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SUBMISSION FORM FOR RESEARCH REPORT

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TITLE OF RESEARCH REPORT: THE NATURE AND EXTENT OF RISK MANAGEMENT PLANNING IN RESPECT OF SAFETY AT ESKOM NORTHERN REGION

DECLARATION

I declare that the research report hereby submitted to the University of Limpopo, for the degree of Masters of Business Administration has not been previously submitted by me for a degree at any other university; that it is my own work in design and execution, and that all material contained therein has been duly acknowledged.

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Abstract

Due to the global economic trends, the subject of workplace safety has become important such that international conventions instituted the international organisation for standardization to help regulate and bring about the improved workplace conditions. Safety in the workplace has become important such that every business irrespective of its size need to have a proper risk management plan in place.

Risk management plan will help in identifying hazards; assess the risks and also provide the strategies to be used to mitigate the risks. This demand an ongoing management review for continual improvement through regular audits. Risk management will help in minimizing the risk and saving the cost as this will result in pro-active but not re-active measures.

Organisation leadership must take the lead in making sure that the employees are safe. They must communicate what is required from employees and employees will comply freely. Effective leadership is the key to a good health and safety. Management must make sure that employees are trained about workplace safety standards and policies so that they can carry out their roles and responsibilities as prescribed in the occupational health and safety act.

Risk management is equal to good corporate governance as it helps in dealing with uncertain future events that could influence the achievement of the organisation's objectives. Therefore risk management must be embedded in all levels of management and in the planning stage so that it must form part of the daily activities of the business.

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INTRODUCTION

Risk management within all industries has become increasingly important in recent decades (Valsamakis, Vivian & du Toit 2003:16-17). Accidents resulting in human injury or death can no longer be tolerated by all, which is why all organisations must have a proper risk management plan in place.

There is also an increase in government pressure that demands companies to take all reasonable precaution to prevent incidents that may jeopardize human well-being. The development of risk management strategies has become a complex science governed by an increasing level of bureaucracy including the King II report.

In Eskom there is a safety problem which management takes seriously and has come up with different policies to regulate it. The objective thereof is to run an incident free business.

Every business is compelled by law to report all work-related injuries at COID. In order to comply Eskom adopted the use of 32-95 Procedure for the Effective Management of Safety, Health and Environmental related incidents at work. The aim of this procedure is to ensure and facilitate the effective and efficient management of incidents. The business uses this statistics to measure the occupational, health and safety incidents that happened at work for a specific period and also do comparison with other regions.

1.2. BACKGROUND TO THE PROBLEM

Some employees get injured or die while performing their duties. When this happens both the employer and employee suffer. The company cannot perform to its full potential and therefore

productivity is reduced. Furthermore, the remaining employees are overworked which results in them taking sick leave because of burnout. Work related incidents results in great monetary losses for the business, starting with the management of the injury, investigation losses, re-work of the same job that caused the incident, replacement of the equipment damaged and legal liability.

The employee's family on the other hand will be angry with the business management thinking that they have put their family member's life in danger.

1.3. PROBLEM STATEMENT

According to Eskom statistics attached below there are many workplace incidents reported. These include medical incident, lost time injuries and fatalities. Attached are two graphs showing incidents reported in the 6 regions of Eskom distribution for April 2008 to March 2009 and April 2009 to March 2010

Fig 1.1 Regional Safety Performance April 2009 –March 2010

	Central	Western	Eastern	North Western	Northern	Southern	
□ (OHSA) sect24a	21	7	7	9	7	3	
□ MED	17	22	40	26	38	16	
■ LTI	36	16	18	27	34	13	
□ FAT	0	0	1	0	1	0	
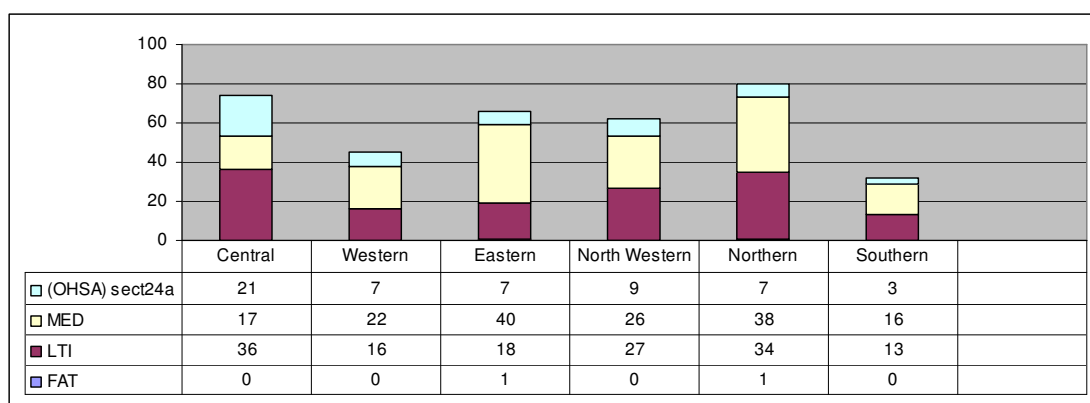
Fig 1.2   Regional Safety Performance April 2008 –March 2009

	Central	Western	Eastern	North Western	Northern	Southern
□ (OSHA) sect24a	5	4	8	6	8	3
□ MED	17	22	33	34	31	31
■ LTI	26	12	22	11	41	8
□ FAT	0	0	0	1	2	0
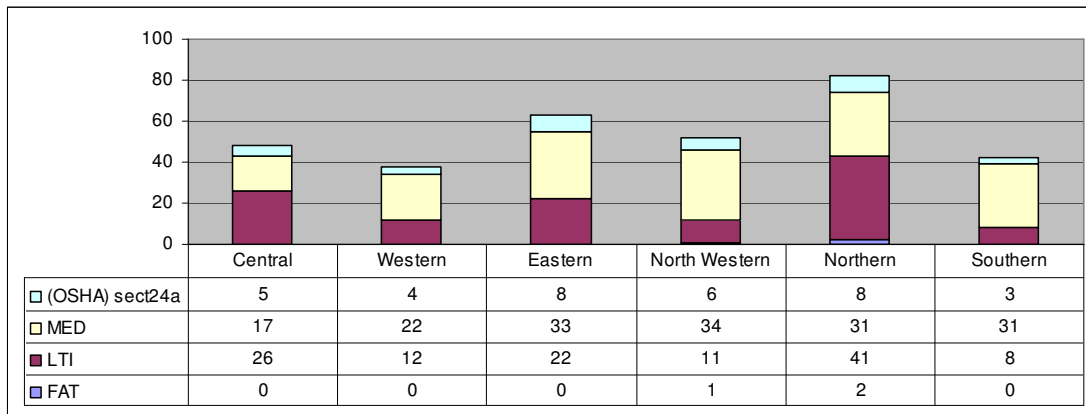
The two graphs above depict that Northern region is presently having more incidents reported compared to the other regions.

Thus the purpose of this study is to probe as to what need to be done to prevent such incidents from happening considering that Eskom management at Northern region has come up with many control measures (Table A) to combat these problems.

1.4. MOTIVATION FOR THE STUDY

The present topic is motivated by the need to research as to how the workplace incident can be reduced.

1.5. AIM OF THE STUDY

The overall aim of this study is to find ways in which workplace incident can be prevented and managed. If incidents can be prevented the business will save a lot of money that can be channelled into growing the organisation instead of doing all the investigations.

1.6. OBJECTIVES OF THE STUDY

   (a) The main objective of this study is to investigate the causes of the incidents at work.

   (b) To evaluate the strategies that management is using at the moment to combat the problem of safety. Look into the risk management plan (Table A) attached which includes strategies to prevent injuries.

   (c) To use the information collected to identify the new strategies that can help in preventing and managing injuries at work.

1.7. SIGNIFICANCE OF THE STUDY

The significant of the study is premised on the assumption that, Eskom distribution has safety problems.

The research will assist the leadership in checking the level of safety knowledge of employees so that they can help in bridging the gap.

When employees understand the safety policies and standards that govern their workplace, it will be easy to carry out their roles and responsibility as specified in the Occupational, Health and safety Act. This practice will reduce the rate of incident at work.

The study will also help the organisation save in operational expenses such as, legal claims and insurance increases in the long term if incidents can be prevented.

Further more if the company is seen to be safety conscious by the public, it will attract skilled and competent people to come to work for it.

Risk plan for Safety 2010-2011 Table A

OHD - Regional Risk Assessment	Risk Description	Risk Causes	Consequences	Existing Control Measures	
Safety: Occupational Safety, Contractor Safety, Public Safety					
	Occupational Safety - vehicle incidents	Loss of driver control. Excessive speeding.	Death. Injury. Damage to property	Procedures. Safe working instructions. Communication interventions. Adopt a unit by a manager. OBC management	
	Occupational Safety - fall from heights, and falls from same level	Unsafe implementation of working procedures	Death. Injury. Damage to property	Procedures. Safe working instructions. Communication interventions. Adopt a unit.	
	Occupational Safety - contact incidents	Unsafe implementation of working procedures	Death. Injury. Damage to property	Procedures. Safe working instructions. Communication interventions. Adopt a unit.	

OPERATIONAL DEFINITIONS AS PER ESKOM 32-95 MANAGEMENT OF INCIDENT POLICY DOCUMENT

Incident: undesired accidental event that results in injury, damage, or loss.

Risk: the probability that injury or damage will occur.

Safety: the management and control of associated risks to provide an environment that is safe for people to work in.

Hazard: means a source of, or exposure to, danger.

Medical injury: An incident where an employee was injured at work in the course of his/her job, treatment is given by a doctor within 24 hours and medication was prescribed.

Lost time injury: A work injury, including any occupational disease/illness or fatality, which arises out of and in the course of employment and which renders the injured employee unable to perform his/her regular/normal work on one or more full days or shifts other than the day or shift on which the injury occurred. This will apply if any employee is booked off, it will be regarded as a Lost Time.

Fatalities: A fatality is an incident occurring at work or arising out of or in connection with the activities of persons at work, in consequence of which, a person dies regardless of the time intervening between the injury and/or exposure to the cause and death.

Business unit (BU): Any defined unit within the Eskom environment, operating as a business under a particular cost-centre

number. In the context of this document and in terms of health and safety, any reference to a BU includes a defined unit within any Eskom division and its subsidiaries.

Safe Work Procedures:
A safe work procedure can be defined as the written instruction of a task/activity outlining the preferred method whilst emphasising ways to minimise any risk(s) or harm. A safe work procedure outlines the hazards, risks and associated control measures to be applied to ensure the task/activity is conducted in a way to reduce the risk of injury.

1.9. FORMAT OF THE STUDY

Chapter 1: Introduction / Orientation of the study

This chapter outlines the background and introduction of the study. The chapter also focuses on the problem statement, motivation, aims and objectives of the research as well as operational definitions that are used in the research.

Chapter 2: Literature Review

In this chapter various literature sources relating to the topic are reviewed. Those are related books, journals and Eskom safety policies as well as their statistics.

Chapter 3: Research Methodology and Design

In this chapter, there is an outline of the method of research used in the study. This entails the methods of collecting and analysing data.

Chapter 4: Data Findings, Analysis and Interpretation

In this chapter the data collected in chapter 3 is analysed and interpreted. That is the steps undertaken to analyse the data are detailed, and proof is presented to indicate whether the information collected supports the research questions.

Chapter 5: Conclusion and Recommendation

This chapter consists of the conclusion drawn based on the findings analysed in chapter 4. Recommendations are made on the basis of the conclusion drawn.

1.10. CONCLUSION

Business organisations are not self-sufficient and therefore depend on their environment that they operate in to survive. An employee is one of the inputs that help the organisation to achieve its objectives and therefore should be well looked after.

It is important for the organisation to have good risk management plan that is understood by all its employees.

2. LITERATURE REVIEW

2.1 INTRODUCTION

By law an organisation with more than five employees is required to have a written policy statement which must cover areas such as people, buildings, machinery, transport, emergency procedures and reporting of accidents (Elsevier 2009:2)

Organisations with good attitudes to health and safety policy and practice are also organisations with good attitudes to working practices in general and respect for employees.

2. 2.MANAGING SAFETY AT WORK

2.2. 1 WORKPLACE SAFETY POLICIES AND STANDARDS

2.2.1.1 Occupational Health and Safety Act and Regulations (OHSA), 85 of 1993

The OH&S Act replaced the previous Machinery and Occupational Safety Act No. 6 of 1983, the Machinery and Occupational Safety Amendment Act No. 40 of 1989, the Machinery and Occupational Safety Amendment Act No. 97 of 1991 and the promulgation thereof reflected the increased emphasis on health.

The primary functions of the act are to encourage employees and employers to reduce workplace hazards, promote and enforce standards that lessen or prevent job – related injuries and illnesses. According to this act employers shall provide and maintain as far as reasonably practicable, a working environment that is safe and without risk to the health of employees (Lexis Nexis 2008:7). Every person needs to feel safe whether at work or any where because

safety is naturally an intrinsic need. This is supported by the South African constitution (sec 24 of 1996) under the bill of rights where it says that everyone has a right to live in an environment that is not harmful to their health or well-being.

2.2.1.2 Compensation for Occupational Injuries and Diseases Act No. 130 of 1993 (COID)

The main function of the act is to provide for compensation for disablement caused by occupational injuries or diseases sustained or contracted by employees in the course of their employment, or for death resulting from such injuries or diseases; and to provide for matters connected therewith. Every company which has 19 or more employees is required by the act to subscribe to COID by law. Department of labour administers compensation for all injuries caused by accidents or occupational diseases contacted by workers during the course of their duty. Eskom subscribe to it and has a letter of good standing to proof that, see appendix 1.

2.2.1.3 ESKOM SAFETY POLICIES AND STANDARDS

Health and safety policy is a vision statement signed by the Chief Executive to improve health and safety by reducing accidents and promoting good health, complying with the law, protecting employees and others in the workplace. Eskom is committed to safety and as a result subscribes to the legislation that governs health and safety at the workplace. The following is some of the things that Eskom do to promote workplace safety:

2.2.1.3.1 Safety, health and environment (SHE) 32-94 policy

Eskom use a safety, health and environment (SHE) 32-94 policy document to manage risk at work.

The SHE policy has several guiding principles which include the following:

• Eskom is committed to safety, health, and environmental excellence and will conduct business with respect and care for people and the environment and, in so doing, will ensure that adequate resources are available for SHE management.

•Eskom leadership believe that all injuries and occupational illnesses, as well as safety and environmental incidents, are preventable, and the goal for all is zero. Eskom will also promote off-the-job safety for all its employees.

• Management in each business will be responsible for educating, training, and motivating employees and contractors in relation to SHE issues.

2.2.1.3.2 Procedure for the Effective Management of Safety, Health and Environmental related Incidents (32-95)

This procedure describes the high-level intention for the effective incident management of work-related incidents as well as environmental damage. The aim of this procedure and its supporting annexes is to ensure and facilitate the effective and efficient management of incidents from the moment that one occurs, until it can be audited that corrective and preventive measures were developed and taken.

The employer must establish effective incident management processes and systems to adhere to all legislative requirements pertaining to the incident management process; ensure that all incidents are reported internally and to the relevant statutory bodies; create an atmosphere of trust and respect that leads to openness in the reporting and investigation of incidents; ensure that the incident management process is efficient and effective;

communicate the value of incident investigations as a tool for continuously improving Safety, Health and Environmental practices and performance; provide the resources and priority attention necessary for timely, thorough and comprehensive investigations. Ensure that the lessons learnt and recommendations made in an investigation are effectively and efficiently acted on to prevent any recurrence, including communicating those lessons learnt and findings to all who may benefit.

2.2.2 Other Eskom interventions

2.2.2.1 Eskom cardinal rules

These Cardinal Rules were implemented in 2008 and describes those critical behaviours or actions that, when performed, have a very high probability of causing incidents resulting in severe injuries or fatalities. The Eskom Cardinal Rules are non-negotiable safety rules that aim to prevent serious at-risk behaviours and promoting a safe working environment at all locations. The five Eskom Cardinal Rules are as follows:

Rule 1: Open, isolate, test, earth, bond and/or insulate before touch

Rule 2: Hook up at height

Rule 3: Buckle Up

Rule 4: Be Sober

Rule 5: Ensure that you have a permit to work

If an employee is found contradicting one of the cardinal rules, s/he may be dismissed.

2.2.2.2 Behavioural Safety Observations (SMAT)

The overall objective of Behaviour Observations is to evolve the culture around safety from reactive (measuring and investigating accidents), to pro-active (observing and addressing unsafe acts and conditions). The objective of behavioural safety observations is to

assess and address the actual safe and unsafe behaviours of people in the workplace; as well as workplace conditions - which are caused by the actions or non-actions of employees.

2.2.2.3 Training

Eskom continues to take safety seriously in the achievement of the organisational goals.

All new employees attend induction wherein they will be told about safety in Eskom among other things. Before an employee can drive Eskom vehicles they are requested to go and do driver training within Eskom so that they can assess their driving skills. Again an experienced driver will drive with the new employees for 3000 km's observing their driving skills before they let them drive alone.
Before a new employee can start with electrical work, training is given so that the employee should obtain the certificate to work.

In order for the employees to be safe, there is also a rule that allows employees to sleep over in a hotel if they feel tired and think that they will not make it home, if work was finished at 16:00. Eskom leadership say safety comes first and employees have the right to refuse to work if they feel that their safety is compromised.

2.2.2.4 Organisational culture

Eskom Northern region has launched an organisational culture with the aim to achieve Excellence in safety, caring, integrity, teamwork and high performance. To achieve excellence in safety the business called for volunteers who think they can be safety champions in their respective unit with the aim of educating their peers in a way that they can understand and the overall result would be to minimise the rate of incidents.

The pillars of excellence in safety are based on an individual morality which includes the following:

- Taking accountability for one's own safety
- Living the cardinal rules
- Following work processes and procedures at all times.
- Valuing life
- Looking out for one another, and lastly
- Putting safety first.

This was supported by the Eskom corporate when they added zero harm as one of Eskom values. This really shows that Eskom leadership considers safety as serious.

Despite all the efforts that Eskom leadership is making incidents continue to occur.

2.2.3. WORKPLACE SAFETY MANAGEMENT

All organisations are at risk from health and safety related issues on their business irrespective of its size. Small companies are more at risk as they don't devote more attention to the health and safety system and therefore they are likely to be found at fault. Health and safety demands attention because it contributes to the production of quality goods and services as well as respect for others in the workplace, and failure to attend to it can seriously damage people's health, organisational image and can attract liability.

The workplace is a heterogeneous place comprising of people who come from different backgrounds, different social divisions as well as different worlds which view life differently. Management should take cognisance of those differences and treat each individual differently taking into consideration their level of education.

2.2.3.1 Safety and leadership in the organisation

Safety requires that people adopt a set of habits and a way of thinking that are often difficult and unnatural, such as reporting one's own mistakes while performing duties. This will only happen if employees believe that they will not be punished but rather the organisation can learn from those mistakes. Organisations cannot achieve exceptional performance without a deep-rooted set of beliefs, practices and behaviours that guide people's decisions and actions. Safety policies and standards only cannot make employees to comply.

Safety culture is becoming recognised as the fundamental foundation of effective and sustained safety outcomes. Safety culture may be defined as the product of individuals and group values, attitudes, perceptions, competencies and patterns of behaviour that determine the commitment to and the style of proficiency of an organisation's health and safety. These values and beliefs will provide direction on aspects of working together including employees' attitudes and behaviour towards health and safety at work (Elsevier 2009:4).

Optimal safety cultures typically provide the necessary support for employees to strive beyond minimal efforts. Organisations that rely on conventional safety and leadership approaches often fail to inspire the necessary safety-related behaviours and attitudes in their employees.

Organisations that have a good culture of health and safety, their employees feel valued by management and in turn reward them by following the guidelines provided in the safety and healthy policy when performing their duties. A good safety culture is good

business management as it will automatically improve the bottom line of the business.

The US Occupational Health and Safety Administration (OSHA) recognise the power of leadership and define "management leadership" as a key programme element in safety system design. Apparently The UK Health and Safety Regulator is aware of this, and associates the organisational factors influencing safety culture as senior management, commitment, management style, visible management, communication between levels of employees and a balance of health, safety and production goals.

Some well-regarded Canadian researchers have argued that leadership is one of the most critical determinants of workplace safety performance. They believe, supported by much research, that leadership plays an integral role in developing and maintaining the safety climate in an organisation. It is understood how crucial safety leadership is to safety results. Leadership creates and maintains the culture that determines what will, and what will not work in any other task. Effective safety leaders clearly communicate what results are required and what actions are acceptable to achieve those results.

Effective management is the key to a good health and safety system wherein employees will participate as well as to comply in safety. Safety compliance refers to core activities by individuals to maintain workplace safety, such as standard work procedures and wearing personal protective equipment. On the other hand safety participation refers to behaviour that indirectly contributes to personal safety and help to develop an environment that supports safety, such as voluntary safety activities, helping co-workers with safety-related issues, and attending safety meetings. Leaders in safety should always ask themselves questions like, what more

needs to be done in order to maximise safety compliance and safety participation at work. This ever changing technological environment brings along new safety hazards that should be uncovered in time. If this is done right outcomes like reduced injury rates will follow naturally.

Lisa Ronald, in her excellent literature review of factors contributing to successful safety specifically, makes the observation that active safety leadership / management commitment variables appear to play an integral if not the most crucial role in ensuring safety success. The goals may not be attainable without the cooperation of employees, but only management has the authority to request employees to carry out the required actions to realise those goals (Broadbent, 2007).

2.2.3.2 Factors that contribute to injuries at work

Research has found that out of every 100 accidents 88% is caused by unsafe acts of people, 10% by unsafe environment as well as mechanical conditions and the last 2% caused by acts of providence (Valsamakis 2003:123). From this research it is safe to conclude that 98% of all work incidents can be prevented.

Elsevier (2009:39) provided a checklist of hazard areas at the workplace as Equipment, electrical and mechanical malfunctions, poor working practice, transport, chemicals, radiation, fire and explosion as well as human factors. Other factors that contribute to work injuries are slips, trips, falls, moving objects, working at height, confined spaces and also manual handling. Lastly is poor maintenance, lack of supervision, lack of training, lack of information and instructions as well as unsafe systems.

2.2.3.3 Measures to prevent injuries

Denenburg et al quoted in Valsamakis refer to two customary approaches that can be used to prevent losses, which are the engineering and human approaches. The engineering approach is used to control the physical aspects of the risk situation. This relates to machine maintenance, protective devices and other physical factors that may lead to risk exposures. The human approach is based on the fact that losses are caused in part by physical factors, but the most important causes of losses are human related fault. Human causes of accidents include irresponsibility, complacency, ignorance, boredom, defiance, fatigue, communication barriers, timidity, alcoholism, and emotional stress.

Training and regular updates for safety in the use of equipments are essential in a rapid changing environment. Training in accidents prevention must address areas such as attitudes, knowledge, behaviours and skills (Elsevier 2009:82).

Above all the measures to control risk, strict enforcement through statutes and company safety policies must be used. When it is used it should be in consistent with the prescribed procedure so as to reduce weakness such as biasness. Again in order to control risk some companies programs incorporates the use of a reward and penalty system which may induce proper as well as consistent use of prevention methods.

2.2.2.4 The benefit of having a positive safety culture at work helps avoid the following for the business:

Non compliance of the Occupational Health and Safety Act and Regulations (OHSA), 85 of 1993 attract criminal prosecution for responsible managers, and organisation can be charged for the

unsafe behaviour of their employees at work and ignorance of unsafe practices.

According to the Compensation for Occupational of Injuries Disease acts (COID), all incidents occurred to employees during the course of their work should be reported and organisations are required to have an injury register readily available in the workplace. According to the US department of labour statistics a total of 3,277,700 of all recordable injuries in 2009 was reported compared to the previous year of 3,696.100 , whereas lost time injuries recorded was 965 000 compared to 2008 figures of 1,078,100. US shows an improvement in reducing injuries at work and this is as a result of the efforts made by organized safety movement which consist of employers, insurance companies, the national safety council and state labour departments (Beach 1985:522).

Accidents at work are not only distressing for all the people concerned but there are costs associated with every work incidents to the employer whether it be insurance claims, higher premium, the cost of training new staff, time off work, time spent dealing with the accident, costs of repairing equipment and increasingly compensation claims.

In order for an organisation to improve on health and safety it must consult and involve employees from planning stages. Involving employees will impact on the commitment to policies and standard practice that you want to put in place, while consultation will generate buy in and more likely to put employee health and safety at the centre of working practices. This will affect employee's motivation, because all members of the organisation will have a clearer idea of how and why the working practices have been devised.

2.3 RISK MANAGEMENT

2.3.1 BACKGROUND OF RISK MANAGEMENT

Risk management started to develop in SA in the 1970's by most of the brokerage firms such as Alexander Forbes (valsamakis et al2003:8).

Risk management as defined by Williams, Smit & Young (1998:26a) is a general management function that seeks to asses and address the causes and effects of uncertainty and risk on an organisation, whereas according to Waring & Glendon 2002:1 Risk management is defined as a field of activity seeking to eliminate, reduce and generally control pure risk and to enhance the benefits and avoid detriment from speculative risk.

According to both definitions an organisational risk management plan must seek to prevent and manage the business risks in order to achieve the organisation's objective using the general management functions which are planning, organising, motivating, staffing and controlling (David 2009:144).

An enterprise-wide risk management program considers the collective exposures that can affect the value of an economic entity. According to Corbett (2004:51) there is a focus on three distinct areas which is human resources, physical resources, and financial resources. Risk management is therefore associated with the maintenance of value of these resources within the entity. The risk management process is validated because of this clear connection between risk management activities and the value of the economic entity.

2.3.2 RISK MANAGEMENT PROCESS AND INCIDENT MANAGEMENT AT WORK

2.3.2.1 RISK MANAGEMENT PLANNING

Corbert (2004:51) defined risk management as the identification, analysis, and treatment of an economic entity's exposures to loss. In this time of increasing technology and complexity, there are many things that can go wrong in the work environment. This focuses on critical dependencies within which economic entities lead to a greater appreciation of the role of risk management and on the fundamental step in the risk management process which is identification of exposures to loss. The World Trade Center/September 11 event was a watershed in this aspect of risk management practice. When lower Manhattan was closed off south of Canal Street, businesses with no direct physical damage suffered major business income and extra expense losses.

South Africa had its share of poor risk management, for example , the Ellispark saga in a football game between Kaizer Chiefs vs Orlando Pirates in which supporters were killed because it was found out that there was no proper risk assessment made to enable identification of the risk areas to organisers before the disaster struck. Lately in the finals of 2010 FIFA world cup in South Africa at Cape Town people could not attend the game because their flights could not lend as there was no space in the airport for the aeroplanes to park and this is as a result of poor risk management planning. If a thorough risk assessment was made it could have been identified on time that parking space might be the problem and certain measures taken to mitigate the risk.

Spedding & Rose (2008:67) support the statements when they say a solid risk management plan and framework enable the organisation to improve on safety, minimise lawsuits, achieve best practice, make better business decisions, enhance assets management and meet regulatory compliance standards, which in turn protects reputation, improves the bottom line and lead to a more attractive insurance propositions.

Valsamakis et al (2003:20) are also in support of the previous statement when they said in this volatile environment it requires an integrated approach to risk management that is comprehensive, inclusive and proactive. To be comprehensive it requires three key aspects of business organisation which is its strategy, process and its people. For risk management to be inclusive it must involve all the levels of the organisation. At strategic level it requires that the risk to reward ration for all types of risk be considered, where the board must play a leading role in setting a clear risk framework. Once the framework is set it has to be fully integrated in the processes of the organisation so that management and day to day activities support this vision. At management level it requires a full understanding of risk management principles and the embedding of a risk management culture in the organisation. Better-managed entities are taking the view that, it makes more sense to consider the risk dimensions of decisions early in the decision making process, rather than trying to make it fit in the risk management tools and techniques after decisions have been implemented.

2.3.2.2 Corporate governance and risk management

Following a series of high profile corporate scandals in the early years of the millennium, the conduct and organisation of risk management by senior executives and board members have

received a great deal of attention. These scandals include just to mention a few , the failure of USA energy giant Enron in 2001, accounting scandals at companies like WorldCom and Global crossing as well as the collapse of Italian dairy products giants Parmalat in late 2003 (Crouchy, Galai & Mark 2006:83). The dramatic collapse in public confidence caused by these scandals continues to put pressure on boards and management committees to carry out their corporate governance and risk management responsibilities in a more effective manner.

South Africa has had its fair share of Enron and Worldcom in the form of Macmed, a healthcare company which collapsed in 1999, losing some R986 million (South African institute of international affairs, 2005:24). The company collapsed in 2000, allegedly because of fraud committed by the two key executives and part-owners, losing some R1.2 billion. Disturbingly, a number of corporate governance debacles have also occurred in the financial sector, resulting in the collapse or absorption of a number of second-tier banks.

These scandals have also led to a wave of legislation all over the world that is designed to mend perceived failures in corporate governance practices. The introduction of the Sarbanes-Oxley Act (SOX) in 2002 in responding to financial scandals of Enron and WorldCom as well as the misconduct at the accounting firm Arthur Anderson (Collier & Agyei - Ampomah 2008:77) aimed to strengthen the process of financial reporting and therefore sets the stage for better risk reporting and disclosure.

In South Africa we have King Report on corporate governance. One of the four guiding principles in developing the King II Report (2002) on corporate governance was to consider matters of risk and

internal controls assurance. It aims to provide an integrated approach to corporate governance in the interest of all stakeholders, embracing social, environment and economic aspects of organisational activities. The King II report relies heavily on disclosure as a regulatory mechanism and it goes further in requiring that every company should report at least once annually on the nature and extent of its social, transformational, ethical, safety, health and environmental management policies and practices

Effective risk management and internal control systems are essential in a successful corporate governance system (South African institute of international affairs, 2005:20). One of the principles of good governance is acting in the best interest of the company (King Committee on Governance 2009:24).With the new King III act, companies will be forced to apply or explain why they did not follow the recommended practices when presenting financial statements. The King report provides the board with guidelines on the process of risk management in the business. The board is also responsible for developing risk strategy, policies, setting the company's risk tolerance level, and assessing its risk profile on the basis of various categories including credit, market, operational, human resources, regulatory and legal risks.

2.3.2.3 RISK MANAGEMENT PROCESS

In order for an organisation to manage risk, a plan must be developed. The risk management plan should propose applicable and effective security controls for managing the risks.

Different authors identified the same steps in the risk assessment which are the following:

Firstly identify the risk - this sets the parameters within which a detailed review of the company's business risk exposures will take place. Then develop and introduce practical strategies to counteract the risks identified. The strategies should be dynamic and sensitive to the constantly changing nature of the risks faced by the organisation. It is also important that the strategies be agreed to between the board and management taking into account of the physical and financial realities of the company's situation. There are basically five methods used to deal with risk which are risk avoidance, risk transfer, retain risk, risk transfer, risk sharing and risk reduction (Vaughan J &T 1999:31). In risk avoidance, the organisation refuses to accept the risk even if is temporary but choose not to participate in that risky situation, whereas risk retention is when the organisation decide not to do anything to transfer, reduce or avoid the risk but bear the consequences of that risk. Risk reduction, includes all measures designed to reduce the frequency, severity or unpredictability of losses. This may be done through safety programmes and loss prevention methods, whereas with risk transfer, risk may be transferred to the next party who is willing to bear the risk through contracts or insurance. Lastly risk may be shared through an arrangement in the business like joint ventures.

Develop appropriate risk management documentation; including a record of key risks that could affect shareholder's interests, an assessment of current risk management practises vice versa those risks, action plans to deal with those issues or weaknesses which have been covered, and a system of documenting the costs of the losses due to non-compliance.

Integrate the risk management action plan into the company's business plan and communicate the risk management policies

clearly to all employees of the company. This effectively elevates risk management to being a part of the day to day operations of the business.

Finally, effective and continuous monitoring is an essential part of the risk management process. Risk throughout the company should be assessed on an ongoing basis and the risk management strategy should be flexible enough to respond on time to any change in the company's risk profile.

2.3.2.4 Eskom's ISO 3000 Integrated Risk management

A structural approach is adopted in Eskom using consistent approaches to the assessment and treatment of all types of risk, at all levels and for all activities in the company. The aim is for risk management to become embedded into all Eskom's critical business processes so that before events occur that might affect the organisation achieving its objectives, they are identified and managed on a consistent proactive way.

Eskom risk management process
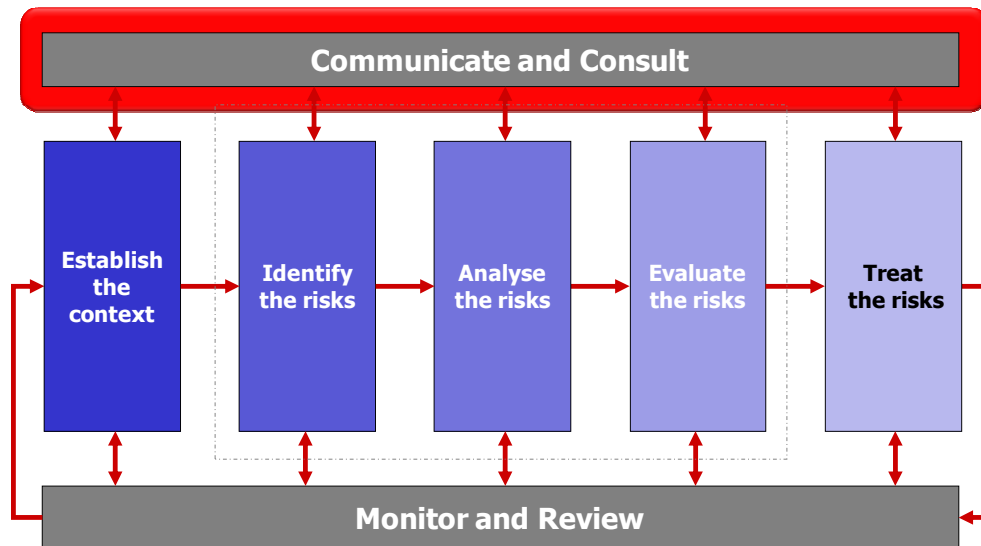
Communication and consultation

The IRM process will start and continually involve consultation and communication with relevant stakeholders. All risk assessment will be preceded with stakeholder analysis that defines relevant stakeholders, their objectives and communication needs. From this a communication plan will be developed.

Establishing context

Before any risk management activity takes place and especially before risk assessment occurs, the external, internal and risk management contexts will be established. The most appropriate tools and methods for risk identification and analysis will be determined during this step in the IRM process.

Risk Identification

This will always occur as a workshop involving stakeholders. Risk identification will always occur using a recognised system and by following the key element structure determined when the risk management context was established. Risk identified will be recorded in terms of description of the risk, risk category, risk owner, causes, existing controls, control owners, the nature and extent of the consequences.

Risk analysis

Risk analysis will be the means to develop an understanding of risks so that the organisation develops further, appropriate risk treatment as required. Residual risk will be measured, taking into account the current controls and their effectiveness. Risk control effectiveness will also be assessed and expressed for each risk, together with a measure of potential exposure.

Risk Evaluation

It will be conducted by way of comparison with any risk criteria developed as part of establishing the context, risk rating and prioritisation for attention using, for qualitative risk analysis, a risk matrix, cost benefits analysis to determine if risk treatment is justifiable.

Risk treatment

Options for risk treatment will always be considered and compared using cost benefit analysis.

Monitor and review

Risks will be periodically subjected to formal review by risk owners. This review will involve the monitoring of risk treatment actions, control effectiveness and changes to the external or internal context, including changes to Eskom or stakeholders objectives.

Controls will be periodically reviewed by control owners to determine if they are both adequate and effective according to an

assurance plan. The primary means of control assurance will be through the use of control self assessment by control owners.

Control and risks will be monitored and reviewed through the application of systematic root cause analysis after events or changes occur, decisions are made or projects completed. Lessons will be learnt through the root cause analysis of both successes and failures.

2.3.3 INCIDENT MANAGEMENT

According to the compensation for occupational injuries and Disease Act all employees casual or full-time who are injured, disabled, or killed as a result of a workplace accident must be reported.

As a result of this act Eskom is compelled by law to record all work-related incidents that are happening on a daily basis. Eskom is an organisation that adopted the use of 32-95 Procedure for the Effective Management of Safety, Health and Environmental related Incidents at work. The aim of this procedure is to ensure and facilitate the effective and efficient management of incidents. This statistics is the one that help the business to measure the occupational, health and safety incidents that happen at work for a specific period. Management use the previous incidents to review the lesson learnt in order to prevent similar incidents happening again.

For risk management to be successful there must be the following (Spedding & Rose 2008:88):

- commitment at senior level

- Consistency
- Communication and feedback
- Investment of time and resources
- Continuous improvement and review
- Culture – the culture of the organisation must support the aim of managing risk in an open and transparent way. Establishing a no blame culture that rewards rather than penalises the identification of risks.

From the above it can be seen that Eskom follows the same process of the literature to develop a risk management plan.

2.4 AN INTERGRATED FRAME WORK OF THE STUDY

1 Research objectives
This study intends to meet the following objectives:

(d) The main objective of this study is to investigate the causes of the incidents at work.

(e) To evaluate the strategies that management is using at the moment to combat the problem of workplace safety. Check the risk management plan (Table A) attached which includes strategies to prevent injuries.

(f) To use the information collected to identify the new strategies that can help to prevent and manage injuries at work.

2 Theoretical headings

2.1. Managing health, safety and working environment **(**relate to objective 1).

2.1.1. Safety policies and standards at workplace

In this section the researcher will give background information on the safety standards and policies at work to prevent accidents. The researcher will use the questionnaire to check if Eskom complies with the specific safety standards and policies that regulate workplace environment. Furthermore the researcher will check if the employees are aware of their responsibilities when it comes to their safety and that of their fellow employees.

2.1.2. Workplace Safety management

Here the study highlight on the factors that contributes to the incidents at work and measures to prevent or minimize the impacts of those incidents. The researcher will use the questionnaire to check if the employees always follow the safe work procedure as prescribed in the safety guidelines or use personal protective clothing (PPE) to minimize the impacts.

2.2 Risk management planning – (relate to objective 2)

2.2.1. **Background of risk management**

This will reflect the evolution of risk management and how it has become important in all businesses.

2.2.2. Risk management and incident management at work.

Under this topic the researcher will check if Eskom follows the process of risk management to the latter in order to minimize risk at work. This will help the researcher to check if the company uses pro-active or re-active strategies to manage safety at work. Again the researcher will check if the business uses the previous incidents to prevent the same incidents happening again (case studies sharing at work team sessions).

The researcher will again use the questionnaire to check employees perception towards management actions when it comes to safety.

3. Questionnaire

In order to gather the actual information from the Eskom employees (lower level employees referred to as ordinary employees, supervisors and management) the researcher decided to collect data on the theoretical topics of the study. The questions that will be asked are grouped in themes and include the following:

3.1. Safety standards and policies

- Do employees know about the safety standards and policies?
- Do employees feel empowered with these rules?
- Eskom has prescribed to 5 cardinal rules on which violation of one of the rules means an employee will be punished, the question will be asked to check what employees thinks of it.
- To what extent is safety rules observed in your team?

3.2. Safety management at work:

- Employees will be asked if they sometimes take short-cuts while performing their duties.
- To what extent do employees think injuries can be prevented at work.

3.3. Risk management process and incident management:

- Is management doing enough in managing safety at work?
- Do employees review the previous incidents in order to learn from them?
- What employees think of the strategies management is using to control risk at work.

3.4. Safety management at work :

- Employees will be asked if sometimes they take short cuts while

performing their duties.

- To what extend does employees think injuries can be prevented at work.

3.5. Risk management process and incident management

-Is management doing enough in managing safety at work?

- Do employees review the previous incidents in order to learn from them?

- What employees think of the strategies management is using to control risk at work.

4. Conclusion and recommendations

4.1. Conclusion
Conclusion will be based on the findings collected from the employees. Since the main aim of the study is to prevent and manage the incidents at work in future the researcher will use the information collected to conclude whether:
- Eskom as a business complies with the safety standards and policies governing workplace safety.
- Employees know about the roles they should play in order to prevent accidents at work.
- Accidents at work are caused by disregarding the safe work process or not.
- Eskom has a risk management plan in place to detect risk including the safety hazards that may cause incidents if not taken care of.
- Lastly whether Eskom management takes the lead in ensuring employees safety.

4.2. Recommendations
Recommendations will be directed to Eskom management on:

-What strategies should be developed to ensure the safety of employees at work, and
-What strategies should be developed in prevention and management of the incident at work?

2.5 CONCLUSION

Effective management of risk by organisations is imperative for the achievement of the organisation's goals. Although returns are usually in direct proportion to the degree of risk, it is really the successful enterprise that, notwithstanding the exposure to risks, has the ability to manage, control and minimise risk.

3. RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter focuses on the research design and methodology followed when conducting this study. It attempts to define and outline the concept research so that the relevance of the techniques utilized herein could be clearly understood. The chapter also focuses on the techniques employed for data collection and analysis.

Approval for the study was given by Regional Risk Manager and therefore access to employees was not a problem.

3.2 Research Design

The quantitative method allows the measurement of relationship between variables in a systematic and statistical way. By utilizing quantitative approach, an attempt will be made to understand how can Eskom management manage and prevent incident.

The quantitative research accepts as truth that human actions are strongly influenced by the settings in which they occur. Furthermore (Wilson (1997, 58) Macmillan and Schumacher 1997:17) states that, ' those who work within the quantitative tradition assert that the social scientists cannot understand human behaviour without understanding the framework or context within which the subjects interpret their thoughts, felling and actions. According to White (2002:11) quantitative research is more concerned with understanding the social phenomenon from the participant's perspective through coding of data collected.

3.3 Target Population

Eskom Distribution (Dx), is where electricity is distributed to customers as per request from household, municipalities, mining and businesses. Eskom Distribution is divided into six regions and the study was focused on one of the regions which is Northern region as the researcher works there and access was not a problem.

3.4 Sampling

A purposive sampling was used in selecting 300 employees which includes 20 managers and supervisors from Polokwane, Phalaborwa, Thohoyandou, Belabela and Rustenburg areas in Northern Region.

The researcher aimed to use 300 employees but distributed 600 questionnaires and 347 of the questionnaires were returned.

The researcher purposefully chose to use technical service employees as they are more exposed to workplace incidents because of the work they are doing. The work of technicians includes power line maintenance in the areas they work. Therefore they are always in danger of being electrocuted, fall from the ladders even vehicle accidents as they are frequently on the road.

3. 5 Data procedure

The researcher visited the selected sample in their teams while having safety meeting to ask them to support the study. The employees were told how the research will benefit them if they can complete the questionnaire honestly.

The selected group was given a time frame of at least two days to complete the questionnaire in their morning safety sessions groups so that the researcher coulld collect them in bulks.

3.6 Data collection

According to Barbie (2001:240), this will give the researcher more flexibility in the design and also make it more interesting.

Closed- ended questionnaire was preferred in this study because the answers are standard and can be compared from person to person. Again the answers are much easier to code and analyse. Furthermore it is easier for the respondents to answer, because they only have to choose a category.

3.8. Data analysis

Data was organized into categories and also identify patterns (relationship) among the categories. A systematic process of selecting, categorizing, comparing, synthesizing and interpreting to provide explanations of the single phenomenon of interest was employed. Responses from the three categories were compared to check trends of commonality or validity.

CHAPTER 4

STATEMENT OF FINDINGS AND ANALYSIS OF DATA

4.1 INTRODUCTION

In this chapter the discussion will be as put forward by Mouton (2001:124), where attention will be focused on the following:

- Documenting the results gathered during field work,

- A discussion of the sample and its characteristics to ensure that the findings of the research was understood,

- A summary of the description of the main results will be obtained making use of tables and other visuals such as graphs, tables and figures.

In conclusion, the main findings will be interpreted, with some highlights on either the positive or negative aspects of the main results.

4.2 SAMPLE PROFILES

The population according to this study was based on managers, supervisors and ordinary employees all of which make a total of 300 employees.

4.3 PRESENTATION OF RESULTS WITH THEMES AND FREQUENCIES

Presentation of the results dealing with the profile of the research participants (employees) of Eskom Northern region will be presented through tables and graphs.

The general questions posed to the participants relate to their gender, age, job experience and level of job grade. The job grade level is sometimes used where there is a different of opinion in the level of understanding of the issues.

Fig A: Gender specifications of participant

		Male	Female	Total
■ No. Participants		250	50	300
■ Percentage		75	25	100
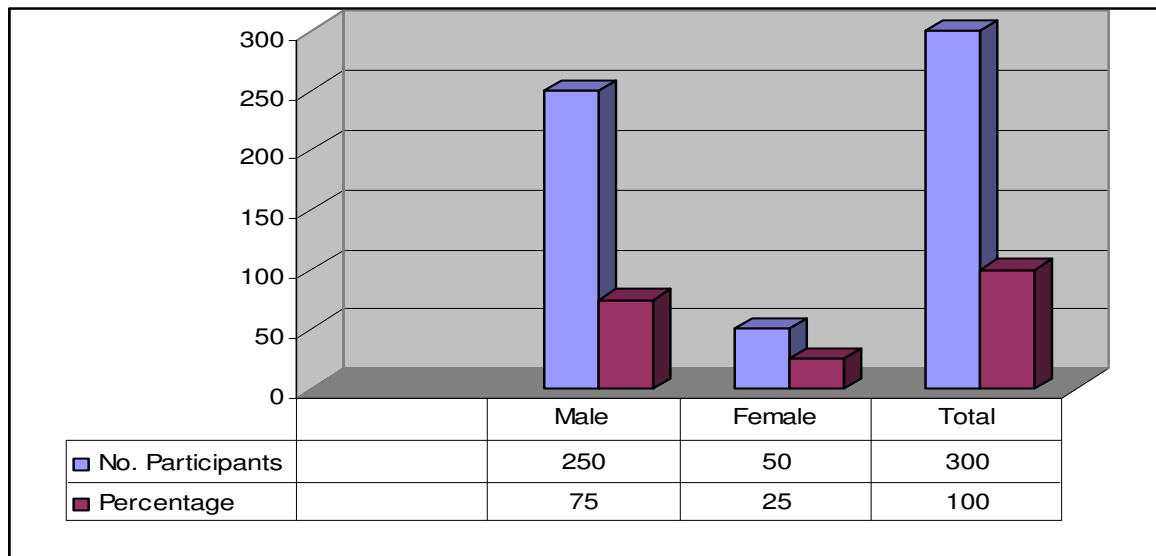
Eskom is a company that has employed more males than females because of the past history wherein it was perceived that only men can be engineers but it is now striving to have more women on board, that's why the gender specifications is on 75:25 because most of the participants are working in the engineering section (electricians) since they are the most vulnerable to workplace incidents.

Fig B: Ages of the participants

	18-25	26-35	36-45	46-55	56 and	Total
No. of respondent	25	75	75	75	50	300
Percentage	8	25	25	25	17	100
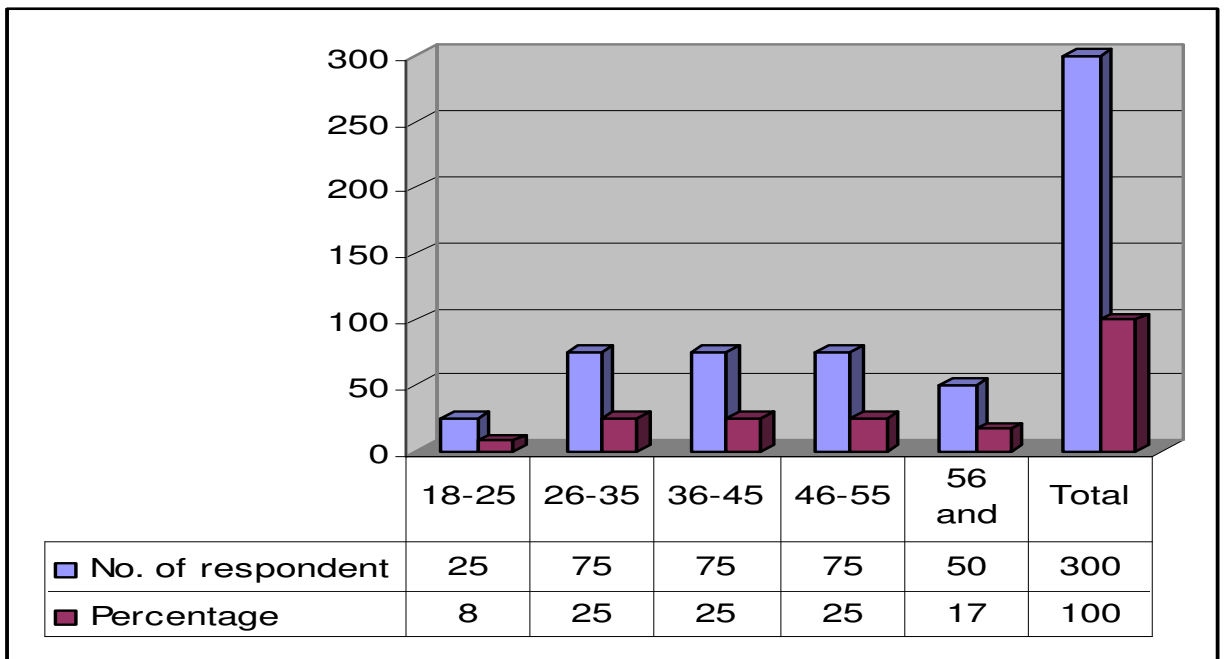
The age group of employees at Eskom ranges from 18 and more. This implies that different methods of conveying safety messages in the organisation should be used for specific age groups for it to be understood by all.

Fig C: Number of year's participants worked at Eskom

	0-1	2 - 5	6 - 10	11 - 20	21 and more	TOTAL
Number of participants	30	70	80	50	70	300
Percentage	10	23	27	17	23	100
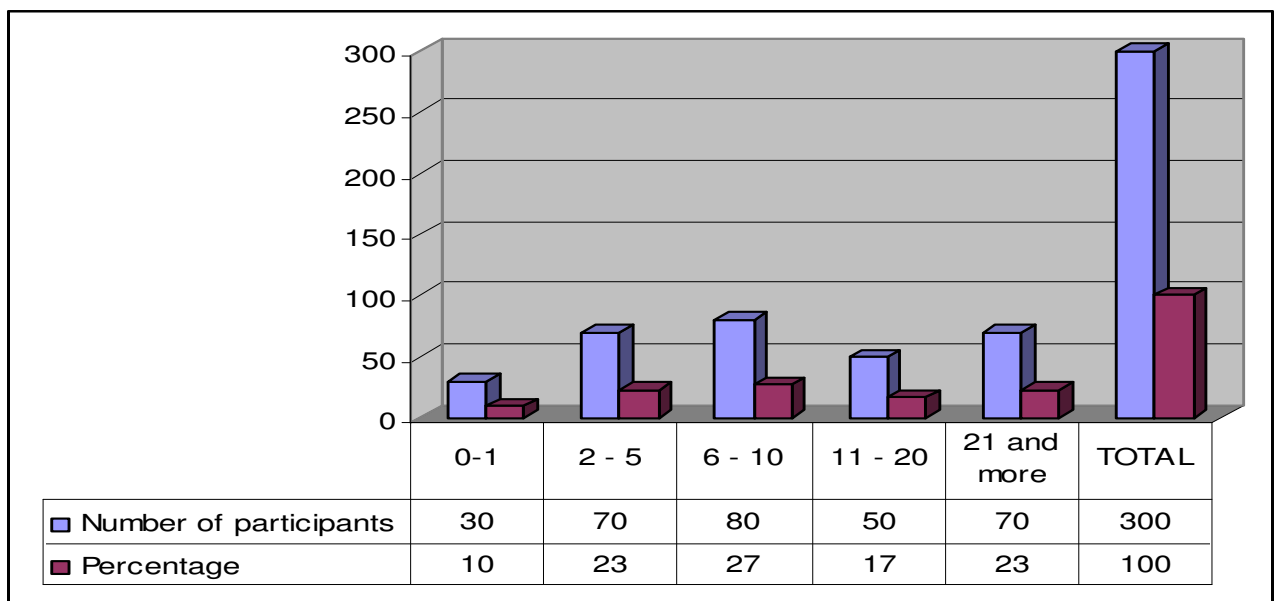
From the above it shows that Eskom employees experience is evenly distributed because the company is forever hiring but

retaining their experienced employees so that they can learn from each other.

Fig D: Employees level of Job grade

		Managers	Supervisors	Ordinary employees	Total
☐ No. Participants		20	20	260	300
☐ Percentage		7	7	86	100
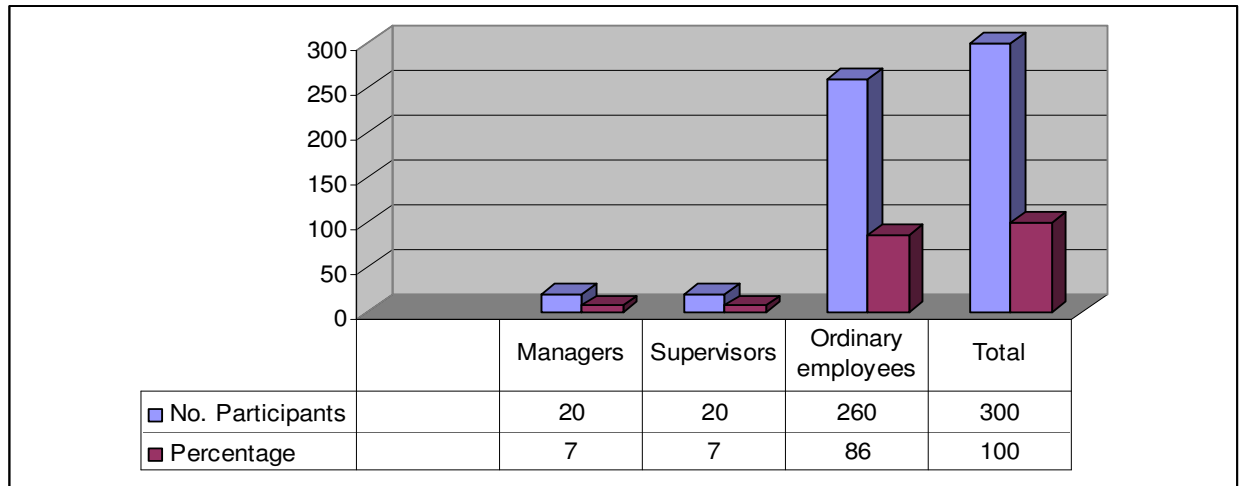
The company has different levels on their organisational structure and the researcher chose to sample the three levels focusing more on the lower level (86% of respondents) as they are the one's who are more at risk of being injured while performing their duties.

The questionnaire is structured using the themes of the literature in order to achieve the objectives set in chapter 1.

The following questions were asked in order to check how employees rank safety at work. The answer to this will help in checking if employees are aware that their safety comes first as stated in the OHSA and Eskom safety standards.

1.1 Employees were asked to rank according to their personal priority between customer focus, costs, productivity and safety.

Theme 1: Safety policies and standards at work

Fig 1: Employee's priority ranking.

	Customer Focus	Costs	Productivity	Safety	TOTAL
■ Total	55	16	23	206	300
■ Percentage	18	5	8	69	100
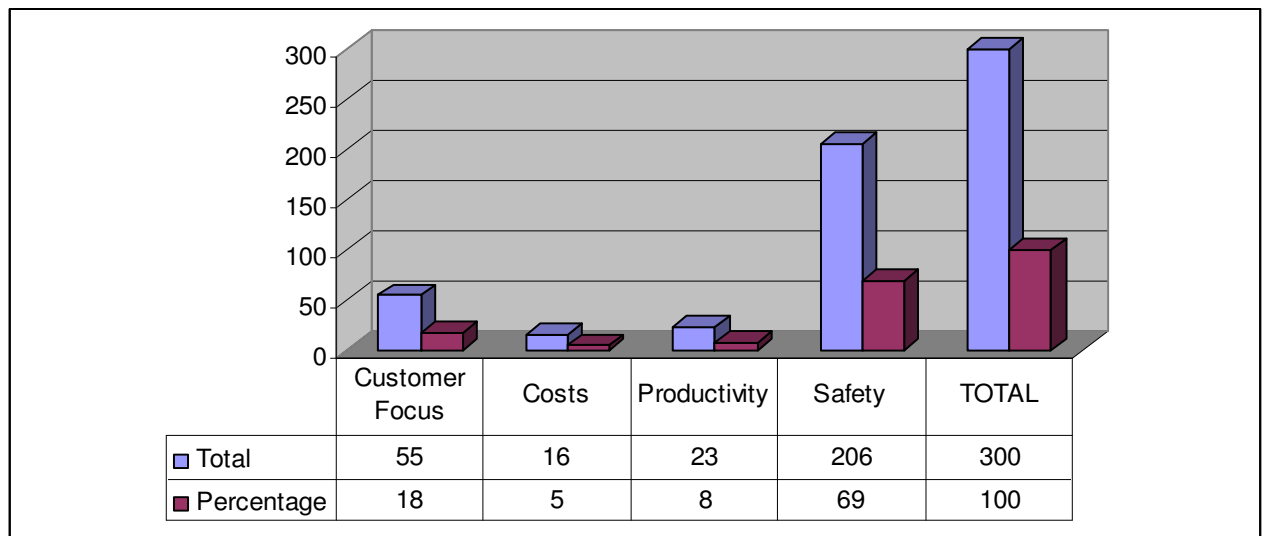
From the above 69% of employee's ranked safety as their first priority which means most employees are aware of the safety standards and policies that govern workplace environment. Again it was noted that when comparing the responses as per the level of job grade there is a big difference in the level of safety knowledge. From a group of 20 managers and supervisors that participated, 95% of managers chose safety as their number one priority when compared with 70% of supervisors and 66% from 260 ordinary employees.

The result shows that there is a gap in the level of understanding from managers, supervisors and ordinary employees that need to be closed by means of education and training. If employees do not

think safety comes first then they will not avoid unsafe situations or events.

Fig 2: How much formal, structured training have you received in safety in the last two years.

	Thorough and extensive training	Considerable training	Some training	Little training	No training	TOTAL
No. of respondent	108	96	52	24	20	300
Percentage	36	32	17	8	7	100
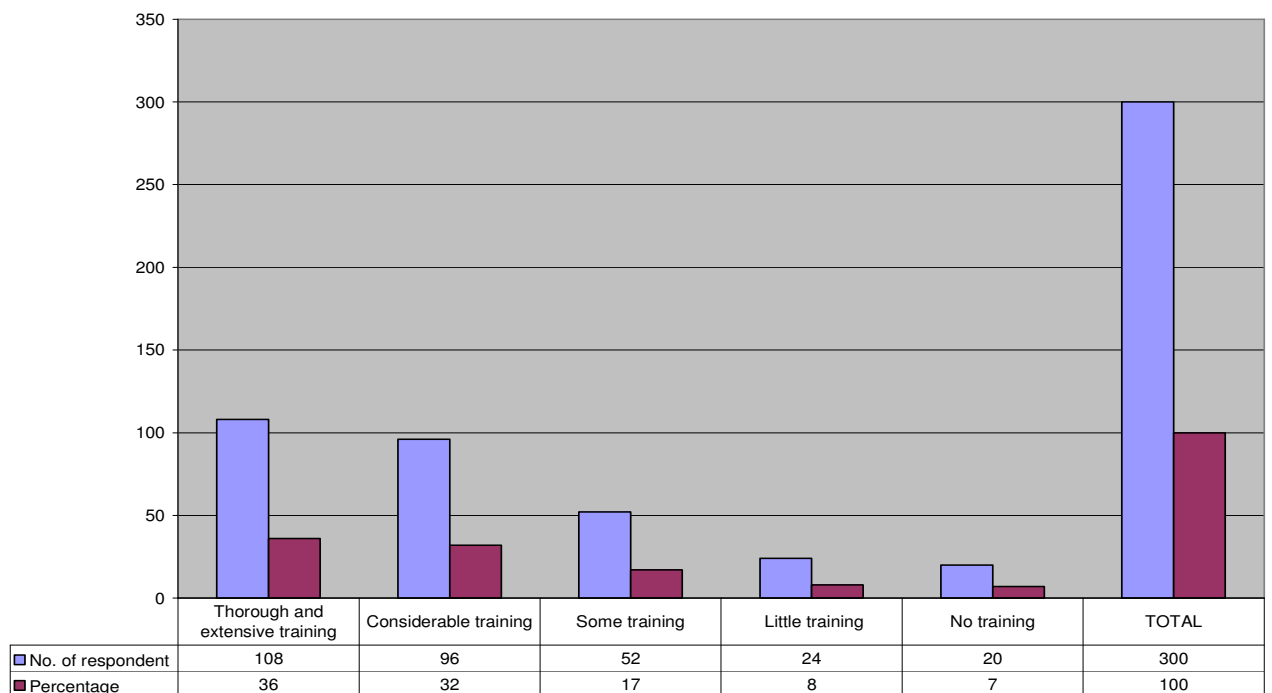
The study revealed that the employee's responses vary, 36% feels they have received thorough and extensive training, with 32% having received considerable training, while 17% say they received just some training, 8% received just little training, and 7% not receiving any training at all. Training is important and therefore employees must be trained regularly so that they are aware of the new and old safety requirements needed in their operational areas. This will help the company equip its employees with safety knowledge so that they can exercise their rights and responsibility consciously as per occupational health safety and environment Act and regulations (OHSA) 85 of 1993.

Fig 3: To what extent do you feel empowered to take action to prevent injuries and ensure the safety of yourself and others?

	Fully empowered	Quite empowered	Moderately empowered	Not very empowered	Not empowered at all	TOTAL
No. of respondent	193	43	45	10	9	300
Percentage	65	14	15	3	3	100
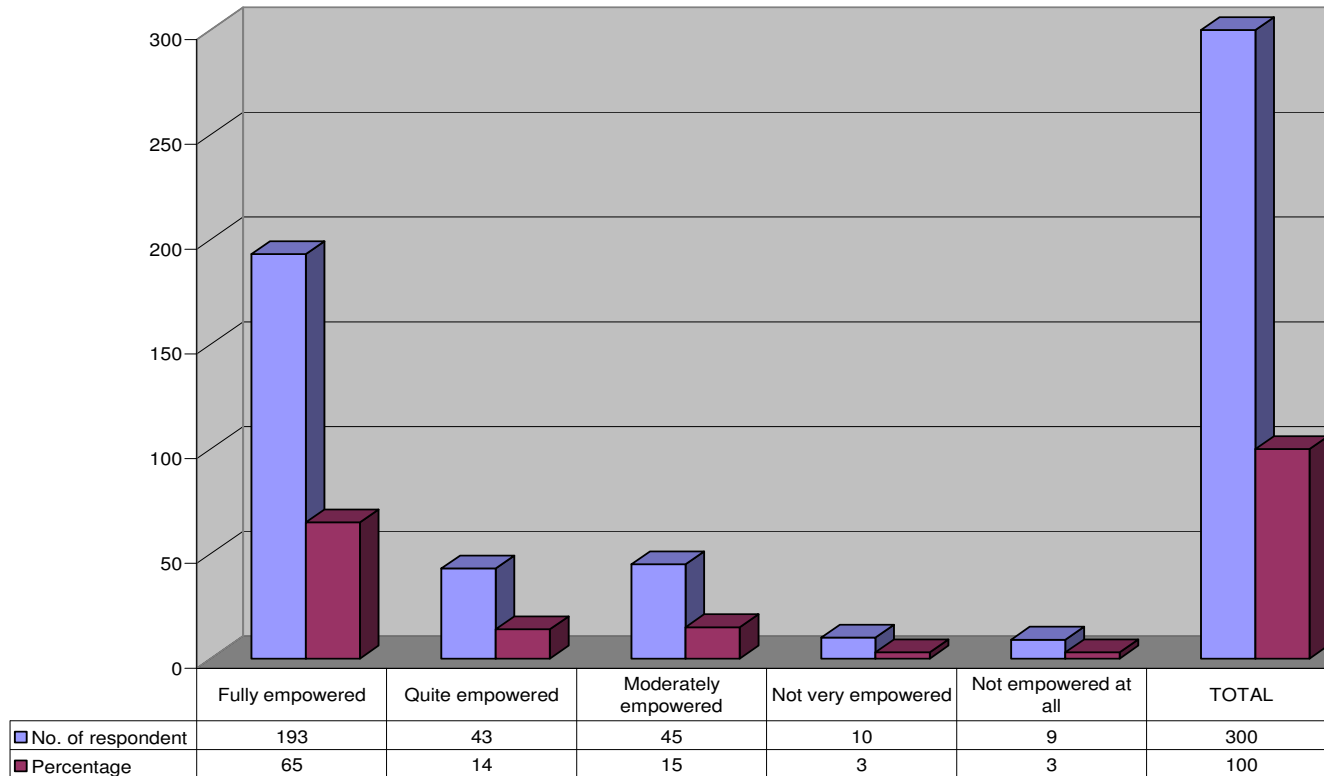
According to the responses 65% feel they are fully empowered, while 14% stated that they are quite empowered, whereas 15% feel they are moderately empowered to prevent injuries including stopping work if their safety and that of their colleagues is compromised but there is still 6% which feels they are not empowered at all. When the result are compared as per the level of job grading at work they do not differ and this showed that most employees irrespective of their level at work feels moderately empowered to prevent injuries. One of Eskom's guiding principles in safety health and environment (SHE) policy states that no urgency of service can justify endangering the life of anyone or cause injury.

Table 4.1. **How is disciplinary action used when people don't follow safety rules?**

How is disciplinary action used when people don't follow safety rules?	No. of respondents	Percentage
1. Disciplinary action is taken for all safety violations.	210	70
2. Disciplinary action is taken only for serious safety violations.	45	15
3. Disciplinary action for safety violations is applied inconsistently	17	6
4. Disciplinary action is seldom taken for safety violations	15	5
5. I don't know	13	4
TOTAL	300	100

Fig 4: How is disciplinary action used when people don't follow safety rules?

		Disciplinary action is taken for all safety	Disciplinary action is taken only for serious	Disciplinary action for safety violations is	Disciplinary action is seldom taken for safety	I don't know	TOTAL
No. of respondent		210	45	17	15	13	300
Percentage		70	15	6	5	4	100
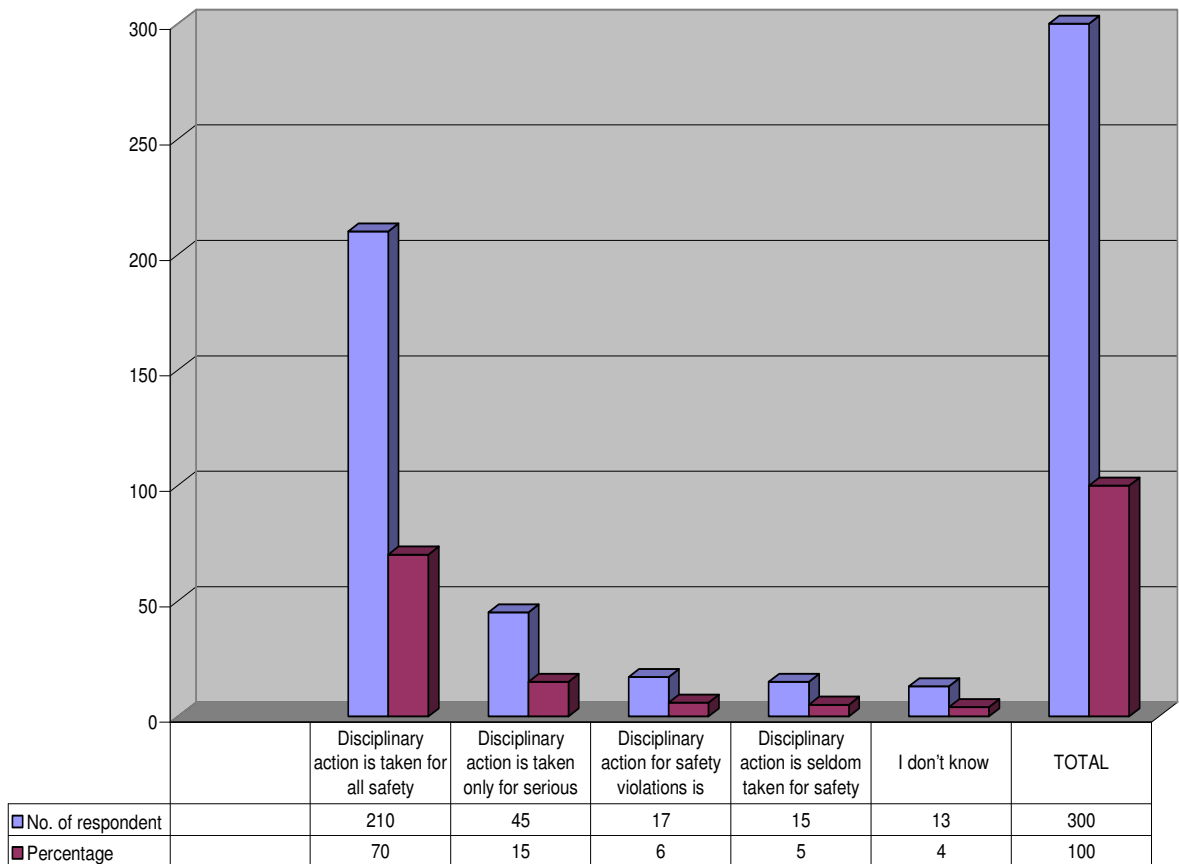
Seventy percent of the respondents indicated that disciplinary action is taken for all safety violations, while fifteen percent are of the opinion that disciplinary action is only taken for serious safety violations. Six percent stated that disciplinary action is taken inconsistently and therefore demoralise employees to obey safety rules. Five percent are of the opinion that disciplinary actions for safety issues are seldom taken.

Most employees seem to know about the sanctions of contravening the safety policies and standards and therefore will try to comply with safety rules, but nevertheless it is a concern to note that some of the employees do not have faith in the disciplinary system of the business.

Fig 5: To what extent in your operation is safety built in

	Thoroughly built in	Substantially built in	Little integration; mainly added later	Not integrated at all; added later	I don't know	TOTAL
No. of respondent	180	57	33	15	15	300
Percentage	60	19	11	5	5	100
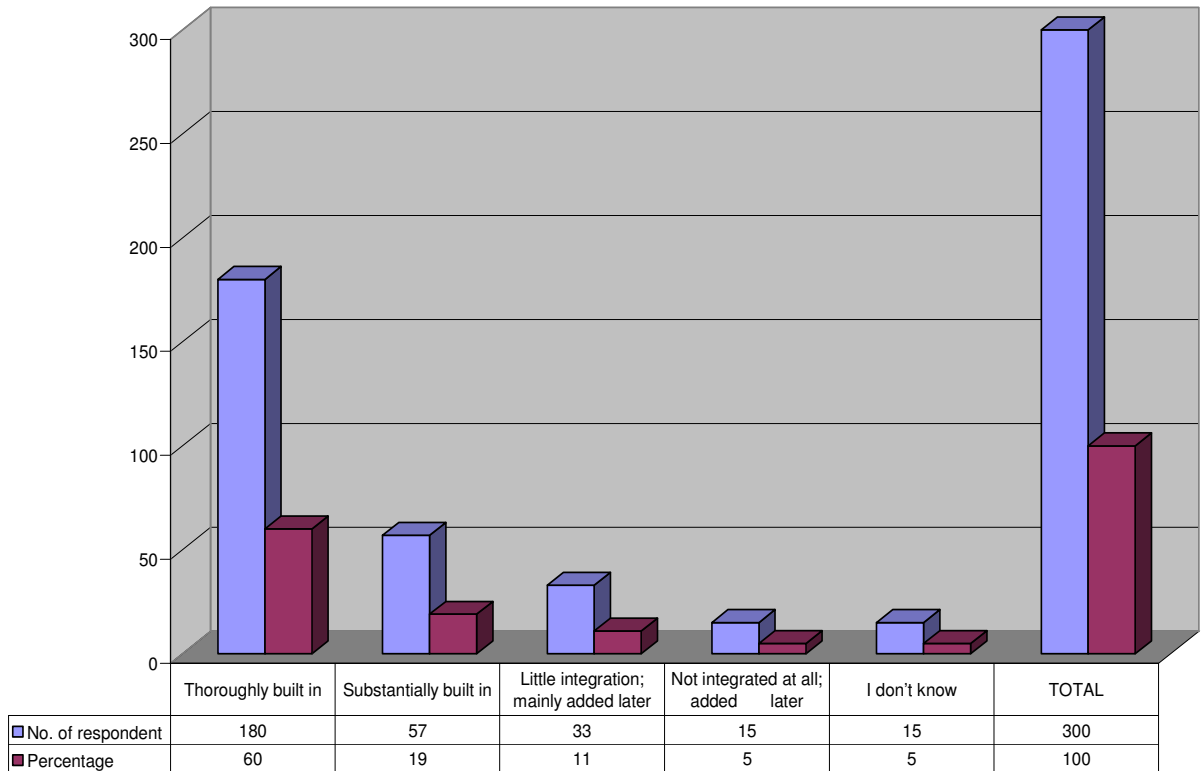
The result of the respondents shows that 60% of employees feel that safety is thoroughly built in their operation, 19% stated that it is substantially built in while 11% feels that it has little integration but mainly added later while 5% stated that it is not integrated at all, but added later while the last 5% do not know anything about safety in their operations. This means that Eskom is complying with the OHSA as it is stated in the SHE policy that it is committed to safety, health and environment excellence and will ensure that adequate resources are available for SHE management.

Theme 3.2. Safety management at work

In this theme the researcher wants to check if employees follow the safety rules in order to prevent injuries.

Fig 6: To what extent are the safety rules of your operation obeyed

		1. All Safety rules are obeyed without exception	2. People generally obey safety rules	3. Safety rules are often not obeyed	4. People rarely pay attention to safety rules	5. I don't know	TOTAL
No. of respondent		185	69	29	13	4	300
Percentage		62	23	10	4	1	100
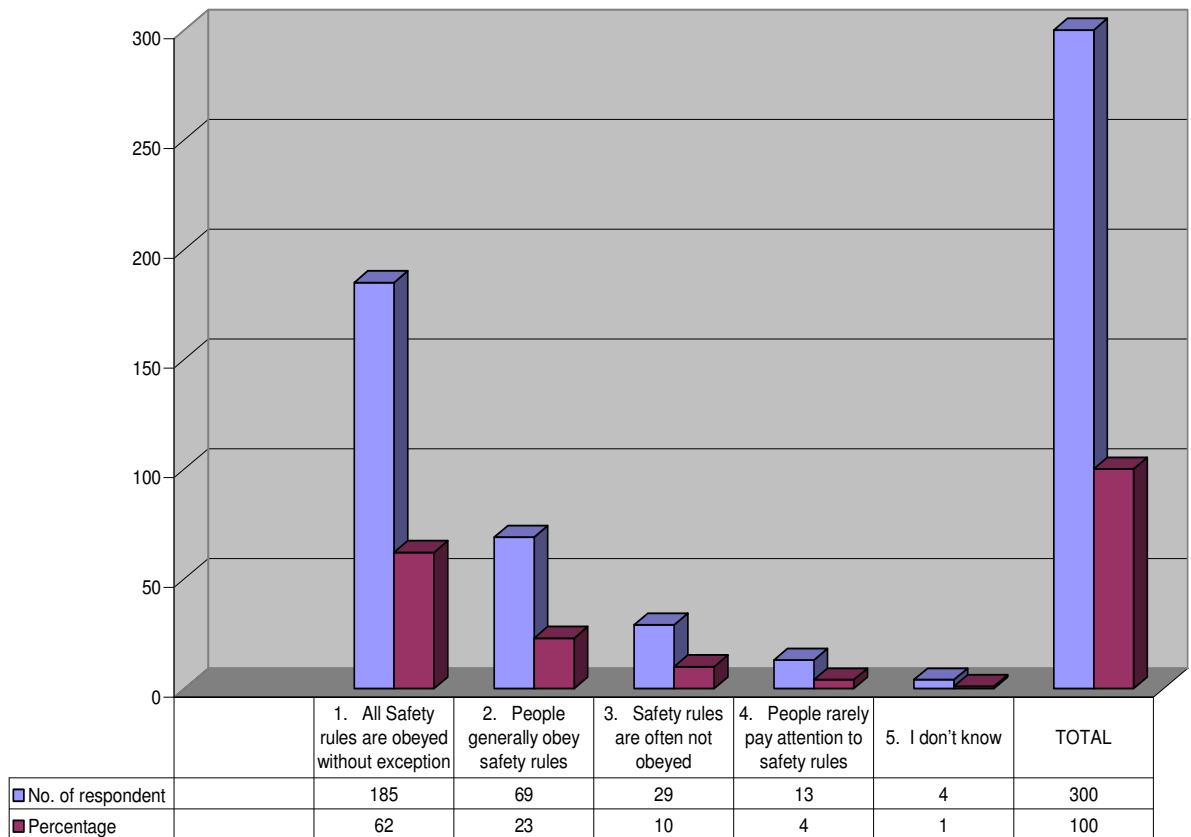
Sixty two percent of participants have indicated that all safety rules are obeyed, with 23% say they generally obey safety rules, 10% say safety rules are often obeyed and with 5% of people say they don't pay attention to safety rules. The business should strive for 100% compliance in safety and this must be done through education.

Fig 7: To what extent can injuries be prevented?

	All	Almost all	Many	Some	Few	TOTAL
No. of respondent	179	62	31	16	12	300
Percentage	60	21	10	5	4	100
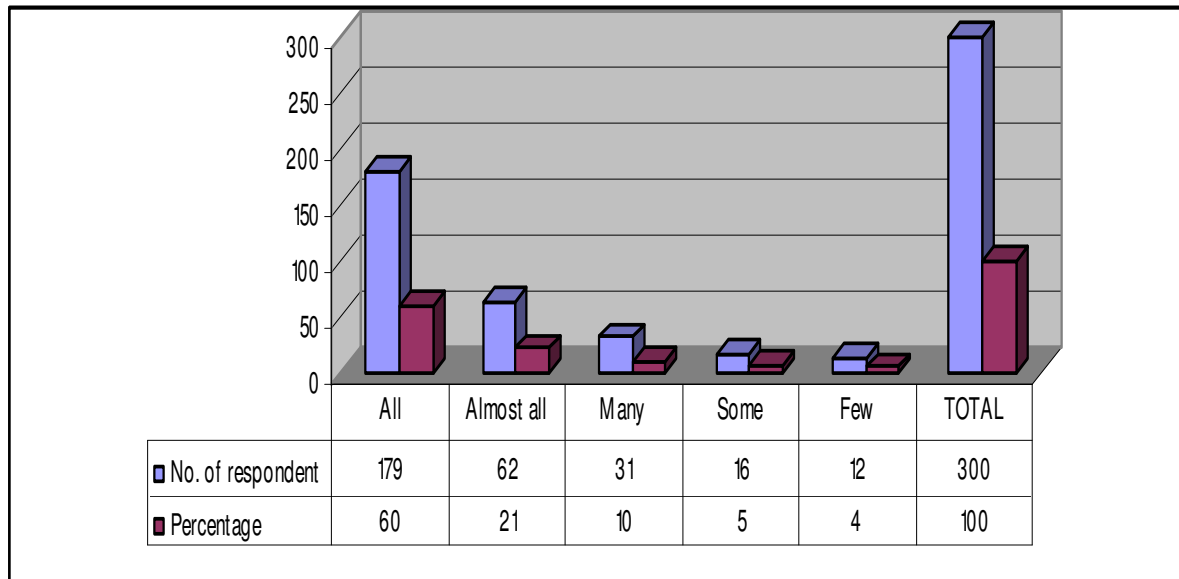
Sixty percent says all injuries are preventable, 21% say almost all injuries are preventable. That is, combinations of 81 % of employees think all injuries are preventable, 10% say many injuries are preventable and 5% say some, with few at 4%. On checking the result per job grade all managers and supervisors that participated feel all injuries are preventable with ordinary employees saying only 89% of injuries can be preventable. This demonstrates that ordinary employees feel they are not well empowered to make the ultimate decisions concerning safety at work including stopping work if it is not safe to work.

Theme 3.3 Risk management process and incident management

The researcher would like to check if Eskom management are following the incident management process of reporting and investigating all work related incidents.

Fig 8: How often do supervisors allow employees to break safety rules and procedures?

	Never	On occasion	Sometimes	Often	I don't know	TOTAL
No. of respondent	222	48	18	12	0	300
Percentage	74	16	6	4	0	100
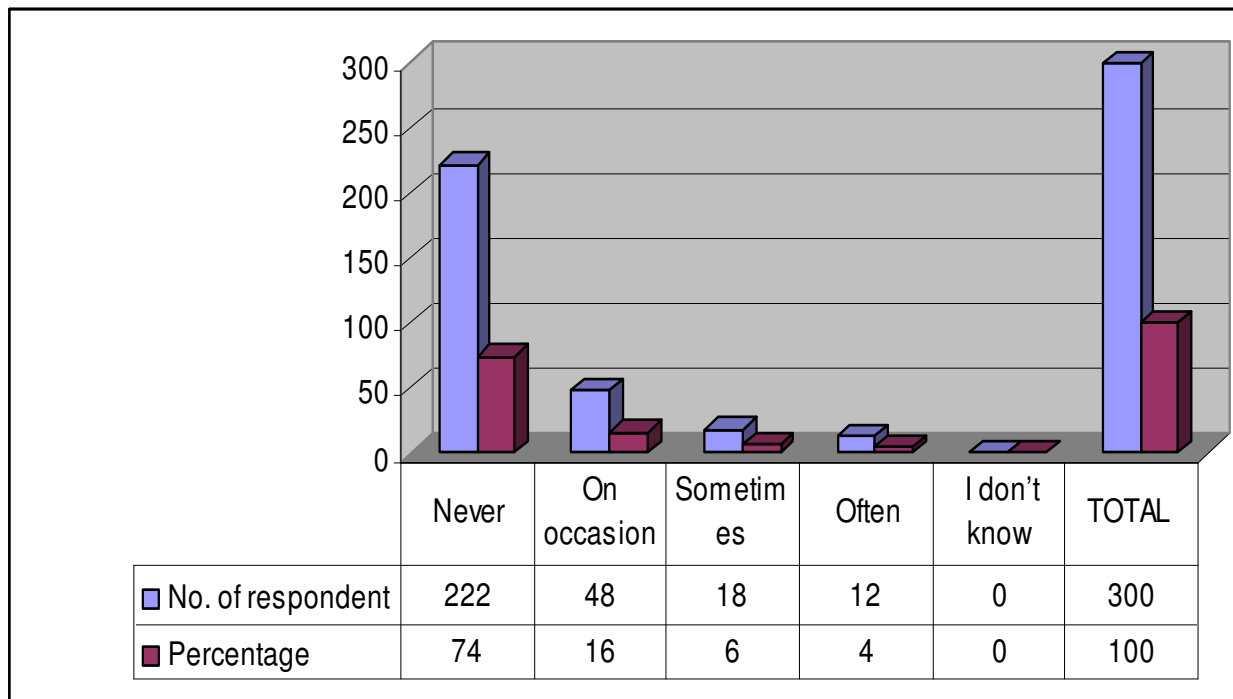
The results show that 74% of respondents say that supervisors never allow them to break safety rules no matter how urgent or important the work is. Nevertheless, there are still 26% of respondents that says some supervisors allow them to break safety rules. When analysing the responses by the level of job grade 80% of managers said supervisors never allow employees to break the safety rules, ninety percent of supervisors say they never allow employees to break safety rules either and seventy two percent of ordinary employees as well has indicated that supervisor never allow them to break the safety rules.

Fig 9: Do you see managers / supervisors setting a good example when it comes to their own safe behaviour?

		Never	Seldom	Often	Always	I don't know	TOTAL
■ No. of respondent		211	47	22	20	0	300
■ Percentage		70	16	7	7	0	100
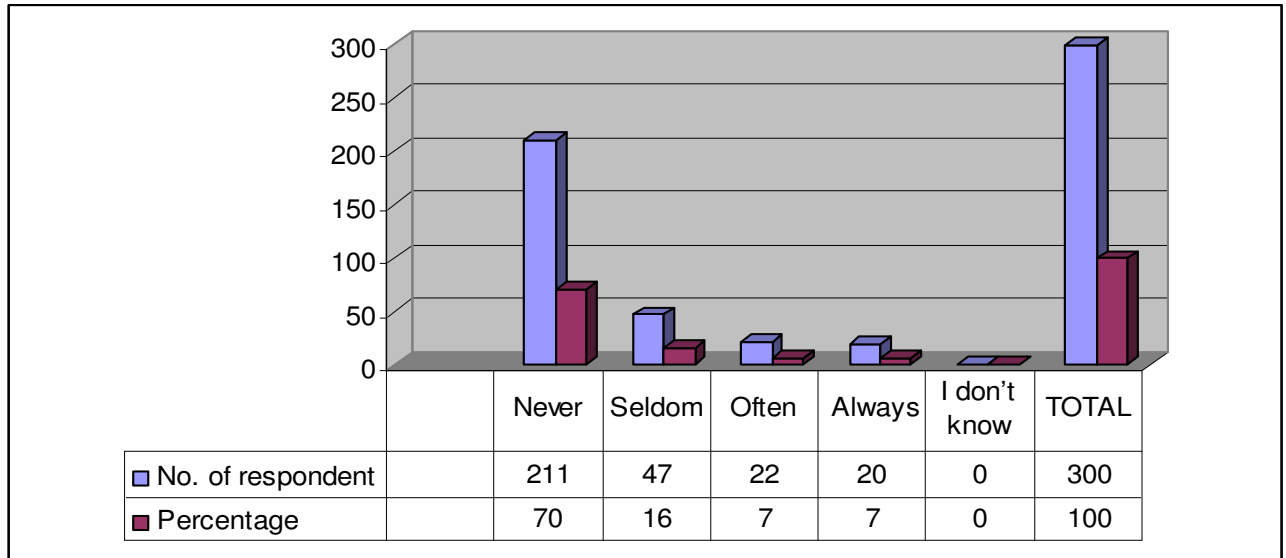
Seventy percent of respondents are of the opinion that managers and supervisor are not setting a good example when it comes to safety, while we have 16% that are of the opinion that managers/ supervisors seldom set a good example and 14% which has indicated that they are often seen to be setting a good example. Nevertheless there is seven percent which are of the opinion that managers are always setting example.

This result is very disturbing because as leaders they must always practice what they preach.

Fig 10 : How do you rate the safety of the physical conditions and equipment in your workplace?

	Excellent	Good	Satisfactory	Poor	Very poor	TOTAL
No. of respondent	86	103	81	30	0	300
Percentage	29	34	27	10	0	100
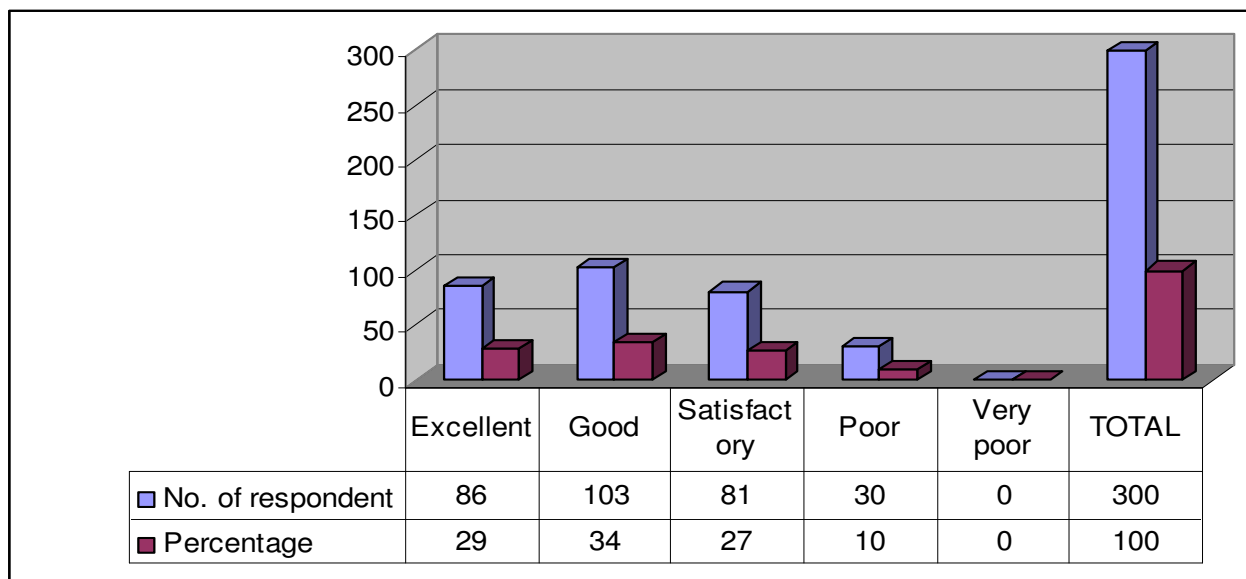
Twenty - nine percent of respondents feel that the physical conditions and equipments in the workplace are excellent, while 34% thinks they are good and 27% say it is satisfactory with 10% saying they are poor. There is a total of 90 % that reflects that the physical conditions and equipments are good. Both managers and supervisors agree that the poor physical conditions and equipments are only 5% as compared to ordinary employees who feels that 10% of the physical conditions and equipment are poor.
Regular audit of units as prescribed in the incident management must be made in order to ensure that all units have proper physical conditions and equipments.

Fig 11: To what extent are you satisfied with the overall safety performance of your operation?

	Very satisfied	Moderately satisfied	Neither satisfied nor dissatisfied	Moderately dissatisfied	Very dissatisfied	TOTAL
No. of respondent	154	111	21	9	5	300
Percentage	51	37	7	3	2	100
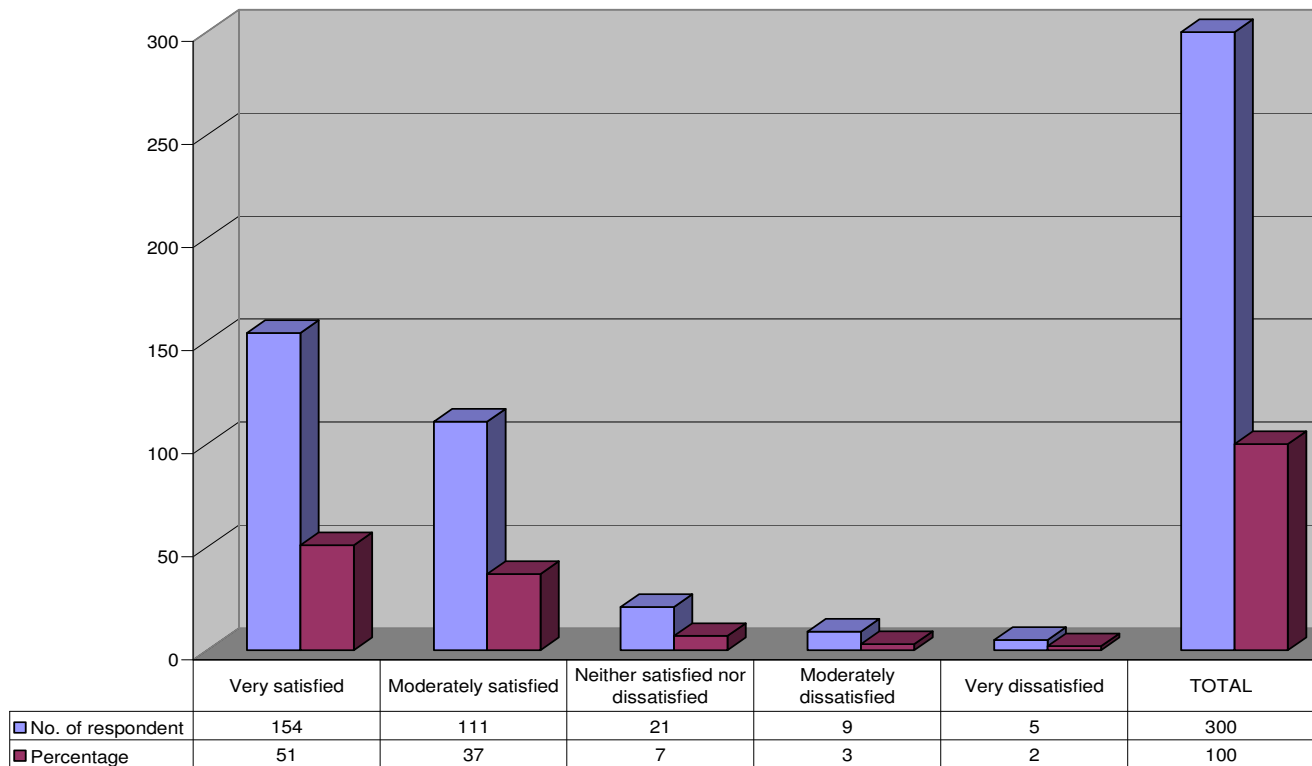
Fifty one percent of the respondents have stated that they are very satisfied, whereas 37% are moderately satisfied and 7% are in - between while 5% are dissatisfied with the overall safety performance in their operations. The results show that most employees are satisfied with the overall safety performance than the few that are less satisfied which needs management to involve them for the benefit of the organisation.

This shows that management is performing their respective responsibilities as stated in the OSHA of keeping the work environment safe and providing the equipments which includes PPE to mitigate any safety risk that can be identified in the risk assessment.

Table 4.2 **To what extent are injuries, safety incidents and nearmiss investigated and the recommendations acted upon?**

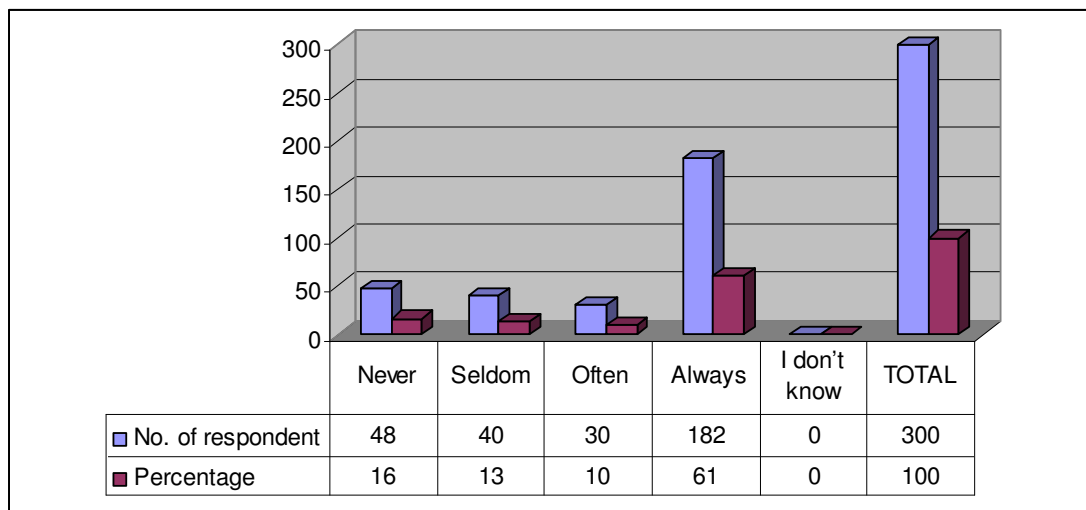| To what extent are injuries, safety incidents and near misses investigated and the recommendations acted upon?	No. of respondent	Percentage
1. All injuries and incidents are thoroughly investigated and all the recommendations are implemented	204	68
2. Most injuries and incidents are investigated and most of the recommendations are implemented	51	17
3. Many of the injuries and incidents are investigated and some of the recommendations are implemented	20	7
4. Only the most serious injuries and incidents are investigated	15	5
5. I don't know	10	3
TOTAL	300	100

Fig 12: To what extent are injuries, safety incidents and near misses investigated and the recommendations acted upon?

	All injuries and incidents are thoroughly	Most injuries and incidents are investigated and	Many of the injuries and incidents are	Only the most serious injuries and incidents are	I don't know	TOTAL
No. of respondent	204	51	20	15	10	300
Percentage	68	17	7	5	3	100
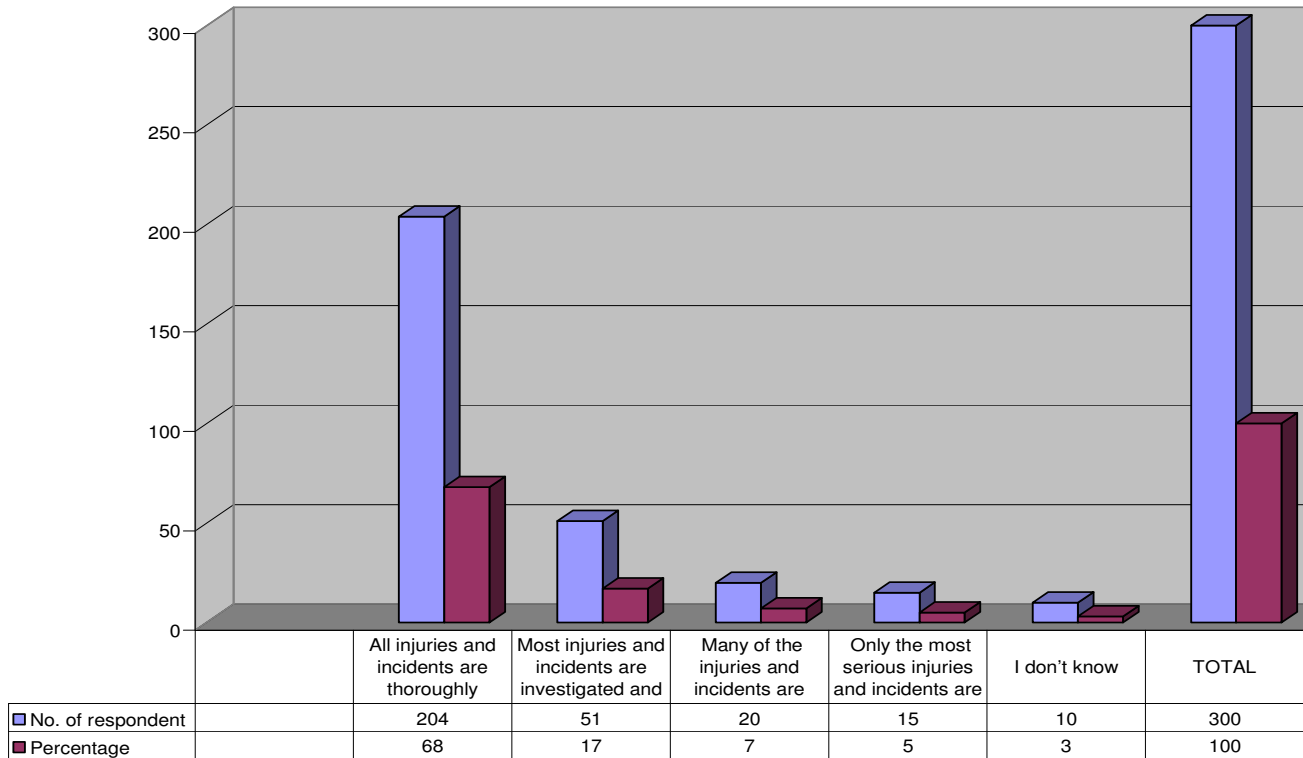
Sixty eight percent stated that all injuries and incidents are thoroughly investigated and their recommendations implemented, whereas 17% are of the opinion that most of them are thoroughly investigated and recommendations implemented. Seven percent has indicated that many incidents and injuries are investigated and some of the recommendations are implemented whereas five percent are of the opinion that only the most serious injuries and incidents are investigated while the last 3% were not aware of any investigation conducted.

Fig 13: Are lessons learnt from previous incidents in other Business Units shared with you?

	Never	Seldom	Often	Always	I don't know	TOTAL
No. of respondent	48	40	30	182	0	300
Percentage	16	13	10	61	0	100

Sixty one percent of respondents stated that learning from the previous incidents in other business units is always shared; on the other hand 10% are of the opinion that often they are shared. Nevertheless 16% has stated that lessons are never shared while 13% says they are seldom shared. When analysing them per job grade level managers have stated 30% as never shared when compared to supervisors at 10% and ordinary employees at 15%.

Here managers feel that supervisors do not share the previous incidents in their daily meetings with employees and therefore there is a gap between the two levels of employees which must be closed.

Fig 14: Supervisors and Managers are held accountable for preventing injuries and safety incidents. Safety performance has a direct affect on their performance rating, advancement and pay.

		Strongly Agree	Agree	Neither Agree	Disagree	Strongly Disagree	TOTAL
No. of respondent		133	123	20	21	3	300
Percentage		44	41	7	7	1	100
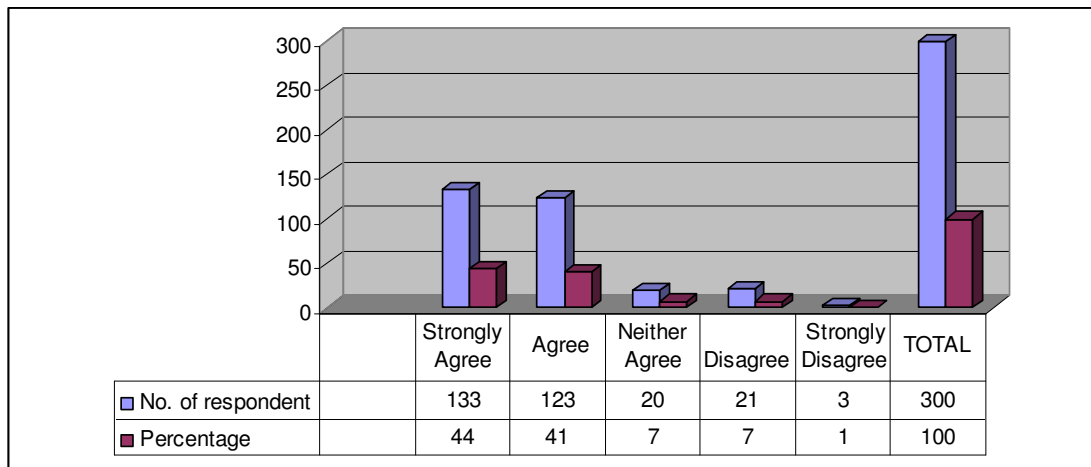
From the result it shows that 85% of respondents agree that managers and supervisors are held accountable for preventing injuries and safety incidents, but there is 8% of respondents that disagree with the statement and 7% neither agrees nor disagrees.

Fig 15: What is the key message you hear from senior management from outside of your Business Unit?

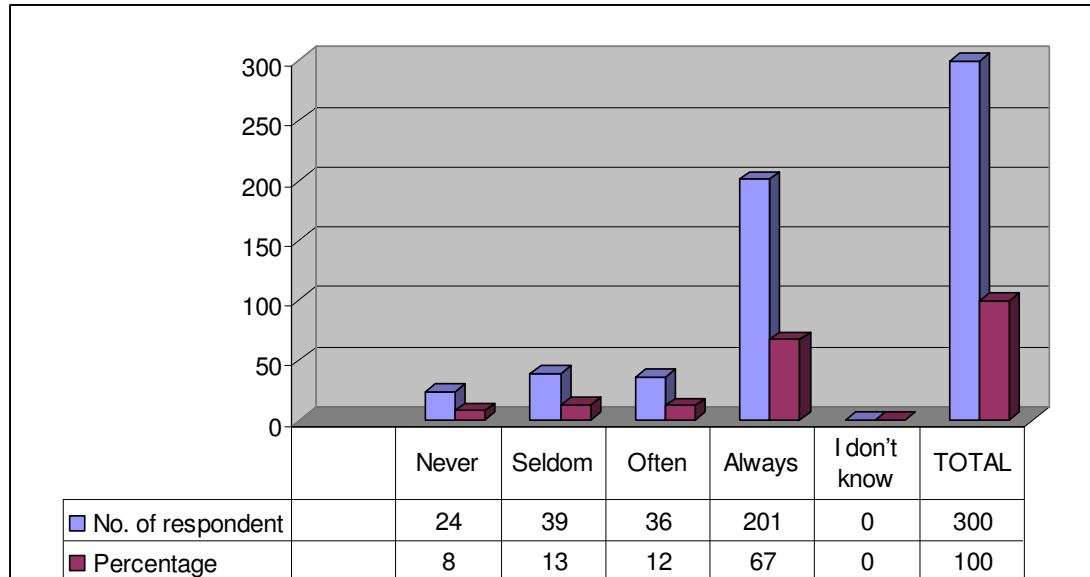|	Production / operations and profits come first	Production / operations and safety are equally	Safety comes first only if the lights are burning	If we cannot work safely, we will not work	I don't know	TOTAL
No. of respondent	49	94	52	105	0	300
Percentage	16	32	17	35	0	100
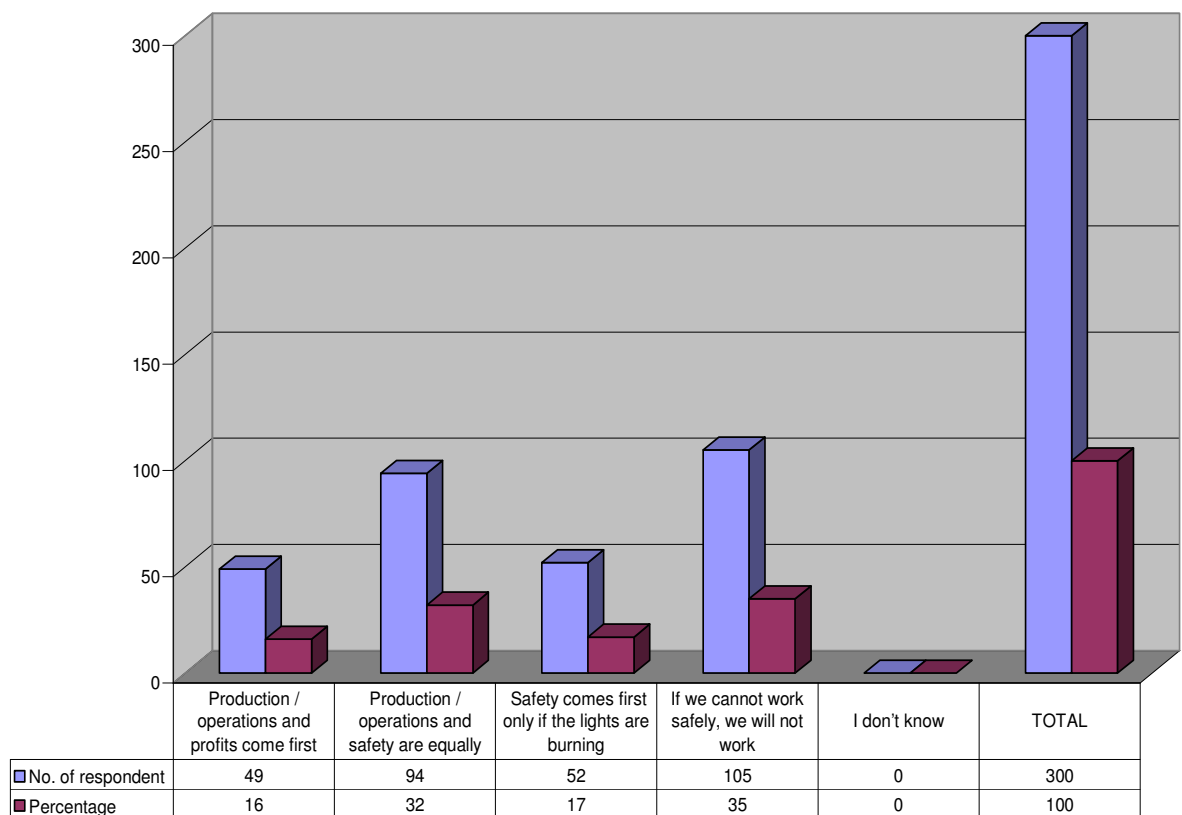
Majority at 35% states that management uphold one of the guiding principles in the SHE policy, that if we cannot work safely, we will not work. This was followed by 32% which said management stated that production/ operations and safety were equally important. There are some employees at 17% which states that management from other businesses say safety only comes first when the lights are burning which is not true as no urgency of service is more than one's life, while the last group at 16% states that management are saying production/operations and profits come first which is also wrong as there will not be production when employees are injured and more money will be spent to pay liability claims and higher insurance premiums. When analysing the responses with job grade level, the result differs. Managers at 50% have indicated that if we

cannot work safely, then we cannot work at all and supervisors are at 35% with 38% of ordinary employees supporting their stand.

Figure 16: Do you believe management when they talk about safety?

		Never	Seldom	Often	Always	I don't know	TOTAL
☐ No. of respondent		24	39	36	201	0	300
☐ Percentage		8	13	12	67	0	100

From the above it shows that 67% of participants believe management when they talk about safety and only 8% do not believe them. While we have 13% who seldom believe management when they talk about safety and 12% often do not believe them. In this category any answer less than 100% is not good enough as employees should have faith in their managers.

Conclusion

Safety standards and policies

From the above findings it shows that higher level employees know more about safety standards and policies than their subordinates. There is still more that needs to be done in making sure that all employees have knowledge and understand the roles they must play in ensuring that the workplace is safe for all.

Safety management at work

In this section the findings have revealed that employees agree with the literature when it says 99% of incidents at work are as a result of human error and they believe most of the injuries can be prevented by following the correct safety procedures as prescribed in the OSHA and the organisational safety policies while avoiding the short cut in the process.

Risk management process and incidents management

The findings in this section revealed that not all employees are happy with the physical condition and equipments at work. They are also not happy with the state of their overall safety performance of their unit of operations. It has also been revealed that not all incidents are investigated and recommendations implemented. It is further revealed that not all incidents are shared with the rest of the business as prescribed in the incident management process.

CHAPTER 5
FINDINGS, RECOMMENDATIONS AND CONCLUSION

5.1 INTRODUCTION

In this chapter the researcher will discuss the findings from the questionnaire in chapter 4 and make recommendations. The findings and recommendation are discussed in terms of the framework set at the beginning in order to achieve the objectives set in chapter 1. Recommendations will be shared with Eskom Northern Region risk management so that it should be reviewed with the aim of improving the service that is given to employees in terms of safety.

Employees at Eskom do not have equal safety knowledge and understanding as it was evident when their rankings were compared in the previous chapter. The results have shown that managers have more knowledge of safety than other employees. In order for the company to be able to reduce the number of incidents at work all employees must have full understanding of safety regulations. This will help employees to minimise the exposure of risk by mitigating the causes through the prescribed measures.

The results also confirm that Eskom complies with industry safety standards that regulate workplace safety such as OHSA rules. Eskom seeks to ensure that every employee know and understand workplace safety standards and policies in order to comply with them. Safety has become one of the focused areas in all business industry all over the world. One of Eskom's values is zero harm to people and environment. This value was just added in the year 2010 in order to emphasise the business commitment of safety to every one that is doing business with Eskom including employees to make sure that they always work safely.

It is the ultimate Eskom goal to make sure that every employee returns home safe after work.

5.2 Discussion of the findings

5.2.1 Training given at Eskom on the safety standards and policies was minimal

Even though employees were given some formal structural training in the last two years, it was not enough to make them feel empowered to take safety decisions at work.

According to Eskom SHE policy management promised to be responsible for developing, educating, training and motivating employees in terms of occupational health, safety and environmental issues. More emphasis needs to be made to improve employee's knowledge of safety policies and standards by means of training. The knowledge will help employees in understanding the causes of the incidents and what must be done to prevent them from happening.

The workplace safety requires a proactive stance from well-informed employees. This requires a timely anticipation and alertness of potential problems by individuals by making sure that a proper risk assessment is completed before any work can start. By doing risk assessment, hazardous situation will be discovered immediately and mitigations taken thereof to prevent incidents to occur.

It is further stated by Elci & Alpkan 2008 that in order to ensure a safe working environment, employees must always adhere to rules

and procedures prescribed in the organisation. Therefore it is important for Eskom to make sure that employees are taught about those rules. Safety education will help employees to identify problems and solve them directly when they occur, that is the bottom to top principle as stated in Zweetsloot 2003.

5.2.2 Disciplinary action for safety contraventions is not consistent

It was discovered that disciplinary action for safety rules violations in Eskom is taken inconsistently, as not all safety violated employees are disciplined. All safety rules and requirements are important and must be adhered to by employees. Again Eskom is prescribed to 5 cardinal rules which are non-negotiable and contravening one of them means an employee will be punished including possible dismissal.

Management should be concerned about the employees that do not believe in their disciplinary system and try to re-design a system that will work for everyone.

5.2.3. Employees are not convinced that management is doing enough to prevent injuries

Employees have stated that some supervisors are allowing them to break the safety rules. It has also been established that supervisors and managers are not setting a good example when it comes to their own safe behaviours. This is a concern as supervisors/ managers are the custodian of safety and they are supposed to motivate employees to work safe everyday. It is stated in the Eskom SHE policy that the business will promote off the job safety for all employees as all injuries are preventable and Eskom's goal for all is zero. This statement, therefore, provides guidance that

each employee whether at work or home should strive to be safe and contrary to that statement is not desirable. Supervisors and managers as safety champions are supposed to be role models both at work and at home so that ordinary employees may learn from them.

Lastly they are the link between both the employees and higher management, so they must always advance the business goals which include zero harm.

5.2.4 Close out of incidents not done

Even though incidents are reported, it was found that not all of them are investigated and recommendations implemented. If incidents are not investigated, it means then it will never be known what the root cause of that incident was. Again it means other units will experience the same situation because no one has warned them about it before as lessons learnt from that incident will not be shared with the rest of the business. There must be a custodian who will monitor progress of close out incidents as before incidents are closed out, there must be proof to support that all the necessary recommendations were implemented.

5.3 Conclusion of findings

The findings are now compared with the objectives set in chapter one at 1.6

5.3.1The main objective of this study was to investigate the causes of the incidents at work. The following were found out to be the causes of incidents at Eskom northern region:

5.3.1.1 Safety standards and policy knowledge

It was found that ordinary employees do not have enough knowledge about safety policy and standards that govern workplace environment to help them take proper decisions.

Most managers and supervisor have a better understanding of the safety policies and standards at Eskom than ordinary employees. Therefore it can be concluded that there is a gap that management of the business need to close in order to ensure that all employees irrespective of their job level have the same understanding about workplace safety standards and policy. Perkins and McGinnis (1996) say understanding is the ability to think and act flexibly in terms of what one knows proficiently.

5.3.1.2. Lack of safety training

Again the result shows that most of the employees feel they were not given enough training in order to empower themselves when it comes to taking decisions in terms of workplace safety. When people don't understand a concept they will not be able to comply and they will be a potential safety risk to themselves, other co-workers and the business.

If employees have knowledge, then they can do proper risk assessment before they start working to check what may go wrong, what will be the cause and what is it that they can do to prevent it from going wrong. Education is the key as it will empower the employees in making decisions regarding whether to continue with work or stop if it is not safe.

5.3.2 The other objective was to evaluate the strategies that management is using at the moment to combat the problem of safety.

5.3.2.1 **Inconsistent disciplinary action**

There is a policy of rewarding good performance in terms of safety, but for those who contravene the rules are punished.

It has been found that disciplinary action taken is not consistent and it is the manager's discretion to enforce it, that's why some employees feel it is biasness. Management must design a reward and punishment system that will motivate employees to always be safe.

Attitude, it is said is governed by values which differ from one person to another (Schwartz & Bilsky 1990, Schwartz 1992 cited in Pirzadeh, 2007). Values are criteria that people use to select, justify their behaviours and evaluate themselves, other people as well as events. Nevertheless this attitude can be altered through the correct motivation that suits each individual.

5.3.2.2 No follow up of previous incidents is done

The study revealed that not all incidents are investigated and recommendations acted upon. It is important that investigations are conducted into all incidents including near misses in order to find the root causes of the problem so that the underlying cause or behaviour can be addressed instead of the symptoms. The recommendations must be acted upon in all areas as this will help other units not to experience the same problem.

After investigation is completed the case study which includes the findings and recommendations of the incident must be shared with Eskom as a whole. This is done through emails, sms, work team session, and safety meetings so that there will not be a repeat of

the same incidents somewhere in the business. Presently it looks like there is a need to re-enforce this policy so that incidents may be prevented taking into account that vehicle incidents at Eskom happen on a daily basis and the causes being the same that of disregarding road rules.

5.4 Recommendations

From the findings discussed above the following recommendations are made.

In Eskom SHE policy it has been stated that the business will strive to involve all stakeholders including employees and organised labour when it comes to safety issues. To ensure workplace safety, it requires joint effort from both the employees and employer to perform their specific responsibilities as prescribed by the OSHA

5.4.1. Safety standards and policies

The following measures should be taken into account in order to educate and train the employees regularly about safety so that their level of safety understanding can improve:

5.4.1.1 Management must compel all employees to attend certain amount of safety interventions yearly in order to improve their knowledge about safety policies and regulation.

5.4.1.2. Re-enforce monthly safety meetings at all units and safety officers forced to attend in their respective units so that they can be able to represent management in those meetings by giving the necessary safety advice to the units.

5.4.1.3 Pay surprise visits to all TSC, to check if they are complying by attending the safety talks in the mornings and this will make

sure that even the new employees get used to some of the safety rules.

5.4.1.4 Put a measure of checking whether all this meetings are fruitful by going through the minutes to check if all the concerns are given their deserved attention and closed on time during monthly safety statutory committee and safety, health, environment and quality (SHEQ) committees.

Safety knowledge must be transferred equally to all participants at all levels through training and education.

5.4.2 Safety management at work

It was found that most employees think all injuries are preventable. Eskom uses a policy of rewards and punishment. The business must adopt a consistent principle of punishment for the same contraventions and also be transparent by putting the information on the intranet but avoiding mentioning of names so that an element of favouritism can be eliminated. This will help other employees to avoid the punishment by always complying with the safety rules and this in turn will help in preventing incidents from happening as well as the management of incidents at work.

5.4.3 Risk management process and incident management

5.4.3.1There is a concern with regard to supervisor's behaviours at work as it was stated that they do not lead by example. To ensure adherence, the following must take place:

5.4.3.1.1 Higher level management must do surprise visits once in a while to some units to do safety observation so that they can check if employees are working safe and their supervisors are not letting them to break the rules.

5.4.3.1.2 Risk management officials must assist in making sure that they visit their respective areas once a week and do SMAT observation to check safety behaviour of the employees while at work and advice accordingly. If employees are found to be working safe in those areas a congratulation message must be send to the business to encourage others.

5.4.3.1.3 Eskom has a strategy of adopt a unit by a manager. Managers choose the unit that they feel they want to assist in terms of being their safety mentors. Those managers must now be made to prove that they have visited those areas that they have adopted by sending their presentation of their visits to Risk department which show what they were talking about.

5.4.3.1.4 Safety representatives should also be empowered to play their role in ensuring that the safety concerns especially regarding the physical conditions and equipment are addressed by making sure that the problems are followed up until they are solved.

5.4.3.1.5There is a need for a continuous audit as prescribed in the incident management so that areas of safety concern should be ironed out. Again risk management personnel must be made to account together with the unit they give service to when it is found that their audit result are below the recommended target, the reason being that they were supposed to have advised them accordingly.

5.4.3.2 The following must be considered in order to address the problem of incident investigation, recommendations and sharing of incidents in the business.

5.4.3.2.1All incidents reported must be captured on the system (SAP) so that follow-ups can be made by the senior personnel to check if the investigation is conducted. This will force the units to submit the investigation reports of all incidents including near misses that have the potential to be major like electrical flash over.

5.4.3.2.2 Again follow-up must be done by the respective risk officers to check whether all recommendations are implemented before closing the incidents on the system and this report must be shared with the relevant people.

5.4.3.2.3 When doing self audit by Risk department, minutes must be checked to ascertain whether each unit has shared the previous month incidents. This will force all the units to make sure that they discuss the previous incidents in their safety meetings and share their opinions on what could have prevented the incidents from happening. This must be consolidated together for the same incidents so that if original lessons are found they can be shared with the whole business.

5.5 CONCLUSION

To ensure workplace safety requires joint effort from both the employees and employer to perform their specific responsibilities as prescribed by the OSHA. Management must also find a better way of involving employees in the safety decisions that affect them at work so that the employees will feel motivated to comply with safety rules that are prescribed. Safety rules are important for an organisation to operate effectively as injuries cause money to pay for legal liabilities, medical bills, high insurance premium and damage to property. This has a negative impact on the sustainability of the business.

This was just the beginning and a follow-up research will be done on employee's attitudes towards safety to check if the work related incidents are not caused by their own ignorance of safety rules.

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THE OFFICE OF THE COMPENSATION COMMISSIONER

COMPENSATION FUND

The Hon., Prof., Dr., Messrs., Mr., Ms

ESKOM CORPORATE & SERVICES
ATT PEET JOUBERT
PO BOX 1091
JOHANNESBURG
2000

YOUR REGISTRATION NUMBER:

0283-032-1820

ATTENTION:

YOUR FAX NUMBER: **0866644449**

DATE ISSUED: **26/08/2009**

CERTIFICATE #:   **0000596774**

LETTER OF GOOD STANDING

COMPENSATION FOR OCCUPATIONAL INJURIES AND DISEASES ACT, 1993

. With reference to Section 89 of the Act, I hereby certify that

ESKOM CORPORATE & SERVICES

has complied with the requirements of the above Act and is at present in good standing with the Compensation Fund.

Nature of Business :   **CORPORATE HEAD OFFICE**

Expiry Date :   **31/03/2010 (Wednesday, Thirty-first of March, Two thousand and Ten)**

. A letter of good standing is hereby issued with expiry date 31/03/2010
(Wednesday, Thirty-first of March, Two thousand and Ten), subject to the following:
You Complied with the requirements of the act.

IMPORTANT NOTICE:
You make yourself guilty of an offense if you pay any additional fee to obtain this letter.

The Compensation Commissioner shall at his own discretion institute criminal proceedings against perpetrators who unlawfully alter or deface this letter with intent to defraud or misrepresent facts contained therein.

* TO RENEW THIS LETTER FAX YOUR REQUEST 5 WORKING DAYS PRIOR TO EXPIRY DATE.

Yours faithfully,

E Fourie

COMPENSATION COMMISSIONER
W.As. 48

OFFICE OF THE
COMPENSATION COMMISSIONER

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PRETORIA
KANTOOR VAN DIE
VERGOEDINGSKOMMISSARIS
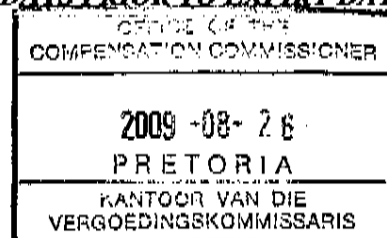
Compensation House, Cnr Hamilton and Soutpansberg Road, P O Box 955, Pretoria, 0001
Fax: (012) 357-1817

Website: http://www.labour.gov.za

General Instructions - *PLEASE READ BEFORE CONTINUING*!

Answer all the questions honestly and objectively as they relate to your immediate work area, whether that is an office, operating facility, construction area, etc.

Your answers are completely confidential. They are combined with the answers of others and are not reported individually.

Do not mark more than one answer to a multiple-choice question, or your answer will not be usable.

Mark your answers with an X

If you have further comments on the answers, please write them on the page provided at the end of the survey.

Which age group do you belong to?

18-25	26-35	36-45	46-55	56-65

How long have you been working at Eskom

0-1	2-5	6-10	11-20	21+

Gender

Male	Female

On which job level do you work?

	1. Management
	2. Supervisor
	3. Employee

1. Indicate the priority **you personally** give to the following items.
   (Rank in order from 1 to 4, with the item you think is most important marked 1 and the least important marked 4)

Item	Your Personal Priority
1 Customer Focus	
2. Costs	
3. Productivity	
4. Safety	

Select one option at each of the questions below

2. To what extent do you believe injuries can be prevented?

To what extent do you believe injuries can be prevented?	1.All	2. Almost all	3. Many	4. Some	5. Few
Mark with an **X**					

3. To what extent in your operation is safety built in?

1. Thoroughly built in	2. Substantially built in	3. Little integration; mainly added later	4. Not integrated at all; added later	5. I don't know

4. Respond to this statement with an X: "In your operation, supervisors and managers are held accountable for preventing injuries and safety incidents in their area, where safety performance has a direct affect on their performance rating, advancement and pay".

1. Strongly Agree	2. Agree	3. Neither Agree nor Disagree	4. Disagree	5.Strongly Disagree

5. To what extent do you feel empowered to take action to prevent injuries and ensure the safety of yourself and others?
   (This includes stopping work, shutting down equipment, and making suggestions or taking steps to fix the safety of the job, knowing that you'll be supported by your supervision for your action).

1.Fully empowered	2.Quite empowered	3.Moderately empowered	4.Not very empowered	5.Not empowered at all

6. How much formal, structured training have you received in safety in the last two years? Mark your answer with an X.

1.Thorough and extensive training	2.Considerable training	3.Some training	4.Little training	5No training

7. To what extent are the safety rules of your operation obeyed?

1. All Safety rules are obeyed without exception.	2. People generally obey safety rules.	3. Safety rules are often not obeyed.	4. People rarely pay attention to safety rules	5. I don't know.

8. How often do supervisors allow employees to break safety rules and Procedures?

1. Never(no matter what the cost or pressure)	2. On occasions	3. Sometimes (if cost or production pressures are high)	4. Often	5. I don't know.

1. Do you see managers / supervisors setting a good example when it comes to their own safe behaviour?

1. Never	2. Seldom	3. Often	4. Always	5. I don't know

10. How is disciplinary action used when people don't follow safety rules? ("Disciplinary action" could range from a verbal warning through more severe action such as separation / dismissal).

1. Disciplinary action is taken for all safety violations. ☐

2. Disciplinary action is taken only for serious safety violations. ☐

3. Disciplinary action for safety violations is applied inconsistently. ☐

4. Disciplinary action is seldom taken for safety violations. ☐

5. I don't know. ☐

11. To what extent are injuries, safety incidents and near misses investigated and the recommendations acted upon?

☐

1. All injuries and incidents are thoroughly investigated and all the recommendations are implemented.

2. Most injuries and incidents are investigated and most of the recommendations are implemented. ☐

3. Many of the injuries and incidents are investigated and some of the recommendations are implemented. ☐

4. Only the most serious injuries and incidents are investigated. ☐

5. I don't know. ☐

12. Are lessons learnt from previous incidents in other Business Units shared with you?

1. Never	2. Seldom	3. Often	4. Always	5. I don't know

13. How do you rate the safety of the physical conditions and equipment in your workplace?

1. Excellent	2. Good	3. Satisfactory	4. Poor	5. Very poor

14. To what extent are you satisfied with the overall safety performance of your operation?

1. Very satisfied	2. Moderately satisfied	3. Neither satisfied nor dissatisfied	4. Moderately dissatisfied	5. Very dissatisfied

15. What is the key message you are hearing from senior management from outside of your Business Unit?

1. Production / operations and profits come first	2. Production / operations and safety are equally important	3. Safety comes first only if the lights are burning	4. If we cannot work safety, we will not work	5. I don't know

16. Do you "believe" management when they talk about safety?

1. Never	2. Seldom	3. Often	4. Always	