamline the existing 67 regular reports. Training and briefing sessions were conducted for end-users (e.g., power users,

business users and administrators) before the BI tool was launched on 15 August 2014.

On-going BI clinics were also conducted on a weekly basis to build up the capabilities of power users, offer more practice and enable the sharing of learning experiences.

NEW SMS SERVICE TO CHECK ON WORK INJURY CLAIMS' STATUS

The relevant parties (i.e., employees, employers, employees' legal representative and employees' next of kin) can now check on their Work Injury claims' status via SMS. There is also additional function that allows parties to subscribe to the SMS service to receive progressive updates on the claim.

Today, the same group of users can check the claims' status through a web service. This is a value added initiative to compliment to the online check, where users will receive push information pertaining to the claims whenever the status is changed.

MOM HACKATHON

The MOM Hackathon, organised on 6 to 8 February 2015, harnessed the power of crowd-sourcing for





more creative solutions to tackle manpower challenges through technology. People from all walks of life such as data experts, researchers, solution developers or entrepreneurs came together to “hack” the challenge. Distinguished speakers set the stage, and spoke on the various challenges and pain-points in the journey of driving excellence through WSH and shared perspectives on the WSH landscape. Responding to these challenges, like-minded individuals formed teams to co-create ideas and develop various prototypes and solutions. 10 of the 25 teams took up WSH challenge and generated solutions such as interactive mobile apps, data visualisation tools and wearable devices, speaking to the side scope of future possibilities and innovations in the pursuit of WSH excellence in Singapore.

UPCOMING: DATA LOGGER PILOT TRIAL FOR CRANE SAFETY

OSHD regularly works with stakeholders including the National Crane Safety Taskforce to explore the adoption of new technologies to improve WSH practices relating to safe use of cranes. One of the initiative was the feasibility study on the use of data loggers in cranes, or black boxes, to improve crane safety. Data loggers record crane operational data such as the weight of load and lifting radius, and provide information on unsafe operations including instances

of overloading or bypassing of safety devices. During this study, a pilot trial on the use of data loggers for mobile cranes was conducted from October 2013 to January 2014 on 4 worksites. The study showed that data loggers allowed crane owners and occupiers to monitor the performance of crane operation and was able to intervene early to improve planning for lifting operations. It also helped to shape

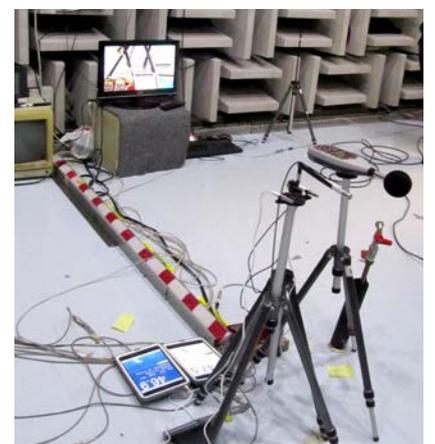


the behaviour of crane operators by encouraging them to be more safety conscious in their daily operations. MOM has since announced on 14 April 2015 that all new mobile cranes are to be equipped with data loggers from 1 August 2015 and all existing mobile cranes to be retrofitted with data loggers by 1 August 2018.

UPCOMING: EXPLORING THE USE OF IPAD FOR WORKPLACE NOISE SCREENING

A study was done to check on the accuracy of using the iPad mini for sound pressure level measurements and whether these readings can be used for occupational noise measurements. Measurements carried out in a semi-anechoic chamber showed that the readings from iPad minis with a certified external Type 2 microphone Mic (micW · i436) and the app SoundMeter 3.3.1 were consistent (within 2.5 dBA) with the readings from a precision

Type one sound level meter at sound pressure levels from 80 to 100 dBA and octave frequencies from 500 Hz to 4000 Hz. Field experiments conducted at six workplaces showed that the readings from the iPad mini set-up varied within 3 dBA as compared to the readings from calibrated Type 2 sound level meters (accuracy 1.5 dBA). This study shows that iPad mini setup has an accuracy of within 1.5 dBA conforming to the performance standard of a Type 2 sound level meter. The next phase of the study will explore the use of iPad mini set-up for workplace noise screening.



STRATEGY 3

Promote The Benefits Of WSH And Recognise Best Practices

To develop a pervasive culture of safety and elevate the national standard of WSH, employers play an essential role. To promote the ownership, implementation and sustained practice of good WSH practices among employers, it is important that they recognise the role that good WSH practices plays in enhancing business competitiveness, a good corporate image, productivity and efficiency. The workforce must also embrace good WSH as part and parcel of daily work. To this end, it remains important to recognise exemplary employers and workers who are able to demonstrate good WSH practices and behaviours and to have them share their experiences with the industry to encourage cross-learning and facilitate an environment of continuous improvement.





RECOGNISING BEST PRACTICES

Recognising employers and workers who demonstrate good WSH practices and behaviours.

WSH AWARDS 2014

The WSH Awards celebrate and recognise companies and individuals on a national level for their excellence in WSH. It is jointly organised by the WSH Council and MOM. 190 award winners were honoured at the ceremony on 18 July 2014 at the Marina Bay Sands, Sands Grand Ballroom.

Guest-of-Honour Mr Tan Chuan-Jin, Minister for Manpower, congratulated the winners and highlighted the importance of inculcating a pervasive WSH culture to sustain outstanding WSH performance. Mr Tan also added that it is crucial to take an effective risk management and a holistic approach in managing safety, health and wellbeing of employees to achieve zero harm, injury and ill-health.



STRATEGY 3



PROMOTING THE BENEFITS OF WSH

Outreach efforts to the workforce about the importance of adopting good WSH practices were disseminated via seminars, forums, workshops, collaterals and videos.

SEMINARS, FORUMS AND WORKSHOPS

Launch of the Workplace Ergonomics Programme

The Workplace Ergonomics Programme was launched by Mr Hawazi Daipi, Senior Parliamentary Secretary (Education and Manpower) at the Workplace Ergonomics Forum organised by the WSH Council and MOM. Mr Hawazi highlighted that work-related musculoskeletal disorders (WRMSD) due to poor workplace ergonomics is one of the leading occupational diseases in Singapore and this alone results in an economic loss of S\$3.5 billion a year. To prevent WRMSD in the workplace, employers should initiate ergonomic interventions such as an in-house ergonomics programme to manage ergonomics-related hazards, e.g. heavy lifting, awkward work posture and repetitive motion.

To support the industry in implementing good ergonomic workplace practices, WSHC and MOM rolled out:

A set of 'WSH Guidelines on Improving Ergonomics in the Workplace' to provide guidance on establishing and implementing an in-house ergonomics programme. The guidelines also provide information on WRMSD, ergonomics risk factors and good ergonomics practices.



bizSAFE CONVENTION 2014

The sixth annual bizSAFE Convention, held on 28 February 2014 at the Max Atria @ Singapore Expo, was themed 'Being Safe and Healthy'. The Convention encouraged more companies to view both safety and health as an investment for a profitable and sustainable business. Guest-of-Honour Mr Tan Chuan-Jin, Minister for Manpower, emphasised the importance of focusing on safety and health in the workplace as it affects the lives of workers and their families. 800 delegates had the opportunity to hear from industry players on their WSH journeys and how the implementation of sound WSH system and practices have benefited both the bottom-line as well as the lives of employees and families. The Convention also hosted the bizSAFE Awards, where ten exemplary bizSAFE companies were lauded for their achievements in WSH management and performance and commitment to bizSAFE.





A video on successful cases of ergonomic interventions in the workplace, showcasing examples of workplace or work tasks redesigns that lower WRMD risks.

An e-learning module course, 'MSD Awareness Course to Raise Awareness of WRMSD'. The course provides users with an understanding of common ergonomic risk factors and measures to address these risks.

The WorkPro Fund, jointly developed by MOM and WDA to provide funding assistance to companies undertaking workplace ergonomic redesign and helping employers improve their workplace practices.



Globally Harmonized System of Classification and Labelling of Chemicals (GHS) and GHS Taskforce

In 2014, two GHS Awareness Seminars and the Singapore GHS Conference cum Workshop 2014 were organised to create awareness of GHS. Two runs of the GHS Classification Course and ten runs of the Chemical Users Course were conducted to build stakeholders' capability on GHS implementation. The revised SS 586 Specification for Hazard Communication for Hazardous Chemicals and Dangerous Goods together with the revised SCIC Guidebook on the Globally Harmonised System of Classification and Labelling of Chemicals was launched by SPRING

Singapore. In addition, the four GHS leaflets (viz GHS Factsheet, Classification, Labelling and Safety Data Sheets) were reviewed and consolidated into a booklet. Moving forward, the WSH Council would be taking over the custodianship of GHS Task Force from 2015 in the next phase of GHS implementation.

MOM/WSHC ProBE Plus Forum 2014

Close to 500 industry leaders and stakeholders attended MOM's annual Programme-based Engagement (ProBE) Plus Forum on 9 April 2014. The Forum put the spotlight on two dominant issues: Work-at-Heights (WAH) and Crane Safety, as well as the emergent issue of Formwork Safety. These issues accounted for 37 per cent of total workplace fatalities in 2013 and were thus the priority areas for both engagement and enforcement initiatives in 2014.

In his opening address, Guest-of-Honour, Mr Hawazi Daipi, Senior Parliamentary Secretary (Education and Manpower) highlighted that 19 workers lost their lives at work in the first three months of the year, serving as a stark reminder of the importance of staying vigilant and proactively striving for greater workplace safety.



Elaborating on the efforts targeting the ProBE priority areas, SPS shared details on the following initiatives:

Work-at-Heights Safety

- Amendment of Permit-to-Work (PTW) requirements effective on 1 May 2014
- Launch of awareness videos on the WSH Council website to help raise awareness on WSH (Work-at-Heights) regulations

Crane Safety

- Revised Code of Practice on Safe Lifting Operations and Guidebook for Lifting Supervisors to assist the industry in better understanding importance of a lifting operation team and key requirements for lifting operations.

Formwork Safety

- Enhanced Formwork Safety Course for Supervisors to be available through existing Accredited Training Providers (ATP) by May 2014. In addition, the WSH Council would also be developing a new formwork safety course for workers.

STRATEGY 3



Promote awareness and implementation of Work-at-Heights Regulations

With the expansion of the WSH (Work-at-Heights) Regulations to cover all workplaces from 1 May 2014, the industry requested for more education and communication sessions for compliance assistance. MOM and WSH Council responded as part of the initiatives under the ProBE Plus framework. The two key engagement initiatives included:



Inaugural Crane Fair 2014

Close to 2,000 participants attended the inaugural Singapore Crane Fair, which took place from 28 to 30 September 2014. This was the first time key stakeholders in the crane industry collaborated to organise three key events to reach out and share recent developments and good practices in the crane industry. The key stakeholders include the Singapore Crane Association, Singapore Contractors Association Ltd, Building and Construction Authority, WSH Council, MOM and the International Cranes and Specialized Transport.

The Fair opened with the Crane Carnival on 28 September 2014 at ITE College Central, the Crane Safety Symposium on 29 September 2014 at Suntec City Convention Centre, and closed with the International Cranes & Transport Asia Pacific Conference at the Grand Copthorne Waterfront Hotel.





Work-at-Heights (WAH) Clinic Series

To foster greater interaction with industry stakeholders, WAH Clinics were organised to provide a platform for stakeholders from various industry sectors to clarify any queries they may have in the implementation of the Regulations. Four WAH Clinic sessions were conducted over the months of July to October 2014, reaching out to close to 400 industry stakeholders from the Construction, Manufacturing, Logistics and Transport, and Facility Management sectors.

The clinics were kept small to facilitate closer interaction and effective dialogue with the audience. Following the sharing by MOM, a round-table discussion was facilitated. These highly interactive sessions allowed the participants to voice their concerns faced on the ground, and learn from one another's implementation experience and company good practices.

WAH Engagement: Presentations and meetings with stakeholders

To extend our education and engagement efforts, MOM actively participated in presentations, meetings and discussion sessions with stakeholders from various industry sectors. MOM collaborated with our partners to engage WSH professionals and industry associations' members through the outreach sessions they organised. In addition, MOM participated in 'Safety Week' events of two aviation companies, speaking to more than 500 aircraft engineering and maintenance employees on WAH safety.

Meetings between OSHD management and industry leaders provided a platform for dialogue and in depth discussion on WAH

requirements specific to the industry. One such meeting between MOM and the Worker Capability Workgroup of the Process Construction and Maintenance Committee (PCMMC) enabled the Petrochemical industry to clarify their key concerns when implementing the WAH regulations.

Workplace Traffic Safety Management Forum

The second Workplace Traffic Safety Management Forum was jointly organised by MOM and the WSH Council with the support of the Singapore Traffic Police and Singapore Road Safety Council. Held on 3 April 2014 at Park Royal Hotel, participants included representatives from major logistics and transport companies (e.g., SBS Transit, PSA, SMRT and Comfort Delgro). The aim of the forum was to raise their awareness of the importance of workplace traffic safety management and how management can do their part in building a culture of road safety.



STRATEGY 3



Landscape WSH Forum

Workers in the landscape sector are exposed to various safety and health hazards. These include work-at-heights (WAH) hazards as well as noise, chemicals and thermal stress. The WSH Forum for Landscape Sector was organised by the WSHC and MOM to deliberate on workplace health hazards management and WAH issues. The aim was to raise WSH awareness and standards in the landscape sector. The Forum was supported by the Landscape Industry Association Singapore, National Parks Board and Centre for Urban Greenery and Ecology. The target audiences were landscape contractors and service buyers such as facilities managers.

WSH Forum on Safe Loading of Vehicles

WSH Council and MOM organised a WSH Forum on the safe loading of vehicles on 14 October 2014. Over 300 industry leaders, stakeholders and WSH professionals attended the forum, and learnt about safe loading and good driving practices through case studies and sharing by industry speakers.

Protecting employees from the effects of haze

The PM2.5 pollutant was incorporated into Singapore's Pollutant Standards Index (PSI) as its sixth pollutant parameter with effect from 1 April 2014. To align with the revised PSI and the Ministry of Health's revised health advisory, MOM updated the guidelines for employers on protecting employees from the effects of haze. These guidelines provided employers with the general measures to minimise or mitigate the effects of haze on their employees. These include guidelines on the management of outdoor work, provision of suitable protective equipment, protection for indoor work and how to communicate haze updates to employees.

In anticipation of workplace issues related to the haze, briefing and training sessions were conducted for inspectors, call centre and frontline officers to help them understand the health and safety during haze episodes, including the proper use of masks, as well as leave and salary matters.

WICD Annual Meeting with Medical Records Offices (MROs)

On 10 October 2014, the Work Injury Compensation Department (WICD) held its annual meeting with personnel from the Medical Records Offices (MROs) from the restructured hospitals in Singapore. Besides presenting an overview of the performance across the hospitals in the return of work injury medical reports, best practices were shared among the hospitals. Special mention was made of MOM's move towards completion of medical reports through an online system called "eMR". The hospitals were encouraged to collaborate with the Ministry towards this aim.



Work Injury Compensation Orientation Program (WICOP)

The WICD had conducted WICOP once a month since June 2013. Held at the MOM Services Centre for injured Bangladeshi workers who are placed on Special Pass, the programme was mooted after a MOM survey revealed that this group of workers lacked the understanding of the WICA and its processes. The programme provides Bangladeshi workers with a basic understanding of entitlements under the WICA, the claims process and the serious consequences of working illegally and making fraudulent claims. In 2014, 12 sessions were conducted, benefitting over 300 workers. An in-house video illustrating the claims process was introduced to make the sessions more engaging. Participants were also introduced to the new SMS service to check their claim status.



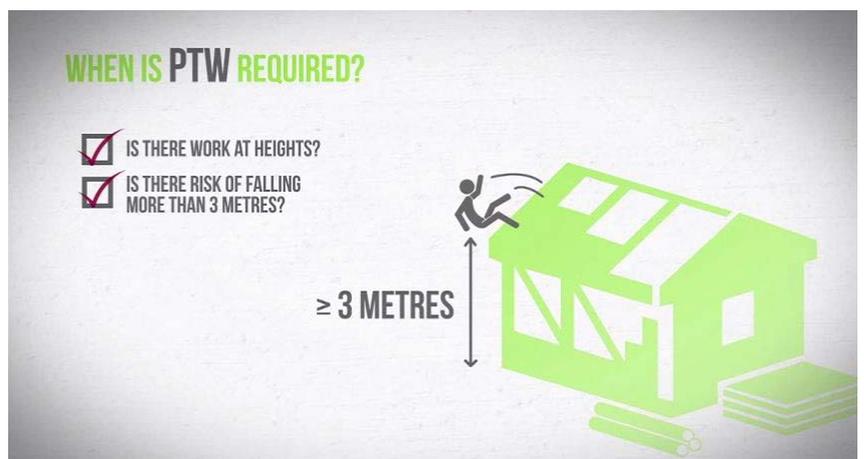
“Guide to the Work at Heights Regulations” educates stakeholders on their duties and responsibilities under the regulations in an interesting and engaging manner. The video explained the complex regulations using jargon-free language and animations.



“Guidance to Implement the Permit-to-work System” provides a general overview of the permit-to-work (PTW) system to build a better understanding of the process of effective implementation. The video also addresses the common misconceptions on the PTW system. The videos were distributed to participants MOM and the WSH Council events. It can be downloaded via the WAH portal in the WSH Council’s website.

Educational ‘Work-at-Heights’ videos

On 9 April 2014, two new videos, “Guide to the Work at Heights Regulations” and “Guidance to Implement the Permit-to-work System”, were launched by Mr Hawazi Daipi, Senior Parliamentary Secretary for Education and Manpower. The videos were produced by MOM and the WSH Council to communicate the requirements of the regulations to the industry.



STRATEGY 4

Develop Strong Partnerships Locally And Internationally

Improving WSH standards and developing a vibrant WSH culture is not isolated to the government or the WSH Council, but requires the collective effort and cooperation of all key stakeholders. Close working relationships among all stakeholders can help leverage mutual strengths to refine and implement the WSH framework.

INTER-AGENCY AND INTER-INDUSTRY COLLABORATION

Close collaborations are continually forged between Government, unions, trade associations, developers, insurance companies, financial institutions, embassies, media, local, non-governmental organisations and the community to better achieve the WSH strategic outcomes.

HDB SAFETY SEMINAR & AWARD 2014

Er Mohd Ismadi, Director (Policy, Information and Corporate Services), delivered a presentation titled "Mandating DfS for Construction Industry – A Quick Overview" at the HDB Safety Seminar & Award held on 6 November 2014. HDB Seminar & Award is an annual event which aims to raise the WSH standard and encourage all stakeholders to adopt good safety practices in their worksites. It is also a platform for HDB to honour and present the prestigious HDB Construction Safety Awards to the contractors who have achieved outstanding safety performances

for their HDB projects. The theme for 2014 was "Design for Safety & Construct Safely".

SINGAPORE CHEMICAL INDUSTRY COUNCIL (SCIC) - MOM DIALOGUE SESSIONS

OSHD and SCIC jointly organised the annual dialogue session for the SCIC members on 14 August 2014. Topics shared included an overview of safety and health performance statistics in the chemical industry; statutory pressure vessel inspection extension scheme; findings of the operations of

combustible dust protection in the chemical industry and oil terminals overfilling protections; and an update on WSH (Asbestos) Regulations, Singapore Standards SS 506 Part 3 and SS 586. The session reinforced the importance of close collaboration between OSHD and SCIC to enhance WSH in the chemical industry.

PUBLIC PRESENTATIONS ON THE WORK INJURY COMPENSATION ACT (WICA)

To cater to the strong industry interest in the WICA, the WICD participated





CONFERENCE CUM WORKSHOP ON THE GLOBALLY HARMONISED SYSTEM (GHS) OF THE CLASSIFICATION AND LABELLING OF CHEMICALS 2014

The inaugural Conference cum Workshop on the Globally Harmonised System (GHS) of Classification and Labelling of Chemicals 2014 was held on 5 and 6 May 2014. It was organised by SCIC, MOM, WSHC and WSHI with support from GHS Task Force. The event welcomed 124 participants from around the region and officiated by Mr Akira Yonemura, SCIC Director (Regulatory Affairs Committee), Managing Director of Petrochemical Corporation Singapore Pte Ltd. Prominent speakers including Ken Price, an observer of the United Nations Subcommittee of Experts on the GHS and Transport of Dangerous Goods. The conference took stock of GHS implementation worldwide; highlighted Singapore's experience in implementing GHS; updated the latest development of GHS; and discussed the challenges faced by MNCs and SMEs in GHS implementation. A well-received one-day GHS workshop, conducted by a subject matter expert Ms Henriette Christiansen from DHI Water & Environment (S) Pte Ltd, provided a hands-on practice in hazard classification and labelling of chemicals for 64 participants.



IN CONVERSATION WITH SISO: HELPING WSHOS UNDERSTAND THEIR ROLES AS WAH ASSESSORS

About 100 WSH Professionals gathered on 28 August 2014 for a WAH seminar organised by SISO and titled "Understanding the Roles and Responsibilities of WSHOs as WAH Assessors". OSHD Legislation Unit updated the audience on the WSH (WAH) (Amendment) Regulations 2014 and common WAH hazards. WSH Council's Manpower Capability Branch (MCB) then shared insights on the necessary skills and knowledge needed in order to perform the roles of a WAH Assessor competently. A Q&A session fielded interesting topics of discussion, such as WAH competencies for WSHOs and how to share best practices to build organisational WAH capabilities. The seminar received positive feedback and an interest in regular dialogues with MOM and WSHC.



in numerous public presentations to various organisations. These included industry associations such as the Singapore Institution of Safety Officers (SISO) and the Workplace Safety & Health Committee of the National Trades Union Congress (NTUC).



STRATEGY 4



INTERNATIONAL COLLABORATION

Strong networks in WSH in the international arena help Singapore keep abreast of the latest developments in WSH as well as new WSH hazards and risks. Singapore strives to be an active and global WSH participant and collaborator to explore new avenues and raise the level of WSH discourse and practice in Singapore and the region.

3RD INTERNATIONAL POWERED ACCESS FEDERATION (IPAF) ASIA CONFERENCE 2014

The 3rd IPAF Asia Conference, organised by IPAF with the support from MOM and WSHC, was held on 9 May 2014. The full-day conference featured many international and local industry speakers who shared their experience and expertise of safety standards and good practice for the Mobile Elevating Work Platform (MEWPs). Mr Go Heng Huat, Deputy

Director (Major Hazards Installation) gave the opening address. The event was well attended by over 130 international participants from 15 countries. They comprised powered access manufacturers, rental companies, contractors, international safety authorities and delegates.



TECHNICAL CONSULTATION ON WORKERS' HEALTH IN THE WESTERN PACIFIC REGION IN MANILA, PHILLIPINES

Dr Kenneth Choy, Deputy Director (Occupational Medicine), delivered a presentation on workplace health in Singapore at a two-day technical consultation on workers' health. The event was organised by the Division of Building Healthy Communities and Populations at the World Health Organization (WHO) Regional Office for the Western Pacific Region. The 26 participants from 10 countries attended the meeting included representatives from health and labour ministries; senior staff of WHO Collaborating Centres in Occupational Health; academic institutions; health promotion foundations; the Food and Drug Organization (FAO); the International Labour Organization (ILO); and WHO Headquarters and Regional Office for the Western Pacific. The consultation identified and shared innovations, best practices and existing policy instruments for protecting and promoting the health of workers; explored integrated approaches focused on safeguarding and



enhancing the health of workers; and outlined a strategy to better engage the labour sector in promoting the health of workers.

The consultation provided the opportunity to learn best practices from other countries, network with other global experts in this field as well as to share Singapore's experiences. It also identified specific actions to support countries to prevent and control non-communicable diseases among its workforce.

4TH ASEAN LABOUR INSPECTION CONFERENCE 2014

Er Mohd Ismadi, Director (Policy, Information and Corporate Services), represented MOM Singapore alongside senior officials from member-states of the Association of South East Asian Nations (ASEAN) at the 4th ASEAN Labour Inspection Conference held in Manila, Philippines on 3 and 4 July 2014. This conference was the succeeding event to three previous conferences that tackled and provided recommendations on national and ASEAN-level issues which included developing new methods and tools for improving labour inspection effectiveness, enforcement of national safety and health laws, and concerns surrounding labour migration, child labour and agricultural sector. The guidelines for labour inspection in migrant-reliant sectors would then:

- Serve as benchmark on how to improve the protection and promotion of rights and welfare of migrant workers in the ASEAN region; and
- Address particular challenges related to work-sector, age, gender and legal status of migrants.



STRATEGY 4



Department of Occupational Safety and Health (DOSH), Malaysia Visit to OSHD

On 12 November 2014, OSH Policy, Information & Corporate Services Department (PICS) hosted a visit for delegates from DOSH, Malaysia. The purpose of their visit was to gain better understanding of the implementation of regulatory requirement on Occupational Safety and Health Management Systems (OSHMS), particularly in the construction sector.

As the work on OSHMS spans across several departments, representatives from PICS, OSH Inspectorate (OSHI), and Workplace Safety and Health (WSH) Council shared on their specialisations contributing to OSHMS in the construction sector in Singapore. PICS shared with delegates on the overview of Singapore's WSH Framework and OSHMS Regulations in Singapore. OSHI shared on OSHMS standards in Singapore as well as the regulatory control on WSHAO and WSH Auditors. WSHC shared on engagement with the stakeholders from the construction industry and bizSAFE.

With the support of International Labour Organization (ILO) under its ASEAN Triangle Project, the two-day conference also helped to strengthen the regional network of labour inspectorates within the ASEAN, as well as international relations. Delegates and representatives included International Association of Labour Inspection (IALI); ASEAN Services Employees Trade Union Council (ASETUC); ASEAN Confederation of Employers (ACE); ASEAN Trade Union Council (ATUC).

Principal Specialist Liew Wan Sein explained the Authorised Examiner Scheme and the statutory examination requirements for lifting equipment (LE), while Senior Specialist Satishkumar gave an overview of statutory pressure vessels (PV) inspection requirements and the scheme for extension of inspection period of pressure vessels. The delegates also shared experiences on the administration of examination schemes for statutory equipment and viewed a demonstration of the PV and LE modules of the iOSH system and its e-services.

VISITOR SERIES

National Institute of Occupational Safety and Health (NIOSH), Malaysia Visit to OSHD

On 22 July 2014, the Engineering Safety Branch from the OSH Specialists Department hosted a visit for delegates from the National Institute of Occupational Safety and Health (NIOSH), Malaysia. The purpose of their visit was to understand MOM's Authorised Examiner (AE) scheme for lifting equipment and pressure vessels. Commissioned by DOSH (Malaysia), NIOSH is studying the practices of other countries as well as carrying out industry impact assessment in relation to the various options.





Netherland's HAN University of Applied Sciences visit to OSHD

As part of a study trip for Netherland's HAN University of Applied Sciences MBA (Health) programme on 5 June 2014, Dr Annet de Lange, from the Faculty of Economics and Management, shared with WSH Institute the trends and insights concerning the Dutch workforce. This was followed by a keen and insightful discussion on how WSH contributes to the wider agenda of the human capital, sustainable employability and diversity concepts. This highlighted the role of WSH in a holistic productive work and raised concepts such as WSH competencies, total WSH, and sustainable employability. Another topic of discussion was how to build a more inclusive and diverse workforce in light of an aging population. The dialogue provided a platform for future joint effort and collaboration between both countries and institutions.



Visiting Expert Series: On Occupational and Environmental Risk Factors for Cancer and the way forward

The WSH Institute organised a lunchtime talk on occupational cancers on 27 November 2014. More than 130 participants – half of whom were from the healthcare sector – attended. The first speaker, Dr Kurt Straif, Head of the Monographs section of the International Agency for Research on Cancer (IARC) World Health Organization, provided an overview of the work of the IARC in evaluating occupational and

environmental risk factors for cancer and the evidence for some of the carcinogens. Dr Lesley Rushton, Reader in Occupational Epidemiology at Imperial College London, presented the key results from a study that estimated the current and future burden of occupational cancers in Britain and proposed strategies to reduce the future burden.

STRATEGY 4



Visiting Expert Series: On Global Burden of Occupational Diseases

Professor Timothy Driscoll, University of Sydney, was invited to be WSH Institute's Visiting Expert on Global Burden of Occupational Diseases on 16 October 2014. Professor Driscoll spent five days in Singapore, meeting with officers from various departments in OSHD, and exchanged the latest burden of disease estimation methods and results with colleagues from the Ministry of Health (MOH) and the Health Promotion Board (HPB). He also held a public lecture on epidemiological methods for estimating burden of occupational cancers and other work-related illnesses.



Visiting Expert Series: Reducing Ergonomic Risk Factors in our Workplaces

The visit on 27 June 2014 by Professor Alan Hedge, Director of the Human Factors and Ergonomics Laboratory at Cornell University in New York, was a chance to mutually understand the scale and impact of ergonomics. Professor Hedge shared insights on the role of ergonomics in the US, while WSH Institute shared Singapore's

WSH framework, statistics of Work-Related MusculoSkeletal Disorders and resource materials on improving workplace ergonomics. OSHD Specialists also shared on the WSH Guidelines of Improving Ergonomics in the Workplace and the WorkPro programme administered by Singapore National Employers Federation (SNEF) and NTUC.



WORK THAT
MATTERS, SAFETY:
My work, my passion



IMPROVING WORK-RELATED TRAFFIC SAFETY

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One memorable project which I was involved in was the Traffic Safety Workgroup, where we explored possible interventions to improve Work-related Traffic Safety. Colleagues from various departments came together to brainstorm and introduced a number of initiatives.



“Safe and Healthy Workplace; A Great Work Life” to me, means more than just complying with WSH regulations and having good WSH practices. It’s a belief that everyone from all walks of life play an important role in WSH. People usually do not fully understand the importance of WSH, until they lose a colleague or family member due to work. Knowing that we can prevent families/friends from experiencing grief/loss of their loved ones at work, reinforces my belief and motivates me to push on with our efforts, because the work that we do is for a greater cause.

One memorable project which I was involved in was the Traffic Safety Workgroup, where we explored possible interventions to improve Work-related Traffic Safety. Colleagues from various departments came together to brainstorm and introduced a number of initiatives. The team shared a common belief and it wouldn’t have been possible

without the support from everyone. It was extremely heartening and encouraging to receive positive feedback from our stakeholders regarding the initiatives.

Being in Strategic Planning unit also allows me to grasp a better understanding of the short/long term plans, keeping track of overall business performance, and learning how various departments could synergise efforts/resources in achieving better WSH outcomes. I am appreciative of the effort put in by colleagues from other departments too, and feel a sense of pride when I see news reports commending the effort of our officers. Various departments face different sets of challenges, but I know that at the end of the day, everyone works together towards a common goal – Safe and Health Workplaces for Everyone!



LIM WEI SHI
Senior Manager,
Strategic Planning



REFORMING POOR WSH MINDSETS

You must believe in it before others will believe what you say about it. I believe that the Business Under Surveillance (BUS) Programme is the catalyst for the shift in companies' top management's thinking and approach to WSH, and what we do at work makes a difference to the lives of every worker in Singapore.

Many companies enter the BUS Programme with regret, thinking that it is a punitive action taken by the Ministry against them. It is already challenging to change our own thoughts about certain things, but under the BUS Programme, we are tasked to change the mindset of others, which is much more arduous! However, when companies exit from the programme, the top management often express their sincere appreciation towards the BUS team for they themselves are often amazed by what they have achieved under the Programme. That, I believe, is what keeps the team going strong.

Our work involves conducting enforcement inspections to monitor the companies' WSH performance, and engaging them to provide constructive feedback on their Action Plan implementation. It is like coaching, where the coachee trusts and identifies with the coach, and ultimately, the company is still responsible for its safety performance. Having supportive bosses and a committed team of officers with shared goals makes my work rewarding. And I like the fact that we provide a positive link between the BUS Programme and other WSH Programmes such as BizSAFE and CultureSAFE, driving greater synergy between the work we do across departments.

CLARE CHAY
Head,
Surveillance



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Our work involves conducting enforcement inspections to monitor the companies' WSH performance, and engaging them to provide constructive feedback on their Action Plan implementation.



JAIME LIM
Senior Assistant
Director,
Major Hazard
Installations

PREVENTING CATASTROPHIC INCIDENTS IN MAJOR HAZARDS SECTOR

“

The upside of any challenge is that once overcome, it is immensely rewarding. It was satisfying to see the IAT-MHI recommendations endorsed for implementation.

Work transcends and impacts many aspects of our everyday lives. Through work, we generate economic value, raise families and realise personal achievements. OSHD's work is invaluable in helping persons at work continue to remain employed and that means keeping them safe and healthy. Hence we continue to work together and contribute in whatever way we can, so that workplaces are safe and healthy and we can enjoy life outside of work.

Inter-Agency Taskforce on Major Hazard Installations (IAT-MHI) was one of the memorable achievements of OSH Specialists Department in 2014. The work was both challenging and rewarding. Careful thought and planning with adequate drive was a must to bring everyone through a journey of considerations and

deliberations that is focused, clear and fair. We had to make sure our reasons and arguments to adopt safety case were logical, to derive sound recommendations that would invariably lead to safer MHI operations in a sustainable manner. Moreover, safety cases are technical in nature and can be complex. It is important to effectively engage the MHI industry and take a pragmatic approach when dealing with safety case issues.

The upside of any challenge is that once overcome, it is immensely rewarding. It was satisfying to see the IAT-MHI recommendations endorsed for implementation. I saw issues from other agencies' interests and perspectives; and forged bonds with colleagues in MOM and in other agencies.

In recognition of my efforts, I have been re-designated from Principal Specialist to Senior Assistant Director. I am deeply grateful of this recognition given by the Ministry and OSHD.

The first chapter of our MHI journey has just come to a close. I look forward to more exciting chapters and charting new frontiers with my colleagues in the MHI Branch, till we bring about safer and better workplaces, including implementing safety case, to fruition...!



ENSURING RIGHTFUL WORK INJURY CLAIMS



In my daily course of work, I've met many workers whose quality of lives have been greatly impacted after they suffered injuries while working. Many of them are foreigners who need money to raise their families back home. It can be very stressful for them when they have to cope with their injuries, reduced income and settle their claims at the same time. I'm now overseeing the Work Injury Compensation Orientation Programme (WICOP), held monthly since June 2013, to help the new Bangladeshi Special Pass holders. WICOP aims to equip these workers with the knowledge to manage their claims and to assure them that MOM is there to help them if they need.

Frankly speaking, I was skeptical about the effectiveness of WICOP. However, when I see how attentive the workers were, how eager they were to answer the quiz questions and how their faces beamed with gratitude at the sessions, I was glad our efforts have paid off. My work has developed in me a greater sense of responsibility and compassion towards these vulnerable workers.

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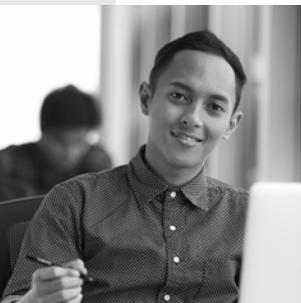
However, when I see how attentive the workers were, how eager they were to answer the quiz questions and how their faces beamed with gratitude at the sessions, I was glad our efforts have paid off. My work has developed in me a greater sense of responsibility and compassion towards these vulnerable workers.

ANG PEI YU
Manager,
Claims
Management



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It is a rewarding experience, to be able to meet people from all walks of life and, through my contribution, to be able to help workers improve their lives at work.



SHAIFUL RASHID
Manager,
Marketing
Communications
and Engagement

SPREADING SAFETY MESSAGES TO ALL

In an interview we conducted for the joint Workplace Safety and Health (WSH) Council and WSH Institute's FY 2014/15 Annual Report, we interviewed the wife of a Mr Lee who injured his finger at work. Mr Lee worked in a manufacturing factory and they have six children.

The injury resulted in the amputation of the finger. Throughout the interview, I could sense Mrs Lee's worry for her husband's well-being although the accident happened some time ago. It was then that I truly understood how safety and health at work affects not just us, but the lives of our loved ones.

At the WSH Council, we work together with the industry to spread the safety message to employers and workers like Mr Lee. It is a rewarding experience, to be able to meet people from all walks of life and, through my contribution, to be able to help workers improve their lives at work.

UNDERSTANDING WSH MOTIVATIONS IN SMES

If one is asked the question, “What makes a great work life?” Being safe and healthy are unlikely answers you would think of – they fall into the category “taken for granted, until lost”. In the same line of thought, one of the first research questions posed when I joined the WSH Institute was “How do you motivate SME business leaders in WSH?” It is well known that SMEs are concerned with their business survivability. Often, WSH is not a priority, until an accident happens.

To start, we embarked on a literature review. Yet, much of what we read today is based on WEIRD studies – Western, Educated, Industrialized, Rich, and Democratic. So we conducted our own study. We developed a list of questions to investigate their motivations and understand the barriers they may be facing. What we found was not always what we expected. We thought SME bosses would be motivated because of MOM’s legislation, but their greatest motivation was in fact a concern for their employees’ wellbeing. Because of their small size, SME bosses are familiar with their staff on a personal basis, running their businesses like a family. These insights led to recommendations on how our OSHD and WSHC partners could better communicate to the SMEs, bridging the gap between knowledge and practice.

One of my favourite definitions of research is the systematic investigation of answers to worthwhile questions. If you enjoy seeking the answers, research may just be for you.

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One of my favourite definitions of research is the systematic investigation of answers to worthwhile questions. If you enjoy seeking the answers, research may just be for you.

JOANN CHEN
Research Analyst
(Research and Solutions)





LOOKING AHEAD

01 / SUSTAINING MEASURES

02 / SHORT-TERM GOALS

03 / LONG-TERM GOALS



Sustaining Measures



VISION ZERO

While 2014 recorded the lowest workplace fatality rate to date, it is crucial to ensure that this good WSH performance is sustainable. To this end, the National Workplace Safety and Health 2015 campaign focuses on the Vision Zero movement with the message "I can prevent all injuries and be healthy at work".

Vision Zero is a movement to bring about excellence in WSH. It requires a mindset that all injuries and ill health from work are preventable and a belief that zero harm is possible. The campaign aims to create the awareness and importance of

this mindset and focus on finding solutions to prevent injuries and ill health as well as improve the quality of our lives. The Vision Zero movement will help to align mindsets from compliance to commitment and unite all stakeholders to work together to improve WSH outcomes.

Going forward, we will continue to collaborate with industry partners and other stakeholders to build industry capabilities to implement action plans and focus on finding solutions to prevent injuries and ill health.

VISION ZERO

EXCELLENCE IN WORKPLACE SAFETY AND HEALTH



Short-term Goals

SHORT-TERM GOALS

THE WORKPLACE SAFETY AND HEALTH REGULATIONS IS UNDERGOING REVIEW TO EMPHASISE THE IMPLEMENTATION OF RISK ASSESSMENT AND RISK CONTROLS.

MAJOR HAZARD INSTALLATIONS

At the 2015 Committee of Supply debate in Parliament, Senior Parliamentary Secretary Hawazi Daipai announced that a safety case regime will be introduced for Major Hazard Installations (MHIs), with the aim of preventing major accidents. To implement the safety case regime, a set of MHI Regulations is targeted for enactment by 1H 2016. A National MHI Regulatory Office (NMRO) will be established as the single regulatory front for MOM, NEA and SCDF, in support of the safety case regime. Industry will be given a year to prepare and build up capabilities before the new safety case requirements come into effect in 2017.

RM 2.0

As part of OSHD's continuous efforts to enhance safety and health at workplaces, the Workplace Safety and Health (Risk Management) Regulations is undergoing review to emphasise the implementation of risk assessment and risk controls. This review will take into account the recently revised Code of Practice on WSH Risk Management. Public consultation will be conducted in the second half of 2015 for the proposed amendments, which are expected to be enacted by early 2016.

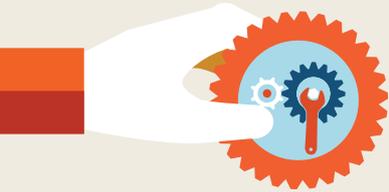
RM 2.0 places emphasis on pragmatic implementation through effective onsite risk controls; upstream risk controls through risk avoidance, elimination, substitution and engineering controls; and a holistic approach towards safety and health risk assessments. To help enhance industry's RM capabilities, a slew of new RM collaterals will be developed by end 2015. This includes a simplified RM guide for SMEs, educational posters and an RM awareness video for employees.

ENHANCEMENTS TO THE BUSINESS UNDER SURVEILLANCE (BUS) PROGRAMME

Enhancements to the BUS programme, in the form of structured continual improvement plans after exiting BUS, will add to its robustness and sustainability. The enhancement provides a feedback mechanism, wherein the Management Representatives (MRs) from the respective BUS companies will commit to a set of agreed-upon goals and provide periodic updates on their achievements after exiting BUS. This also allows for a critical assessment of the company's WSH standards to be carried out. Companies that have exited the programme but are found to have deteriorated in WSH standards may be considered for re-entry.



TO HELP ENHANCE INDUSTRY'S RM CAPABILITIES, A SLEW OF NEW RM COLLATERALS WILL BE DEVELOPED BY END 2015. THIS INCLUDES A SIMPLIFIED RM GUIDE FOR SMES, EDUCATIONAL POSTERS AND AN RM AWARENESS VIDEO FOR EMPLOYEES.



REVIEW OF WICA'S COMPENSATION LIMITS (INCLUDING RETURN-TO-WORK)

MOM conducts regular reviews on WICA compensation limits to ensure that payouts under the WICA remain relevant. The existing WICA compensation limits were set in 2012 based on the 2010 median wage of resident employees. Median nominal wage of resident employees has since increased by some 20 per cent. Medical bills for industrial accidents have also increased. In 2015, MOM will review the WICA compensation limits to reflect the increase in median wages of resident employees.

Besides ensuring that WICA's payouts remain relevant, it is also important to help injured employees recover and get back to work as quickly as possible. Early intervention to rehabilitate injured employees not only aids their recovery, it also gives them assurance in terms of job and income security. Employers benefit too when employees, especially the skilled and experienced, return to work early. To help rehabilitate injured employees back to work, MOM will review including expenditures that facilitate early return to work to be claimable as part of WICA medical expenses. Such costs could include those incurred in engaging a professional to develop a return to work plan, to assess the work environment and to provide recommendations to employers on how to better accommodate injured employees.

REDUCE OBJECTIONS TO WIC NOTICE OF ASSESSMENTS WITH BEHAVIOURAL INSIGHTS

WICD strives to uphold a simple and transparent work injury compensation system for our stakeholders so that eligible employees or their dependants can receive timely compensation under the WICA.

WICD is collaborating with CPMD on a project to reduce objections to our Notice of Assessment for compensation. This project leverages on behavioural insights obtained

through analysis on statistical trends and interviews with our various stakeholders. We seek to identify the stakeholders' reasons for objecting and to come up with appropriate solutions in order to reduce the objections.

IMPROVE THE CUSTOMER JOURNEY IN CLAIMING COMPENSATION UNDER WICA

In today's increasingly demanding customer landscape, it is no longer sufficient for work injury compensation claimants to garner a good outcome in their claim, but to also receive a good customer experience on their road to recovery and settlement of their claim. Hence, WICD has been working with a design consultancy firm, ThinkPlace, since December 2014 to adopt a user-centred approach to gain a deep understanding of the experiences of injured employees, both local and foreign, who are pursuing WIC claims. Through the use of design thinking methodologies, the project will prototype initiatives that result in injured employees being better equipped to manage their claims confidently and independently, which will in turn improve their user journey and experience with the WIC system.

EMBARK ON BUSINESS PROCESS RE-ENGINEERING (BPR) TO MEET THE GROWING COMPLEXITY OF WIC CLAIMS

As part of an on-going effort to meet rising demands from customers and the growing complexity of work injury compensation claims arising from a growing workforce in Singapore, WICD has embarked on a Business Process Re-engineering project with PricewaterhouseCoopers Consulting (Singapore) Pte Ltd. This initiative will analyze and redesign workflows within WICD and its interaction with suppliers of key information such as the employers, employees and doctors, so as to optimise resources and reduce non-value-added tasks.

SHORT-TERM GOALS

IMPROVE THE CUSTOMER JOURNEY IN CLAIMING COMPENSATION UNDER WICA



Long-term Goals

SMES PLAY AN IMPORTANT PART IN SINGAPORE'S ECONOMY AS THEY



Make up
99%
OF THE
COMPANIES



Contribute
50%
OF THE
GDP



Employ
70%
OF THE
WORKFORCE

STRENGTHENING ENGAGEMENT WITH SMES

SMEs play an important part in Singapore's economy as they make up 99 per cent of the companies, employ 70 per cent of the workforce and contribute 50 per cent of the gross domestic product (GDP). With this in mind, WSH Council's commitment to the development of SMEs has been clearly evident since 2011 where one of the strategic priority areas was to enhance sectoral efforts in engaging SMEs. Various forms of assistance were developed by WSH Council since its formation in 2008 e.g., Risk Management Assistance Fund (RMAF), bizSAFE, Go-To-Engagement, Workplace Safety and Health Culture Funds (WCF), WSH Assist and electronic WSH bulletins, etc. to ensure that SMEs successfully incorporate WSH in their operations.

These initiatives have brought about higher levels of WSH awareness amongst SMEs. Moving ahead, it is necessary to deepen our engagement and enhance the effectiveness of our efforts by developing sector-specific approaches that take into account the distinct nature, challenges, and WSH landscape of the SMEs in each industry. A structured approach would be put in place to leverage on the work done by various agencies for SMEs, and to reap synergies for effective outreach and engagement. In addition, the WSH Council would continue to build partnerships beyond existing platforms, for e.g., with the SME Centres (under SPRING Singapore) for better outreach to a greater pool of SMEs.

DEVELOPER & DESIGNER EARLY ENGAGEMENT PROGRAMME (D2E2)

The Developer & Designer Early Engagement programme is developed by the OSH Inspectorate (OSHI) with a view of addressing WSH early at the start of a building project. It is an initiative to engage developers and designers in large scale projects and projects that may have significant WSH risks. OSHI will work with developers and designers of selected projects to set project's specific WSH performance targets in the early phases and recommends improvements to the design where possible. A planned schedule of worksite's joint visits by MOM will be developed to enable closer surveillance and identification of potential hazardous areas. Thematic inspection such as for lifting operations and health risk controls will also be initiated as part of the programme.

LONG-TERM GOALS

ENHANCE SECTORAL EFFORTS IN ENGAGING SMES



Team OSHD

OSHD CULTURE

OUR STAFF ENGAGEMENT STRATEGY

Staff engagement is essential in OSHD because we believe that employees who feel engaged bring greater value to our organisation. Engaged employees feel a profound connection to organisational goals and are willing to go the extra mile. They feel empowered and are more likely to collaborate and champion actions towards improving WSH.

This is imperative as the WSH landscape in Singapore evolves, thus driving the need for OSHDians to continually adapt and be responsive to arising demands. Thus far, OSHDians have displayed collective resilience, dedication and commitment to the cause, responding swiftly and effectively

to the challenges. This unwavering spirit has undoubtedly contributed to our reaching the WSH2018 target ahead of time.

Set out to build a culture that resonates with OSHDians, as well as align with the vision and mission of OSHD, the Organisational Development Unit (ODU), within the Policy, Information and Corporate Services Department (PICS), sought to understand the concerns and preferences of staff through avenues such as Cafe Forums, employee Engagement Surveys and numerous dialogue sessions between employees and our Divisional Director, Er Ho Siong Hin. The resulting strategic framework comprises of 4 key elements: the promotion of open and effective communication; a progressive learning environment; work-life harmony; and finally building team work and one identity.

In 2014, a wide range of employee engagement efforts were rolled out to meet the diverse needs of our large division. These include regular events such as LocomOSHion, DOSH Heart2Heart, as well as events that promote Work-Life Harmony. Other key events include Staff Appreciation Day, where senior management serve cookies, fruits and nuts to their staff.

Our staff engagement practices, powered by understanding the drivers most meaningful to our employees, has led to the gradual development of a motivated and high performing workforce and built a culture that is open, transparent and conducive. We will continue to build on that which has been successful thus far, never forgetting that it is our people who are the reason behind our success.





LocomOSHion

LocomOSHion is a monthly division-wide event that provides a platform for OSHDians to forge new friendships and fortify existing ones. The event is also a chance for senior management to get to know their staff better in a relaxed and casual setting. Each LocomOSHion event facilitates information sharing and it is a time to recognize staff effort.



DOSH Heart2Heart

DOSH Heart2Heart was an initiative titled after Divisional Director, Er Ho Siong Hin, who is also fondly known as DOSH. The chat session initiative first began during OSHD's office relocation to Bendemeer. Concerned about how staff were adapting to the shift, Er Ho held the first chat sessions to converse with employees and understand any concerns or issues on the ground. It has come to be a permanent fixture in the OSHD and a symbol of mutual trust, respect and communication.

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Our staff engagement practices, powered by understanding the drivers most meaningful to our employees, has led to the gradual development of a motivated and high performing workforce and built a culture that is open, transparent and conducive.



More than ten customised workshops were organised with the full participation from nominated officers. These include competencies such as the Fire Safety and Investigation offered by Singapore Civil Defense Force (SCDF), International Powered Access Federation's (IPAF) Mobile Elevated Workplace Platform, advance systems thinking, group facilitation skills for engagement forums and speech writing skills.

Apart from these, WSQ-WSH courses such as the Certificate in Workplace Safety and Health (Level A to D) were introduced to ensure adequate competencies in these areas to meet or surpass industry standards.

For new staff, ODU organises a two-day OSHD Induction and Training Programme annually as a foundational step to understand the role and work of OSHD. A half-day teambuilding component is also incorporated to promote teamwork and bonding.

ODU also organised Lunch & Learn, a new initiative that maximised staff lunch hour with the incorporation of a training programme. The inaugural programme taught the importance of a learning culture in work teams.

In addition to technical and functional skills, ODU would introduce a new initiative, the OSHD Dual Track Learning Day, for staff to select their desired track from a vast of speakers. This dual track learning day would focus on various 'soft skills' and include a practical session.

Work-Life Harmony

Enabling healthy work-life balance is one of the focuses found in OSHD's employee mission. Workplace flexibility initiatives allows for staff to effectively manage their work and individual demands, which in turn increases staff morale and commitment. Work-life harmony is promoted through flexi-work schedules, working from home and leave benefits. More recently, enhancements of this initiative include two additional days of parental leave, childcare benefits as well as health and wellness programmes.

To nurture a healthy workplace, a myriad of activities have been made accessible to staff. These include badminton sessions, soccer, yoga, jazzercise, zumba and runs in the Bendemeer vicinity. Sports tournaments and other inter-departmental challenges also develop a healthy spirit of competition and sportsmanship. In addition, the ODU also organises health talks and distributes health food and supplements to promote healthy living.

To show appreciation for staff's valuable contributions to OSHD's business excellence, senior management also holds special days to give out fruits, nuts, pizza or cookies. In addition, 'Lunch with DOSH' sessions provide a break from work and an opportunity to mingle with colleagues and relax.



TRAINING AND INDUCTION PROGRAMMES

Leveraging our OSHD Personal Mastery Framework, ODU successfully rolled out a series of new training initiatives to sharpen capability-building efforts. The enhanced framework will continue to equip staff with OSHD/MOM Core Competencies (Basic Tier) and Technical/Functional Competencies (Intermediate Tier) as well as a new paradigm on developing Cross Divisional Enforcement Competencies under the Advanced Tier.



TEAMWORK AND TEAMBUILDING

Teamwork and teambuilding are essential for OSHD. These two elements help make the division a better place to work in and allow for stronger bonds and better productivity among OSHDians.

OSHI



PICS



SPECS



WICD





WSHI



WSHC





CORPORATE SOCIAL RESPONSIBILITY

OSHD has embraced Corporate Social Responsibility (CSR) in a bid to go beyond our mandate in promoting a safe and healthy workplace for everyone. OSHDians are keen to contribute back to society in a more personal and meaningful way, hence our staff have increasingly been involved in volunteering activities through the years. Many of these CSR activities were done on a divisional and branch level, mostly through voluntary work for disabled persons, low-income families, special needs children as well as the elderly.

On 15 November 2014, OSHD was proud to participate in The Purple Parade movement to show their support for the inclusion and celebration of abilities of persons with special needs. This was OSHD's inaugural large-scale CSR participation alongside other MOM departments. The OSHD contingent was led by Mr Kok Ping Soon, Deputy Secretary (Development) with more than 60 OSHDians dressed in purple costumes marched through Hong Lim Park. OSHD also designed a float which captured the attention of the crowd and garnered praise from MP Denise Phua.





STRATEGIC PLANNING

The Strategic Planning unit takes charge of the Divisional business and corporate planning functions; identifies potential opportunities for future developmental and priority areas across the Division; and establishes key thrusts and performance targets to optimise corporate performance.

MID-YEAR REVIEW

In October 2014, the unit organised a travel theme Mid-Year Review, coined "Broadening Perspectives, Uncovering Possibilities". It was a platform for senior and middle management to look at our progress for the year's strategic priorities as well as to re-energise and re-calibrate our programmes and efforts in response to new and emerging issues. This was well received by the participants who felt that the format was refreshing and it allowed them to gain better perspectives of the key projects.

ANNUAL CORPORATE PLANNING EXERCISE

In January 2015, the unit organised the annual Corporate Planning Exercise. The objective was to chart the directions for the Divisional FY15 workplans through an event where the various departments could share



their annual workplans. To facilitate the session, a role-playing exercise was introduced to give voices to the main stakeholder groups in WSH. The participants were enthusiastic and their positive spirit helped make the time together both productive and interesting.

QUARTERLY MINISTER REPORT

The Quarterly Minister Report highlights the key enforcement and engagement efforts undertaken by the Division as well as plans for the upcoming quarter with targeted actions on key areas of concern. In an exercise to improve the report, a one page infographics replaced the former two page executive summary and the main report was re-organised and enhanced with more visuals such as photographs and diagrams. The infographics was also shared at MOM level to allow fellow colleagues to understand OSHD's work better.

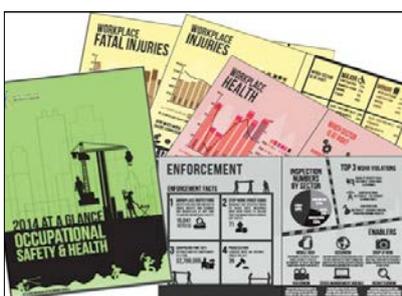
As the lighthouse of the Division, the unit will continue to align the various department works and constantly be on the lookout for the opportunities and threats that are on the horizon.

ENSURING TRANSPARENCY: COMPLIANCE & RESOURCE MANAGEMENT

The Compliance & Resource Management Unit (CRMU) is in charge of the finances, office management, business continuity and internal compliance assistance to improve internal processes. CRMU ensures good planning and optimal budget utilisation in OSHD, while adhering to proper procurement procedure such as transparency, Open and Fair Competition and Value for Money. The unit also undertakes support roles for new officers, control and stock taking of assets, and monitoring the manpower in OSHD.

The Compliance Assistance function was launched in 2009 to help OSHD review and strengthen its internal processes. In addition, to verifying follow-up actions for Past Audit Issues during the mid year review, a compliance assistance visit, made in conjunction with MOM Headquarters during end 2014, further refined OSHD's processes in Evidence Management.

In April 2014, CRMU oversaw OSHD's preparation for cyber-attack targeting Singapore websites and worked under headquarters to further expand business continuity processes by including scenarios for denial of access. This experience has equipped OSHD with a wider range of capabilities under business continuity.



AWARDS AND ACHIEVEMENTS



PEP-SBF AWARDS 2014

The PEP-SBF Awards 2014 was jointly organised by the Pro-Enterprise Panel (PEP) and Singapore Business Federation (SBF). PEP is a private-public panel which serves as a bridge between the government and business community, to review business feedback and promote regulatory changes. The annual event marks the ongoing collaboration between the private and public sectors in helping to ensure a pro-enterprise environment in Singapore. The theme of the 2014 event was “Smarter Regulations, Competitive Businesses”, which emphasises the importance of ensuring that agencies which oversee business regulations proactively support business competitiveness when implementing rules and regulations.

The event also recognized agencies that have initiated pro-enterprise changes and businesses, as well as individuals and trade associations which have given good constructive suggestions to the PEP.

MOM received five out of 17 awards, and was the agency with the most wins. OSHD won two Public Sector Pro-Enterprise Initiative Awards (Gold) for the revocation of Factories Regulations (Person-in-Charge) Regulations and Factories (Certificate of Competency Examinations) Regulations. The awards were received on behalf of OSHD by Er Mohd Ismadi, Director (Policy, Information and Corporate Services), who led the project team.

SPRING SINGAPORE MERIT AWARD – DD(OM) AND D(PICS). DOSH RECEIVED HIGHER AWARD

Er Ho Siong Hin, Divisional Director of OSHD was awarded the SPRING Singapore Distinguished Partner Award, during the annual Quality and Standards Conference 2014 held by SPRING Singapore on 5 August 2014, in recognition for his contribution for his exemplary leadership and effort in raising Singapore’s Standards and Conformance profile regionally or internationally.

This award also acknowledged his leadership which led to the successful completion of numerous new accreditation programmes, including structural steelwork





inspection, cargo inspection (supporting bunker surveying) and site investigation. These programmes helped to upgrade the competence of inspection bodies to meet the needs of the stakeholders in Singapore and provide greater assurance and confidence to the regulators and trade facilitation.

In addition, Er Mohd Ismadi, Director (Policy, Information and Corporate Services), and Dr Kenneth Choy, Deputy Director (Occupational Medicine), were both awarded the SPRING Singapore Merit award for their contributions to the Singapore Standardisation Programme. They were recognised for their commitment and resourcefulness in the development, promotion and implementation of Singapore Standards which have contributed towards improving the productivity and competitiveness of enterprises and industry.

The annual Quality and Standards Conference 2014 is as a platform for enterprises, industry experts, industry associations, consumers, academia and government bodies to understand the role of standards, accreditation and technical regulations play in enhancing the manufacturing sector in Singapore.

The 2014 conference, themed "Quality and Standards for the Future of Manufacturing in Singapore", gave businesses the opportunity to learn from experts and industry practitioners on international and local plans for the future of manufacturing. The conference also highlighted how standards and conformance can be used as a strategic tool for a competitive edge.



MINISTER FOR MANPOWER AWARD

On 30 April 2015, MOM staffs were honoured at the MOM Awards 2015 held at the Orchard Hotel. The annual event saw OSHD officers receiving accolades for their exemplary and outstanding contributions to OSHD and the Ministry in 2014. The recipients and awards included the:

OSHD receiving award for integrated response to improve construction sector WSH performance

OSHD, WSHC and WSHI implemented a series of measures to reduce fatalities and serious injuries at construction workplaces. OSHD carried out over 15,000 inspections in 2014 to send a strong deterrent message and to press for deterrent sentencing for cases where appropriate. Enforcement levers such as Stop Work Order and Business Under Surveillance regimes were enhanced. In addition,

the Demerit Point System was also reviewed to trigger early penalties and to punish offenders. WSHC and WSHI worked closely with its industry partners to ramp up its engagement and outreach efforts as well as compliance assistance programmes to develop the industry capabilities and achieve better WSH compliance. The number of workplace fatalities was brought down to 60 in 2014, from 73 in 2013. This culminated in OSHD achieving a workplace fatality rate target of 1.8 per 100,000 workers, four years ahead of the 2018 schedule.

Exemplary MOMer award was awarded to employees whose exemplary behaviour consistently demonstrated all the four MOM Shared Values (People-Centredness, Professionalism, Teamwork and Passion for Progress), contributing towards organisation excellence and building a 'Great MOM'.

EXEMPLARY MOMer



Ms Elaine Ng



Ms Samantha Ngu

THE EFFICIENCY MEDAL



Ms Rasidah Rahman

THE LONG SERVICE MEDAL



Ms Normalah Hanawi



Ms Samsiah Matrawi

CUSTOMER MANAGEMENT EXCELLENCE

OSHD was the recipient of three prestigious Customer Relations (CR) awards given out to recognise departments with good CR results and incentivise continuous improvements in the key CR areas in MOM.

MOST IMPACTFUL RULES/SERVICES REVIEWED AWARD



This was won by the team who improved the usability of the eService used by Workplace Safety and Health Officers, for the submission of Safety Development Units (SDUs).

BEST CUSTOMER EDUCATION AND ENGAGEMENT AWARD



The Work Injury Compensation Orientation Programme (WICOP) (held in the foreign workers' native language) was recognised for its efforts to familiarise foreign workers on the WICA process, their rights and responsibilities. Events such as the Hospitality and Entertainment Industries (HEI) WSH Challenge and the Crane Carnival were also applauded for raising WSH awareness levels in the respective industries.

MOST IMPACTFUL RULES/SERVICES REVIEWED AWARD



The OSHD's internal CR Newsletter, SwOSH (Service within OSH), won for its focus on CR-related topics and wide array of articles ranging from interviews of OSHDians' on their CR experiences and sharing tips on international good service practices, to the acknowledgement of staff who received compliments for their exceptional customer service.

Editorial Team



From Left to Right: Angeline Ng, Charles Tan, Siti Nur Shiqah, Germaine Chew, Elaine Ng, Sabrina Wee

The Editorial Team would like to thank all OSHDians who have contributed to the contents and photographs that made this report possible.

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