GUIDELINES ON THE IMPLEMENTATION OF
THE SAFETY MANAGEMENT SYSTEM FOR
THE NATIONAL INSTITUTE OF EDUCATION (NIE)

NIE/SMS/GUIDE/1.0 (Aug 2011)
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Foreword

In NIE’s constant pursuit for excellence, it is also important to ensure that all our colleagues and students are provided with a safe environment for them to work, learn and play in. The development of the Guidelines for NIE’s Safety Management System aims to put in a systematic and sustainable framework to ensure workplace safety in NIE.

These guidelines were prepared by the Workplace Safety and Risk Management Committee (WSRMC). The WSRMC was formed in Apr 2011 to replace the former NIE Crisis Management Committee, with the purpose of adopting a more proactive approach in putting in measures to alleviate workplace hazards and crises.

The guidelines provide a simplified format that is easy to understand, on the implementation of the 14 Elements of Safety Management System, as specified by the Ministry of Manpower. NIE departments and offices should make reference to this guide in the establishment and implementation of their own safety management system.

I look forward to the cooperation from all members of the NIE family in making NIE a better, safer second home for all.

Professor Lee Sing Kong
Director
National Institute of Education
Summary to this Guide

1. This guide is intended as a template for departments and offices of NIE to develop their own safety framework, as part of the requirements of the WSH Act.

2. This guide is based on the 14 elements of safety (chapters 1 to 14 of the guide) as specified by the MOM.

3. Each chapter of this guide provides the user with:
   a. the objective of the chapter and the organisational scope,
   b. the content of the safety element described,
   c. and further references and resources.

4. Not all the elements are applicable; each department/office should have a documented safety framework that includes at least the following:
   a. An Emergency Preparedness Plan (Chapter 14)
   b. Risk Assessment & Management Plan (Chapter 11)
   c. Incident Reporting & Investigation Procedures (Chapter 5)

5. The department/office level safety framework shall be communicated by the Head or the designate to all staff concerned, and implemented by the department/office safety team so that safety practices and procedures are adhered to by fellow staff.
Responsibilities and Accountabilities

Introduction
A safe and healthy environment at NIE is a shared responsibility of all staff, students, partners and visitors to the Institute. Health, Safety and Environment (HSE) responsibility is a line function and shall be internalized in operation within each department and office. Line function begins with supervisors/reporting officers at all levels and progress upwards through the management.

Overall Responsibility
The Director of NIE has the overall responsibility for the health and safety of the personnel in campus and shall ensure the effective implementation of the Health, Safety and Environment (HSE) management system through the Institute’s Workplace Safety & Risk Management Committee (WSRMC). The Director may delegate the day-to-day implementation of the HSE management system to the Deans, Divisional Directors, Heads of Academic Groups (AGs) and Departments.

NIE WSRMC
The WSRMC has the responsibility to develop and recommend institute-wide HSE policies, regulations and programmes. This Committee is also responsible to ensure effective implementation across the Institute and to monitor the Institute’s performance in HSE. It is also the responsibilities of WSRMC to advise and assist the Director in ensuring NIE is in compliance with the legislative requirements by setting up effective HSE management system and ensuring continual improvements. In addition, WSRMC will work closely with all departments, contractors and vendors on specific HSE matters and the development and implementation of the management system. WSRMC will also be the liaising party with the authorities on HSE matters.

Managerial Responsibilities
Deans, Divisional Directors and Heads of Academic Groups and Departments who are NIE’s senior management shall provide HSE leadership and uphold NIE’s HSE policy and objectives. They shall ensure that individuals in their departments and offices have well defined duties and responsibilities, accorded the proper authority and resources to implement NIE HSE policy through appropriate operating procedures and programmes in their respective schools and departments.

Supervisors'/Reporting Officers' Responsibilities
Supervisors/Reporting Officers have the duty and responsibility of ensuring the occupational health and safety of persons under their supervision (staff, students, contractors and vendors). They shall ensure that proper risk management is carried out and that practical measures are in place to control the risks. This will include the implementation of NIE HSE policy, objectives, operating procedures, proper maintenance of equipment and facilities, and effective communication (including training and supervision) of all parties.

Staff and Student Responsibilities
It is the responsibilities of faculty, staff and students to cooperate with NIE management in adhering to HSE instructions (especially in following safe operating procedures and training) for their own safety and health and that of their colleagues or fellow students. Unsafe conditions, equipment and practices should be reported to supervisors/reporting officers for remedial actions.
Chapter 1   Safety Policy

1.1  **Objective**

To establish a written policy in safety and health, which illustrates clearly the management’s commitment and approach in providing and maintaining a safe and healthy work environment.

1.1.1  **Scope:**

   a) Institute level - NIE Occupational Health, Safety and Environment (HSE) Policy
   b) Department/Office level

1.2  **Contents**

1.2.1  The policy includes:

   a) a statement, which clearly articulates the department’s/office’s safety objective and goals and its commitment to achieve these objectives and goals;
   b) a clear description of duties and responsibilities of employees at all levels in promoting and ensuring occupational safety and health in the organisation;
   c) acknowledgement that employees are an important resource.

1.2.2  The policy is endorsed by the Deans/Divisional Directors/Heads of Department and Academic Groups to demonstrate commitment of the top management.

1.2.3  The policy must be well publicised, made known, understood and accepted by all levels of personnel and contractors.

1.2.4  The policy must be reviewed and revised (if necessary) on a regular basis and the date(s) of review and revision stated.

1.3  **Resources and References**

1.3.1  NIE Occupational Health & Safety and Environment (HSE) Policy

1.3.2  Health & Safety and Environment (HSE) Responsibilities and Accountabilities
2.1 Objective

To establish relevant Safe Work Procedures (SWP) so that all works are carried out safely and the risks of injury to staff and students and property/equipment damage are eliminated or minimised.

2.1.1 Scope - SWP documentation is required at the department/office level, where applicable.

2.2 Contents

2.2.1 NIE departments and offices shall be responsible for the following in establishing their own SWP:

a) Conduct risk assessments for all its work processes, work environments, facilities, equipment and materials used, where applicable.
b) Ascertain the risk levels and the corresponding controls and measures to mitigate the risks.
c) Establish SWP for safe work, where necessary.
d) Communicate the SWP to all staff to promote safe work practices.

2.2.2 Work Requiring Implementation of SWP.

a) Work on any machinery where the fencing has been removed for the purposes of any examination, lubrication or other operation referred to in section 23 (1).
b) Work at a place where a person is liable to fall a distance of more than 2 metres or into any substance that is likely to cause drowning, poisoning, chemical burns or asphyxiation.
c) Work in any confined space.
d) Work involving the application of heat, or the potential generation of any source of ignition, where any explosive or flammable substance is liable to be present.
e) Maintenance or repair work on any pressure vessel or lifting equipment.
f) Work on any process, plant, vessel or machinery that is liable to produce or give off any corrosive, toxic or flammable substance.
g) Work in compressed air environment or under water.

2.2.3 Additional SWP shall also be established for other hazardous work and/or work processes.

2.2.4 All SWP must be clearly written in an easy-to-understand format and effectively communicated. Users and operators must receive adequate briefing and training on these SWPs. All SWPs must be readily available to staff and students concerned.

2.2.5 All SWP are reviewed and evaluated regularly to ensure its relevance and effectiveness.

2.2.6 A job hazard analysis or risk assessment shall be conducted before a specific SWP is established. This is to ensure that potential hazards are being identified for control.

2.2.7 SWP must include the potential energies that may be stored or released during work and/or in the work process, such as:-
a) Electrical
b) Pneumatic
c) Hydraulic
d) Thermal
e) Mechanical – compression/tension
f) Gravitational
g) Noise
h) Radiation

2.2.8 Where work is carried on machinery capable of releasing any energy sources, the Lockout procedure must be established. In addition, a Start-up procedure should also be established.

2.2.9 A permit-to-work system shall be incorporated for specialised work processes such as work in confined spaces, work involving lifting operations, hot work and work at height.

2.2.10 A system should be established to implement the Management of Change procedure and to re-examine the need to review existing SWPs as a result of the introduction of new equipment or altered work process.

2.3 Resources & References

2.3.1 NIE departments and offices shall comply with the relevant SOP, guidelines and other safety-related reference documents, which are established, issued and updated by the OHS, NTU. These resources are available on-line through the NTU intranet and the OHS webpage -  http://www.ntu.edu.sg/ohs/Pages/default.aspx


2.3.3 Where necessary, NIE departments and offices shall generate additional SWP, including communication plan, to facilitate a safer work environment for all stakeholders.
Chapter 3  Safety Training

3.1 Objective

To provide and equip all NIE staff with the required skills, knowledge, and safety related information related to the operations, work processes and maintenance of facilities and equipment to enable them to carry out their jobs safely and efficiently.

3.1.1 Scope:
   a) Institute level for all safety related appointments.
   b) Department/office level for all safety related appointments.

3.2 Contents

3.2.1 The institute shall analyse the occupational safety and health training needs on safety and health for all staff and contractors.

3.2.2 A comprehensive safety awareness programme shall be established in the institute. This programme shall include:
   a) New staff orientation
   b) Safety awareness training
   c) Skills and functional training (e.g. for First Aiders, Fire Wardens)
   d) Safety for special equipment training
   e) Manager training (e.g. auditing and accident investigation techniques)
   f) Contractor briefing
   g) Refresher training (to be conducted at least once a year)

3.2.3 Reporting officers shall be adequately trained so that they can effectively supervise and control the behaviour of staff at their workplace. They should also be responsible for identifying the types of safety training for their staff.

3.2.4 All new staff shall be adequately inducted and orientated. Training provided should also equip staff with the necessary skills and knowledge to perform their safety roles and discharge their responsibilities at the workplace. Structured “On-the-job” training should also be provided.

3.2.5 Safety training shall be conducted using appropriate training methods and a language understood by trainees.

3.2.6 All training conducted shall be properly documented. Where applicable, certificates should be issued to trainees who have successfully completed the training.

3.2.7 The safety-training programme shall be reviewed once every three years and updated when necessary.

3.3 Resources & References

3.3.1 OHS/NTU SOP on WSH Training – available on-line through the NTU intranet and the OHS webpage -  http://www.ntu.edu.sg/ohs/Pages/default.aspx
Chapter 4   Safety Organisation & Group Meetings

4.1 Objective

To establish a safety organisation with clearly defined roles, duties, responsibilities and accountabilities of every individual in the organisation; and to provide adequate facilities and means for effective communication of safety and health message, information and knowledge to all staff and students, including contractors and vendors. The Institute should also motivate staff at all levels to participate in the discussion of safety and health issues arising from the workplace.

4.1.1 Scope:
   a) Institute level committees (including sub-coms).
   b) Department/Office level committees.

4.2 Contents

4.2.1 The Institute has established the Workplace Safety & Risk Management Committee (WSRMC) for the purpose of improving, promoting and reviewing all matters relating to the safety and health of staff and students.

4.2.2 The WSRMC has clearly defined terms of reference with prescribed functions and responsibilities. The composition, functions and duties of the WSRMC are aligned with the guidelines set by NTU’s Office of Health & Safety [Ref: NTU/OHS/Guide – Terms of References].

4.2.3 Matters discussed in the WSRMC meetings are minuted and communicated to all members for their information and/or necessary action.

4.2.4 Relevant information must be communicated to all staff, students, contractors and vendors via an effective communication channel.

4.2.5 Where possible, the following small group meetings should be carried out to support the work of the WSRMC as well as to improve communication and to promote participation in occupational safety and health activities among employees:

4.2.5.1 WSRMC Sub-Committees Meetings

   The following five sub-committees are established within the WSRMC:
   a) Academic & Research Sub-Committee
   b) Corporate Services Sub-Committee
   c) Education & Training Sub-Committee
   d) Readiness & Validation Sub-Committee
   e) Crisis Management Secretariat

   Meetings are held regularly for these Sub-Committees to discuss matters relevant to the respective Sub-Committees.

4.2.5.2 Safety Committee Meetings

   Safety Committees are established within the Academic & Research Sub-Committee and Corporate Services Sub-Committees. The Safety Committees meet at least twice a year. Within the Safety Committees, Safety Officers are appointed for all
high risk departments* (i.e., NSSE, PESS and DED), while Safety Representatives are appointed for all other low risk departments.

* Based on classification provided by NTU OHS

4.3 Resources and References

The following documents, established, issued and updated by the OHS/NTU, are referenced in the description of the NIE Safety Organization that follows, and are available on-line through the NTU intranet and the OHS webpage - http://www.ntu.edu.sg/ohs/Pages/default.aspx:

a) Guide – Terms of References
b) SOP - Risk Management
c) SOP - Contractor Management
d) SOP - Hot Work Operation
e) SOP - Working at Height
f) SOP - Working in Confined Spaces
g) SOP - Lifting Operation

4.3.1 NIE Workplace Safety & Risk Management Framework
4.3.2 Terms of Reference for Workplace Safety & Risk Management Committee (WSRMC)

Objective:

- To oversee, on behalf of NIE senior management (DSM), Workplace Health, Safety and Risk Management issues within NIE

Terms of Reference:

- To establish policies and working structure relating to Workplace Health, Safety and Risk Management for compliance by all NIE departments and employees.
- To endorse Workplace Health and Safety programmes and measures recommended by the Sub-Committees
- To lead and plan the strategy for implementing Workplace Health and Safety in NIE
- To liaise and work closely with NTU OHS, MOE, MOM, SCDF, NEA and other related agencies on health and safety matters.
4.3.3  Terms of Reference for WSRMC Sub-Committees

1. **Academic & Research Sub-Committee**

   **Objective:**
   - To oversee workplace safety and risk management issues pertaining to the academic and research community in NIE

   **Terms of Reference:**
   - Propose and maintain a safety framework for the academic and research community in NIE
   - Establish standard operating procedures for risk management
   - Establish standard operating procedures for incident reporting
   - Endorse the Business Continuity Plan for the academic and research community in NIE

2. **Corporate Services Sub-Committee**

   **Objective:**
   - To oversee workplace safety and risk management issues pertaining to the corporate service departments in NIE

   **Terms of Reference:**
   - Propose and maintain a safety framework for the corporate service departments in NIE
   - Establish standard operating procedures for risk management
   - Establish standard operating procedures for incident reporting
   - Endorse the Business Continuity Plan for the corporate service departments in NIE

3. **Education & Training Sub-Committee**

   **Objective:**
   - To oversee the education and training matters relating to Workplace Safety and Risk Management

   **Terms of Reference:**
   - Plan the education and training framework for NIE employees relating to Workplace Safety and Risk Management
   - Recommend appropriate and relevant training courses for NIE employees relating to Workplace Safety and Risk Management
   - Establish and execute an awareness programme for Workplace Safety and Risk Management in NIE
   - Instill a culture of workplace safety among NIE employees
4. **Readiness & Validation Sub-Committee**

Objective:
- To ensure that NIE is in compliance with legal requirements.

Terms of Reference:
- Audit NIE’s Workplace Safety and Risk Management policies and regulations once per year.
- Provide advice to NIE on updates to existing policies and regulations which require NIE’s compliance.
- Ensure NIE’s Workplace Safety and Risk Management efforts are aligned with those of NTU’s.

5. **Crisis Management Secretariat**

Objective:
- To assist Chair/Alternate Chair WSRMC to oversee and manage efforts for NIE’s emergency preparedness.

Terms of Reference:
- Monitor and coordinate NIE’s Overall Business Continuity Plan and the crisis management SOPs for various contingencies.
- Propose the need for Business Recovery Plan activation.
- Assist Chair/Alternate Chair of WSRMC in the planning and conduct of the tabletop exercises for Business Recovery 1-2 times annually.
- Manage the communications (both internal and external) in times of crisis.
4.3.3 Safety Structure for Academic & Research Sub-Committee

Key Responsibilities

1. Overall in-charge - DFA
2. Departments and Offices - Heads of AGs, Deans of Programme & Research Offices, Assoc Dean (NIEI)
3. Work units within departments and offices as defined by functional areas – can include laboratories, workshops, studios, sports facilities, external venues, offices and classrooms – Main responsibility for safety lies with the Reporting Officer/Supervisor/Main Coordinator in charge.

Safety Committee

1. Each department and/or office is to establish a safety committee.
2. Each department and/or office shall appointment a safety rep to coordinate safety related matters at the local department or office level.

Roles and Responsibilities
[Ref: NTU/OHS/Guide – Terms of References]

- Establish & maintain Safety management System
  - Risk Assessment and Register
  - Implementation and Review
  - Communication to staff
- Conduct General Inspection (3 monthly)
- Take charge of Emergency Response Management
- Promote Safety Activities
- Conduct Safety meeting (≥ twice a year)

Safety Representative
[Ref: NTU/OHS/Guide – Terms of References]

Roles and Responsibilities

- Co-ordinate the Department's Safety and Health matters
- Dissemination of Health & Safety Information within Department
- Regular Inspection of Workplace to reduce hazards at workplace
- Setup an effective Emergency Response Management for the Department
- Notify WSRMC promptly on accidents and incidents so that timely investigations can be conducted
- Attend Safety meetings

Safety Officers
[Ref: NTU/OHS/Guide – Terms of References]

High risk AGs (i.e., NSSE & PESS) shall appointment a Safety Officer.

Roles and Responsibilities

- Represent the AG as safety reps.
- Attend training and obtain certification as Safety Officer
- Assist the DFA in his duties pertaining to the safety compliance of departments and offices under his charge.
Risk Management Methodology
[Ref: NTU/OHS/SOP Risk Management]

• Hazard Identification
• Risk evaluation
  - by assessing the severity of the potential hazards
  - the likelihood of occurrence
• Appropriate control measures to minimize risk.

Contractors / Vendors Management
[Ref: NTU/OHS/SOP Contractor Management]

Pre-Award
  • Evaluation of Contractors
    - Contractor’s Safety Policy (To be at least bizSAFE Level 3)
    - Risk Assessment for the job
    - Track Record / Incident Record
    - Competency / Qualification of workers

After Award
  • Award of Contract
    - Communication on Contractor’s Obligation
    - Action that shall be taken during Safety violation
    - NIE House Rules

  • On Site Control
    - Briefing of In-House Safety Rules & Regulations, Incident reporting procedures, emergency procedures
    - Ensure contractor comply with Permit to Work SOP (Refer to OHS/NTU SOPs - Hot Work, Working at Height, Working in Confined Space, Lifting operations).
    - Ensure proper barricade and safety to workers and public on site
    - Documentation which includes:
      o Contractor’s briefing and activities (In-House Safety Rules & Regulations, Incident reporting procedures, emergency procedures, training and toolbox meeting etc)
      o Permit to Work SOP (Refer to OHS/NTU SOPs - Hot Work, Working at Height, Working in Confined Space, Lifting operations).
      o Risk assessment and other relevant documentation (e.g. statutory equipment certificate, training and competency certificate, certified design / drawing, etc.)
      o Reports on accidents and incidents and investigations conducted for NIE and for accident case that requires i-reporting to Ministry of Manpower
    - Housekeeping
    - Audit / Spot Checks

  • Performance Evaluation
    - Yearly
    - All records of evaluation to be kept for at least 2 years.
4.3.4 Safety Structure for Corporate Services Sub-Committee

Key Responsibilities

1. Overall in-charge – Head/DED
2. Departments and Offices - Heads of CPD & ACIS and Contractors and Vendors engaged by CPD & ACIS.
3. Work units within departments and offices as defined by functional areas – can include external venues, offices and classrooms – Main responsibility for safety lies with the Reporting Officer/Supervisor/Main Coordinator in charge.

Safety Committee

1. Each department and/or office is to establish a safety committee.
2. Each department and/or office shall appointment a safety rep to coordinate safety related matters at the local department or office level.

Roles and Responsibilities
[Ref: NTU/OHS/Guide – Terms of References]

- Establish & maintain Safety management System
  - Risk Assessment and Register
  - Implementation and Review
  - Communication to staff
- Conduct General Inspection (3 monthly)
- Take charge of Emergency Response Management
- Promote Safety Activities
- Conduct Safety meeting (≥ twice a year)

Safety Representative
[Ref: NTU/OHS/Guide – Terms of References]

Roles and Responsibilities

- Co-ordinate the Department’s Safety and Health matters
- Dissemination of Health & Safety Information within Department
- Regular Inspection of Workplace to reduce hazards at workplace
- Setup an effective Emergency Response Management for the Department
- Notify WSRMC promptly on accidents and incidents so that timely investigations can be conducted
- Attend Safety meetings

Safety Officers
[Ref: NTU/OHS/Guide – Terms of References]

High risk department (i.e. DED) shall appointment a Safety Officer.

Roles and Responsibilities

- Represent DED as safety rep.
- Attend training and obtain certification as Safety Officer
- Assist the Head/DED in his duties pertaining to the safety compliance of departments and offices under his charge.
Risk Management Methodology
[Ref: NTU/OHS/SOP Risk Management]

- Hazard Identification
- Risk evaluation
  - by assessing the severity of the potential hazards
  - the likelihood of occurrence
- Appropriate control measures to minimize risk.

Contractors / Vendors Management (DED & ACIS)
[Ref: NTU/OHS/SOP Contractor Management]

Pre-Award
- Evaluation of Contractors
  - Contractor’s Safety Policy (To be at least bizSAFE Level 3)
  - Risk Assessment for the job
  - Track Record / Incident Record
  - Competency / Qualification of workers

After Award
- Award of Contract
  - Communication on Contractor’s Obligation
  - Action that shall be taken during Safety violation
  - NIE House Rules

- On Site Control
  - Briefing of In-House Safety Rules & Regulations, Incident reporting procedures, emergency procedures
  - Ensure contractor comply with Permit to Work SOP (Refer to OHS/NTU SOPs - Hot Work, Working at Height, Working in Confined Space, Lifting operations).
  - Ensure proper barricade and safety to workers and public on site
  - Documentation which includes:
    - Contractor’s briefing and activities (In-House Safety Rules & Regulations, Incident reporting procedures, emergency procedures, training and toolbox meeting etc)
    - Permit to Work SOP (Refer to OHS/NTU SOPs - Hot Work, Working at Height, Working in Confined Space, Lifting operations).
    - Risk assessment and other relevant documentation (e.g. statutory equipment certificate, training and competency certificate, certified design / drawing, etc.)
    - Reports on accidents and incidents and investigations conducted for NIE and for accident case that requires i-reporting to Ministry of Manpower
  - Housekeeping
  - Audit / Spot Checks

- Performance Evaluation
  - Yearly
  - All records of evaluation to be kept for at least 2 years.
5.1 Objective

To establish procedures for ensuring that all incidents (accidents and near misses) occurring in the institute are investigated promptly and effectively and practical remedial measures are taken to prevent recurrence.

5.1.1 Scope:
   a) Institute level
   b) Department/Office level

5.2 Contents

5.2.1 The institute shall establish a system based on the SOP for Incident Reporting and Investigation (Ref: NTU/OHS/SOP/5.2) to ensure that all incidents are reported promptly and responsible personnel are informed as soon as possible to facilitate investigation.

5.2.1.1 Incident Reporting Protocol

All incidents (accidents and near misses) occurring at the institute shall be properly documented by the respective department and/or office (ref: OHS/NTU SOP for Incident Reporting and Investigation) and reported according to the following protocol:

a) Department and/or offices are to report their incidents immediately to their respective sub-coms for Corporate Services or Academic & Research.

b) The respective sub-coms shall route the report to the WSRMC immediately.

c) The WSRMC shall report the incident to the Director of NIE/DSM accordingly depending on the gravity of the incident, and MOE shall also be alerted if necessary.

d) The WSRMC shall also, as mandated by OHS/NTU SOP, forward the incident report to the OHS within 24 hours for their necessary actions.

e) Investigation reports shall be submitted via the WSRMC to OHS/NTU within a week of the incident report.

f) Department safety reps are responsible for ensuring that all necessary reports are completed and submitted accordingly, and department heads shall be apprised by their respective safety reps at all times concerning incidents and their developments.

g) Incidents of the following nature must be reported to the MOM under the WSH Act:
   - The injured is granted > 3 days of medical leave.
   - The injured is admitted to hospital for at least 24 hours.
   - Any work related fatality.
   - Dangerous occurrences (near misses where no bodily harm resulted).
   - Occupational disease.

5.2.2 The institute shall establish written procedures for investigation into incidents. The procedures shall include the criteria for the type and degree of seriousness of
incidents to be formally investigated. All incident investigations should determine the root causes, circumstances and other contributing factors leading to the incidents.

5.2.3 The following personnel shall be involved in the investigation:

   a) Line managers;
   b) Immediate supervisors;
   c) Safety personnel;
   d) Safety committee personnel;
   e) Other authorised personnel.

5.2.4 A system shall be established to ensure that the recommendations of investigations are effectively and promptly followed through and implemented.

5.2.5 Procedures shall be established to disseminate information (including the causes, remedial actions, lessons learnt and other relevant information) to all personnel in the institute.

5.2.6 All incident statistics must be promptly analysed to identify major problematic areas so that appropriate recommendations/measures can be taken quickly. The analysis of incident trends and statistics shall be used for planning of promotion and training programmes.

5.3 Resources & References

NIE shall conduct its incident investigation and analysis according to the SOP for Incident Reporting and Investigation (Ref: NTU/OHS/SOP/5.2), which is established, issued and updated by the OHS, NTU, and available on-line through the NTU intranet and the OHS webpage - http://www.ntu.edu.sg/ohs/Pages/default.aspx

5.3.1 Incident Reporting Procedures as per the SOP for Incident Reporting and Investigation (Ref: NTU/OHS/SOP/5.2)

   a) As a general guide, most incidents, from no injury (including near misses) or minor injury onwards, have to be reported to the OHS within 24 hours.

   b) An investigation report is to be submitted within a week after the incident report where an injury requiring medical attention, or a dangerous occurrence, has happened.

   c) Please refer to the SOP for the complete incident reporting procedures and timelines.
Chapter 6  In-House Safety Rules & Regulations

6.1 Objective

To establish written safety rules & regulations that are relevant to the Institute, in addition to the legal requirement. This involves inculcating in staff and stakeholders, including contractors and vendors, their roles and responsibilities in safety whilst performing their work at the Institute. The safety rules and regulations are endorsed by senior management with stakeholders' safety as the utmost concern.

6.1.1 Scope:
   a) Institute level in-house safety rules and regulations.
   b) Office/Academic Group/Department in-house safety rules and regulations that are more specific to the nature of its work and operations.

6.2 Contents

6.2.1 In addition to the legal requirements under the Workplace Safety and Health Act and its subsidiary legislation, the Institute has established a set of general safety rules and regulations, as follows:

   a. Safety induction of all new staff shall be carried out during staff orientation.

   b. Smoking – prohibited throughout the premises of the institute in compliance with the NEA Smoking Act.

   c. Attire, personal grooming and hygiene – to conform with safety requirements, especially in laboratories and workshops (e.g. use personal protection equipment; restricted use of loose clothing and jewellery like long necklaces and bracelets; long hair to be bound and secured; food and drinks restriction).

   d. General duties of faculty, staff and students
      i. To cooperate with NIE management in adhering to HSE instructions (especially in following safe operating procedures and training) for their own safety and health and that of their colleagues or fellow students.
      ii. To be familiar with the safety management and emergency management plans of the department/office (e.g. first-aid equipment, fire-fighting equipment, fire-escape routes, emergency contact numbers).
      iii. Unsafe conditions, equipment and practices should be reported immediately to supervisors/reporting officers for remedial actions.
      iv. Staff/students are responsible for observing good housekeeping practices, and shall not misuse any appliance or equipment, or act in any way that endangers self or others, or cause damage to property and/or the environment.
      v. No unauthorised use of any facility and/or equipment.
      vi. No unauthorised attempt shall be made to repair any faulty device or equipment. All malfunctions are to be reported to the supervisor.
      vii. All precautions and warning signs displayed at the workplace/facility are to be observed.
viii. Seek help when not feeling well, and report all injuries to supervisors.
ix. Report all incidents and near misses to supervisors.

e. General duties of Supervisors/Reporting Officers
i. To ensure the occupational health and safety of persons under their supervision (staff, students, contractors and vendors).
ii. To ensure that proper risk management is carried out and that practical measures are in place to control the risks.
iii. To ensure proper maintenance of equipment and facilities.
iv. To conduct safety briefing to all concerned parties before work/activity, where necessary.

6.2.2 The in-house safety rules and regulations shall be effectively communicated and made readily available to all personnel including the contractors in the Institute.

6.2.3 Regular compliance checks shall be carried out by the department’s safety representative/officer*. In addition, the institute’s Safety Officer shall conduct random audit on departments at least once a year.

6.2.4 Staff who have breached the rules and regulations shall be counselled and briefed by the department safety representative/officer. Disciplinary actions may be meted out for major non-compliance that can potentially lead to serious injuries, loss of life and/or property damage in the Institute.

6.2.5 The safety rules and regulations should be reviewed periodically and revised when necessary.

(*Enforcement shall be carried out by supervisors/reporting officers; the safety rep/personnel should not assume the role of enforcer.)

6.3 Resources and References

NIE complies with NTU’s in-house safety rules and regulations which are established, issued and updated by the OHS, NTU, and available on-line through the NTU intranet and the OHS webpage.

Academic groups/departments should adopt the OHS/NTU Standard Operating Procedures, Guidelines and other rules and regulations where applicable:

a) Standard Operating Procedures (http://www.ntu.edu.sg/ohs/SOPs/Pages/default.aspx)
b) Guidelines (http://www.ntu.edu.sg/ohs/Guidelines/Pages/default.aspx)
c) Safety for Everyone (http://www.ntu.edu.sg/ohs/safetyforeveryone/Pages/default.aspx)
d) Workplace Safety (http://www.ntu.edu.sg/ohs/workplacesafety/Pages/default.aspx)
e) Useful Information (http://www.ntu.edu.sg/ohs/useful_info/Pages/default.aspx)
Chapter 7  Safety Promotion

7.1 Objective
To develop and maintain safety and health interest and awareness amongst the employees and student teachers and to instill a positive attitude and behaviour towards safety and health amongst all personnel at NIE, and to help create a caring safety culture in NIE.

7.1.1 Scope:
   a) Institute level
   b) Department/Office level

7.2 Contents
7.2.1 The Institute and its departments/offices shall develop and establish promotional programmes that clearly demonstrate the strong commitment and devotion towards providing and maintaining a safe and healthy work environment.

7.2.2 The promotional activities should be organised at regular intervals and should include the following:
   a) Display of the institute's safety policy at various strategic locations on campus,
   b) Display of on-campus accident/incident statistics,
   c) Display of safety posters, signs, safety bulletins, newspaper cuttings or other types of safety related materials aimed at raising awareness or to emphasize a particular safety matter,
   d) Conduct safety talks, lectures and screenings of safety related videos,
   e) Issuance of safety handbooks, brochures or guides to all staff,
   f) Conduct emergency response drills,
   g) Organise special-in-house safety campaigns,
   h) Formation of safety improvement teams,
   i) Setting up safety bulletin/notice boards in each department for effective dissemination of safety information.

7.2.3 All staff and vendors/contractors should be encouraged to participate in all the promotional activities organised and making suggestions in improving the safety and health at work.

7.2.4 An incentive scheme should be set up to recognise and acknowledge good safety performance or recommendations by an individual or a group. The NIE senior management should formally present such rewards and commendations.
8.1 Objective

To establish a system or procedures to evaluate, select and control contractors to ensure that they are aware of and meet safety obligations for their proposed contract works at the Institute before any work is being awarded.

8.1.1 Scope:
  a) Institute level
  b) Department/Office level

8.2 Person-in-Charge (PIC)

PIC is defined in the SOP on Contractor Management (NTU/OHS/SOP/13.0) as the person representing the institute who engages or liaises with the contractor to perform work under a contract for service or gives instruction to carry out work. PIC shall be responsible for ensuring that contractors and their standard of work are in full compliance to the safety requirements of the institute (ref: NTU Contractor Safety Handbook).

8.3 Contents

8.3.1 The Institute shall adopt the SOP on Contractor Management (NTU/OHS/SOP/13.0) for the assessment and evaluation of contractors to ensure that only competent and qualified contractors are selected and permitted to carry out contracted works in the Institute.

8.3.2 The selection criteria shall consist of safety performance indicators such as safety management system, safety training records and competency in handling the job and safe working procedures.

8.3.3 The selection system shall incorporate a pre-approval of contractors’ procedures for major or specialised work in the Institute. New contractors who are not in the approved list will have to be subjected to an evaluation and selection process. Contractors who do not meet the selection criteria shall be posted in the disqualified list.

8.3.4 All written contracts shall clearly spell out the safety, health and environmental responsibilities and obligations that the contractors have to comply with.

8.3.5 Prior to commencing work in the Institute, safety induction shall be conducted for contractors who are entering the Institute for the first time. This induction shall cover basic safety requirement of the Institute including emergency response, permit to work, safety briefing of workers, use of approved/certified equipment and machines, and other dos and don’ts, etc.

8.3.6 An effective communication chain shall be established to update all contractors of any change that is made to existing safety and health management system.

8.3.7 A system shall be established to monitor and assess the contractor’s safety performance throughout the progress of the work. All non-conformances to safety shall be recorded and used as a criterion for future selection.
8.4 Resources and References

SOP on Contractor Management (NTU/OHS/SOP/13.0)
NTU Contractor Safety Handbook (Shared Documents > OHS Documents)
Chapter 9  Safety Inspection

9.1 Objective

To establish an effective programme to carry out periodic inspection to spot-check and correct unsafe work practices and conditions.

9.1.1 Scope:
   a) Institute level
   b) Department/Office level

9.2 Contents

9.3.1 The institute shall adopt inspection practices and protocols established by the OHS/NTU (i.e. Workplace Safety Inspection Checklist).

9.3.2 Safety inspections (recommended by OHS/NTU to be fortnightly) at all levels of the institute shall be conducted by appointed safety personnel (department/office safety reps and/or safety officers; safety committee members).

9.3.3 Checklist of inspection items to be included:

   9.3.3.1 Hazards that can lead to slips (Floor wet or dirty), trips (housekeeping, uneven, loose or wrinkled carpet, rugs, obstruction or protruding objects, boxes, cables in walkways) and falls (dimly lit stairs, etc).

   9.3.3.2 Falls from height (use of ladders or step stools instead of chairs to reach high shelves).

   9.3.3.3 Strikes by falling objects (over stacked or overloaded shelves).

   9.3.3.4 Strikes against object (bump into doors or glass panels, open drawers, cabinet doors etc).

   9.3.3.5 Manual handling (lifting bulky objects).

   9.3.3.6 Electrical hazards (overloading electrical points, worn out insulation etc).

   9.3.3.7 Fire hazards (electrical equipment: faulty, overloading or overheating, poor housekeeping: blockage of fire emergency equipment like fire extinguisher, hose reel and sprinkler, blockage of fire escape route and fire exits, poor storage of flammable material, etc).

9.2.1 The inspection programme shall include safety observation and safety sampling of the unsafe behaviours at work. This is for the purpose of inculcating positive safety attitudes and behaviours amongst the workforce.

9.2.2 The inspection programme shall encourage staff and students' participation in their daily routine checking of their work areas and workstations.

9.2.3 Routine inspections, surprise spot-checks, housekeeping inspections and other relevant inspections should be carried out.
9.2.4 The findings of inspection shall be recorded and appropriate recommendations shall be put up to respective department heads for the necessary remedial measures. The inspection findings, recommendations and their follow-up actions taken shall be properly documented.

9.2.5 Where applicable, checklists shall be generated to assist the inspection team in identifying and classifying potential hazards.

9.2.6 The checklists and the inspection-report-action procedure shall be reviewed to ensure their relevance.

9.4 Resources and References

9.4.1 To facilitate routine safety inspections and to ensure a high level of workplace safety, NIE shall adopt and use the Workplace Safety Inspection Checklist that is established, issued and updated by the OHS, NTU, and available on-line through the NTU intranet and the OHS webpage – http://www.ntu.edu.sg/ohs/Pages/default.aspx

9.4.1.1 Where necessary, departments shall generate additional checklists to facilitate a more thorough and localized safety inspection.
Chapter 10  Maintenance Regime

10.1  Objective

To establish an effective and practical maintenance regime for all statutory equipment, machineries, equipment and tools used predominantly in the workplace (e.g. labs & workshops) so as to prevent occurrence of accidents because of the failure of such equipment and machinery.

10.1.1  Scope: Department/Office level

Common facilities under building infrastructure, such as lifts, lighting and air-conditioning are not covered.

10.2  Contents

10.2.1  The workplace shall implement a maintenance programme which shall include the following:-

a)  A master checklist of all hand tools, plant, machineries and equipment;

b)  An inspection and maintenance schedule. Responsibilities of the members of the department/office safety com/inspection teams should be listed and relevant follow up inspection should be established.

c)  Checklists could be developed for the various inspection teams to carry out their inspections. Specific items could be listed for the inspection teams to take note when carrying out their inspections.

d)  Inspection reports should be forwarded to the relevant supervisors and managers for immediate corrective actions.

10.2.2  The management (or assigned personnel) of the workplace should evaluate the operational compliance and adequacy of such checklists at least once a year.

10.2.3  All servicing and maintenance works must be carried out by persons authorised and qualified to do the works.

10.3  Resources & References

NIE shall comply with the SOP on Maintenance of Equipment (Ref: NTU/OHS/SOP/15.0), as well as other relevant resources which are established, issued and updated by the OHS, NTU, and available on-line through the NTU intranet and the OHS webpage - http://www.ntu.edu.sg/ohs/Pages/default.aspx
Chapter 11  Risk Management

11.1 Objective

To establish systematic procedures for identification, evaluation and control of hazards in the workplace to mitigate unacceptable risks.

11.1.1 Scope:
   a) Institute level
   b) Department/Office level

11.2 Hazard Identification and Analysis

11.2.1 The workplace shall conduct hazard analysis for the following:
   a) Routine and non-routine work activities, including those carried out by contractors and their employees;
   b) Facilities and equipment.

11.2.2 The evaluation process shall include:
   a) Consideration of probable hazardous incident/s (including the worst case scenario), and the impacts on the workplace, its activities as well as the staff.
   b) The activities or work processes should be broken up into steps where specific hazards can be identified.
   c) Development of counter measures to eliminate these hazards should be included.
   d) The implementation of the measures recommended shall be tested, where possible.
   e) Documentation of the above process should be carried out and incorporated into ‘Safe Work Practices’.

11.2.3 Hazard analysis shall be reviewed whenever there are changes(s) in conditions or any modification of equipment or processes or any introduction of new materials. The ‘Safe Work Practices’ developed from the previous hazard must also be reviewed and revised accordingly.

11.3 Risk Assessment

Once hazards are identified, risk evaluation shall be carried out to ascertain the risk levels and the appropriate risk control measures and actions needed, including communication strategies, to mitigate the risks.

11.4 Resources & References

Risk assessment and management shall be conducted in accordance with the SOP on Risk Management (Ref: NTU/OHS/SOP/4.1), which is established, issued and updated by the OHS, NTU, and available on-line through the NTU intranet and the OHS webpage - [http://www.ntu.edu.sg/ohs/Pages/default.aspx](http://www.ntu.edu.sg/ohs/Pages/default.aspx)
12.1 **Objective**
To establish a system for the identification and management of all hazardous substances through the establishment of well-defined procedures for the receipt, issuance, storage, handling and use of hazardous substances in the workplace.

12.1.1 **Scope: Department/Office level**

12.2 **Contents**

12.2.1 To develop a written hazard communication programme or procedure which should include the following:

a) A register or list of hazardous substances in use in the workplace is to be maintained. The register should include the inventory and location of use of the hazardous substances. An appropriate Material Safety Data Sheet (MSDS) is made available for each hazardous substance. A documented system should be established for obtaining new and revised MSDS.

b) Appropriate procedures should be developed for the receipt, storage issue, distribution, transportation, handling and use of the hazardous substances. Procedures should also identify incompatible materials and potentially hazardous combinations and conditions that require special preventive or protective measures. High-risk processes should be identified and special procedures developed.

c) Procedures should be established for the use of personal protective equipment for handling, and use of hazardous substances,

d) A technically competent person shall be appointed to administer the control, procurement and storage of the hazardous substances.

e) All containers used for storing the hazardous substances must be labelled, tagged or marked with the following information:
   i. Identification of the hazardous chemical(s).
   ii. Name used on MSDS and in chemical list.
   iii. Hazard warning and control.

12.2.2 Provide designated storage area for hazardous substances. Small quantities of chemical shall be stored in chemical storage cabinets and segregated by distance and/or physical barriers from other incompatible substances. Drummed or bulk chemicals (including fuels and oils) should be stored in an area that provides secondary containment. Chemical storage areas should be inspected on a routine basis to ensure integrity of chemical containers and secondary containment systems.

12.2.3 Hazard communication training should be organised for all employees who may be exposed to the hazardous substances. Special training should be conducted for persons performing non-routine tasks involving hazardous chemicals. The training should review the hazards of the chemicals, special work procedures, handling rules and precautions, personal protective equipment and spill prevention and containment procedures. Training records should be properly maintained.

12.2.4 Establish procedures for the prevention of spills of the different types of chemicals used in the workplace. Such procedures should address both small and large spills and their disposal in accordance with statutory requirements.
12.3 Resources & References

12.3.1 Departments in NIE that work with any hazardous substances shall comply fully with all recommendations and safe practices as stipulated in the *University Hazardous Materials Safety Directive* (Ref: NTU/OHS/DIR/2.1), which is established, issued and updated by the OHS, NTU.

12.3.2 In addition, the NIE departments that work with hazardous substances shall adhere to the full complement of NTU SOP and guidelines pertaining to the safe importation, transportation, storage, manipulation, use and disposal of any hazardous materials. The SOP and guidelines are established, issued and updated by the OHS, NTU, and are available on-line through the NTU intranet and the OHS webpage - http://www.ntu.edu.sg/ohs/Pages/default.aspx

12.3.3 Where necessary, NIE departments working with hazardous substances shall generate additional procedures and guidelines according to available national and international standards and practices, including communication strategies, to facilitate the safe use and management of hazardous substances.
Chapter 13  Occupational Health Programme

13.1 Objective

To protect all personnel from occupational diseases and illness through the identification, evaluation and control of health hazards present in the workplace.

13.1.1 Scope: Department/Office level

13.2 Contents

13.2.1 The workplace should identify the potential occupational health hazards related to the work activities, processes and chemical used or produced in the processes.

13.2.2 The Material Safety Data Sheet (MSDS) should be made available for chemicals used. The precautionary measures and safe work procedures for the safe use, handling, transport, storage and disposal for the related chemicals should also be made available.

13.2.3 The workplace should develop relevant occupational health programmes, which shall include noise conservation, respiratory protection, and industrial hygiene programmes. These programmes should be made known to all personnel in the workplace.

13.2.4 The responsibilities of all individuals ranging from staff to management, pertaining to the implementation of the health programme shall be clearly defined.

13.2.5 Where applicable, the following methods of control should be used:-
   a) Elimination or substitution.
   b) Engineering controls, including modification of work process or equipment.
   c) Administrative controls.
   d) Use of personnel protective equipment supplemented by appropriate medical examination, training and education.

13.2.6 A system shall be established where responsible personnel (safety reps/safety officers) are to continuously monitor the effectiveness of the control measures taken (including the improvement of the work environment as well as the well-being of the affected staff). Where necessary, the occupational health programme shall be reviewed periodically.

13.3 Resources & References

Departments and/or offices are referred to NTU recommendations, guidelines and initiatives pertaining to occupational health, which are established, issued and updated by the OHS, NTU, and available on-line through the NTU intranet and the OHS webpage - http://www.ntu.edu.sg/ohs/Pages/default.aspx
Chapter 14  Emergency Preparedness

14.1  Objective

To establish a written response plan to mitigate consequences arising from potential emergency situations and to familiarise staff and students with the response procedures in the event of an emergency.

14.1.1  Scope:
   a) Institute level
   b) Department/Office level

14.2  Contents

14.2.1  The Institute has established an emergency response plan (ref: NIE Crisis Response Plan) to:
   a) Identify emergency situations and assess their impact;
   b) Implement the emergency response plan at each level of the organisation, with clear scope, roles and responsibilities; and
   c) Maintain an up-to-date emergency response plan.

14.2.2  The emergency response plan covers at least, but is not limited to, the following areas:-
   a) Fire and explosion;
   b) Toxic gas leakage;
   c) Chemical spill; and
   d) Failure and collapse of structure.

14.2.3  The emergency response plan includes:
   a) Establishing an Emergency Team and its responsibilities.
   b) Appointment of a competent Emergency Scene Controller who shall direct the execution of emergency procedures in accordance with the situation.
   c) Procedures for notification and raising of alarms.
   d) Procedures for evacuation and rescue.
   e) Procedures and means of rescue and first aid.
   f) Means of communication with the relevant government response agencies such as SCDF, PUB and Police.

14.2.4  The emergency response plans are documented and effectively communicated to all staff and students in the Institute.

14.2.5  An emergency response drill is conducted at least once every 12 months with the participation of all personnel in the Institute. An evaluation of the drill performance shall be carried out, and the necessary improvement made to the plan.

14.2.6  The Institute has established training programmes of drills and exercises for individuals and integrated emergency response teams on their roles and responsibilities, as defined in the plan. The programme also assesses the
preparedness of the team for prompt and effective response to an emergency situation.

14.3 Resources and References

- NIE Crisis Response Plan
  - Staff Portal → NIE Info → NIE Crisis Management → NIE Crisis Response Plan

- NIE First-Aider and Fire Emergency Plan
  - Staff Portal → NIE Info → NIE Crisis Management → NIE First-Aider and Fire Emergency Plan
15.1 Objective

To establish an effective system to document and record the establishment and maintenance of the chapters in the Safety Management System. This is to facilitate easy and effective retrieval of relevant documents and to enhance the effectiveness of the system reviewing process.

15.1.1 Scope:
   a) Institute level
   b) Department/Office level

15.2 Contents

15.2.1 All relevant documents shall be maintained and updated, with controlled reference-numbers.

15.2.2 A master list shall be generated, which includes checklists, controlled documents register and distribution list.

15.2.3 Documents should be easily available for staff who require them.

15.2.4 Obsolete, invalid and cancelled documents should be promptly removed.

15.2.5 All revisions of documents should be properly recorded and authorised by management prior to distribution. The following document control should be followed:-

   a) An Identifier (controlled reference-number).
   b) Descriptive title.
   c) Date of issue or review.
   d) Version number.
   e) Issuing authority.

15.2.6 Review of Safety Management System Guidelines

The purpose of the review is to evaluate the relevance of the existing Safety Management System Guidelines and its chapters to the institute/department/office.

   a) The management shall conduct internal safety audits to verify whether the safety and health activities and programmes comply with the Safety Management System Guidelines.
   b) Staff conducting the audit should be competent and independent of the areas being audited (e.g. members of the WSRMC, inter-department safety reps and/or safety officers).
   c) An external independent Safety Auditor shall audit the Safety Management System Guidelines annually.
   d) The results of the safety audit and review should be distributed to all staff responsible in the area involved.
   e) The management should ensure that all appropriate corrective actions are taken immediately.
Chapter 16  Liabilities & Penalties for Poor Safety Management

The WSH Act is a performance-based regime that assigns legal responsibility (ownership and accountability) to those who create and have control and management of safety and health risk. It imposes a general duty on all stakeholders along lines of control at the workplace to take reasonably practicable measures to protect their staff at work. Higher penalties have been imposed to reflect the cost of poor safety management and to deter unreasonable risk-taking behaviours.

16.1 Enhanced General Penalties under the WSH Act
The act allows the courts to impose fines based on all relevant circumstances, including the culpability of the offender, the potential harm that could be caused and the actual harm caused. In comparison, the previous Factories Act imposed penalties based on harm done, and is inadequate where serious safety lapses are concerned.

16.1.1 General Penalties (for offences where no penalty is prescribed under the Act)

<table>
<thead>
<tr>
<th>Category of Offender</th>
<th>Maximum Fine</th>
<th>Maximum Imprisonment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>$200,000</td>
<td>24 months</td>
</tr>
<tr>
<td>Corporations</td>
<td>$500,000</td>
<td>-</td>
</tr>
<tr>
<td>Repeat offenders involving fatalities</td>
<td>$400,000 (individuals)</td>
<td>24 months (individuals)</td>
</tr>
<tr>
<td></td>
<td>$ 1 million (corporations)</td>
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</tbody>
</table>

16.2 Penalty for the failure to conduct risk assessment and to implement measures to eliminate or control risks:

- 1st offence – maximum fine of $10,000
- 2nd offence – maximum fine of $20,000, or jail term not exceeding 6 months, or both.

16.3 Penalty for the failure to notify or report workplace incidents (accidents & dangerous occurrences):

- 1st offence – maximum fine of $5,000
- 2nd offence – maximum fine of $10,000, or jail term not exceeding 6 months, or both.

16.3.1 Under the WSH Act, accidents and incidents that require reporting are as follows:

- Any unintended event that causes bodily injury to a person.
- The injured is granted > 3 days of medical leave.
- The injured is admitted to hospital for 24 hours.
- Any fatality.
- Dangerous occurrences (near misses where no bodily harm resulted).

16.4 Resources & References

MOM Workplace Safety & Health

WSH Regulatory Framework - Liabilities & Penalties