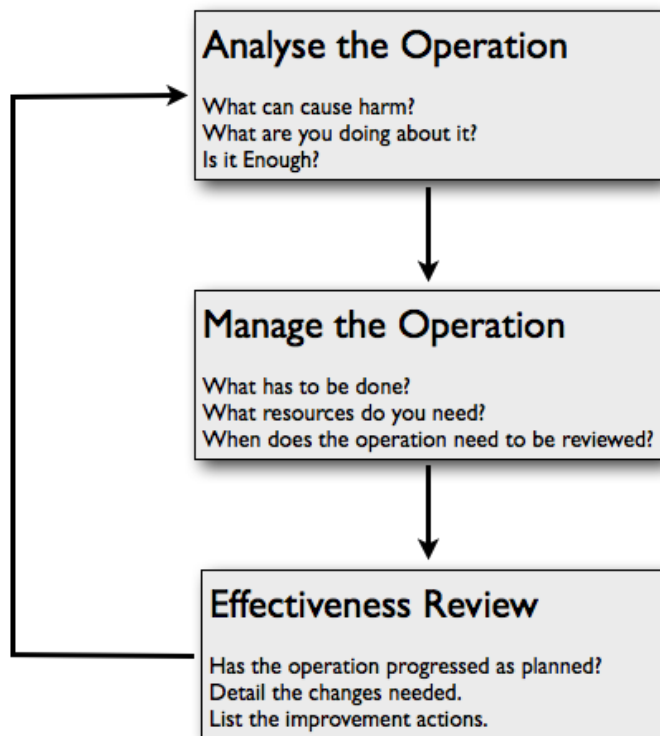


Operation Analysis and Control Model



A. Stage 1 – Analyse the Operation

1. What can cause harm? (Look for the harm factors in the work operation itself, the workers, the materials, the machinery and plant, the public & visitors and the environment).
2. What are you doing about it? (Once you know what can cause harm you look for the controls that are needed to prevent that harm from occurring).
3. Is it enough? (At this stage, before embarking on the work operation, consider whether you have done enough to prevent harm. If necessary seek specialist advice e.g. from trade or professional associations, manufacturers, your National Statutory Safety Body, other safety professionals etc.). Things can go wrong and it important to try and anticipate that as early as possible. Ask;
 - What could go wrong?
 - How could it happen? and
 - How would you deal with it?

Asking the questions at the outset focuses the mind and ensures that you have considered all the foreseeable incidents and planned for them. Additionally, you are prompted to consider what emergency plans you need to have in place prior to starting an operation.

B. Stage 2 – Manage the Operation

1. What has to be done? (Having carried out the analysis you must list what has to be done to ensure a safe and healthy outcome to the work operation, e.g. Have you made your employees aware of what can cause them harm and what they must do? Do you know what training they need? Are there documented work instructions? Does everyone know who is responsible and for what? etc.).
2. What resources do you need? (Material, human, financial). It is important that, having identified the resources, you make them available. (Some will be needed well in advance of any work operation. Build your controls into your budget and business plan). When does the operation need to be reviewed? Believing that you have a safe and healthy workplace is a sure way of ensuring that you have not. Like every aspect of your work safety and health needs to be continually managed and improved, as necessary. It is important therefore that a time or circumstance is set for reviewing the effectiveness of the management controls. The review could be triggered;
 - When new processes or new equipment is introduced to the operation,
 - When new techniques have been developed,
 - When statutory obligations require it,
 - When resources inputs are set to change,
 - When an accident or incident occurs, or
 - At regular intervals (determined by the nature and complexity of the hazards present).

Note: The list above is not exhaustive. Carry out an effective review at any other time, should you feel it is warranted.

C. Review the Effectiveness of the Operation

1. Has the operation progressed as planned? Things change or things can go wrong. You need to be aware of the effects of any change and try to anticipate how they will need to be dealt with. Ask yourself the following questions;
 - What has changed since the last operational analysis?', 'What effect will it have on operational management?', and 'How will it be dealt with?',
 - If nothing has changed then note that the review has taken place and set the next review date.

Where things have gone wrong ask the following;

- What went wrong?
- How did it happen? and
- How did you deal with it?

Note: We do not always get it right but if an accident does occur that is no reason to give up or to accept lower standards. Accepting accidents as inevitable is fatalistic. The objective of integrating the highest standards of health and safety with improved business performance means that the end product/ service must be achieved in a manner that protects employees and the public from harm. Operating to any less a standard will only guarantee a negative outcome and ensure that accidents continue.

2. Detail the changes needed. If changes have occurred then itemise them and consider how they will affect the operation.
3. List the improvement actions. Draw up an action plan, identifying the resources implications, managers responsible for completing the actions and the timescales for completion.

Finally

Set your work objectives to include;

“...tasks/ activities are to be completed on time and in a manner that does not cause harm to the workers, the public, other non-employees, the environment and/ or the organisation.”

In practice this means that for example in construction activities we design structures that can be built, used, maintained and eventually demolished, taking full account of the safety of the construction workers, end users the maintenance workers, those tasked with eventual demolition/ partial demolition and anyone else that may be affected by the construction activities.

Sample OAC Record Sheet

Work Operation	Hazards	Controls	People and Resources (Resources to include: Materials, Time, Finance etc.)
e.g. Stock Handling	<ul style="list-style-type: none"> • Weight & Shape of materials • Flammable substances • Chemical • Etc. 	<ul style="list-style-type: none"> • Manual handling techniques & mechanical lifting aids. • Fire safety and evacuation plans • Safety data sheets, product control sheets and safe working methods • Etc. 	<ul style="list-style-type: none"> •
Manager		Advisor (if needed)	
Assessment Date		Review Date	