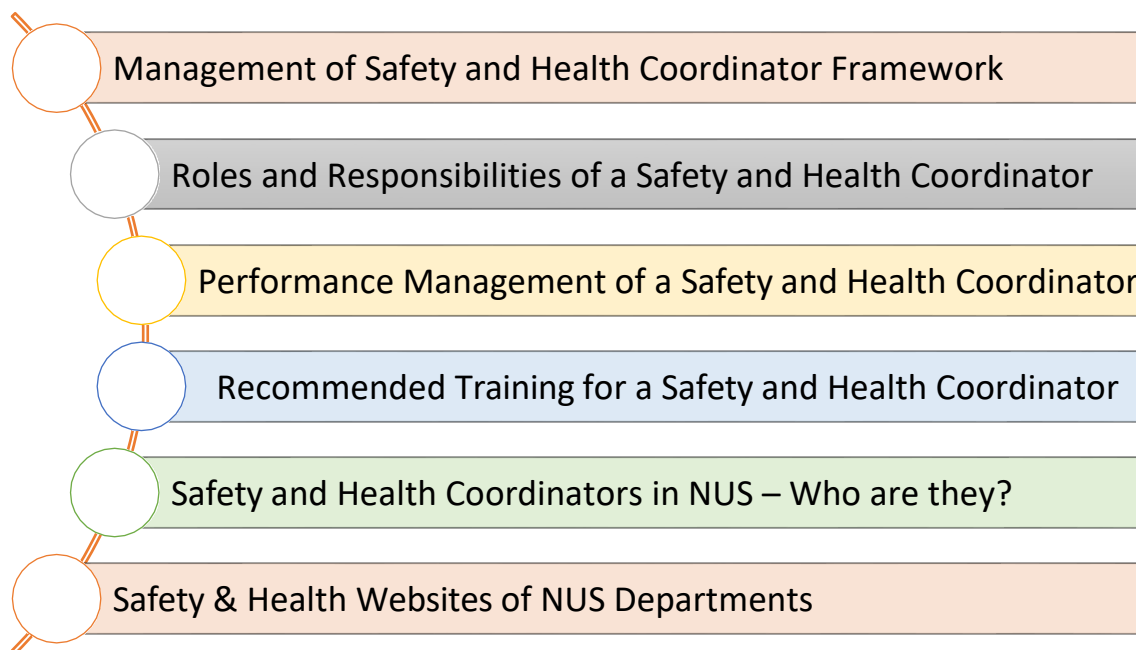


NUS Safety and Health Coordinator Resource Toolkit

Congratulations on your appointment as a Safety and Health Coordinator! A Safety and Health Coordinator has a rewarding role in helping to shape the Safety and Health culture within the department. Through you, NUS can develop and implement better safety and health communications, programmes and services that will benefit the community.

To facilitate your appointment as a Safety and Health Coordinator, the following toolkit has been prepared for you. Included in this toolkit are:



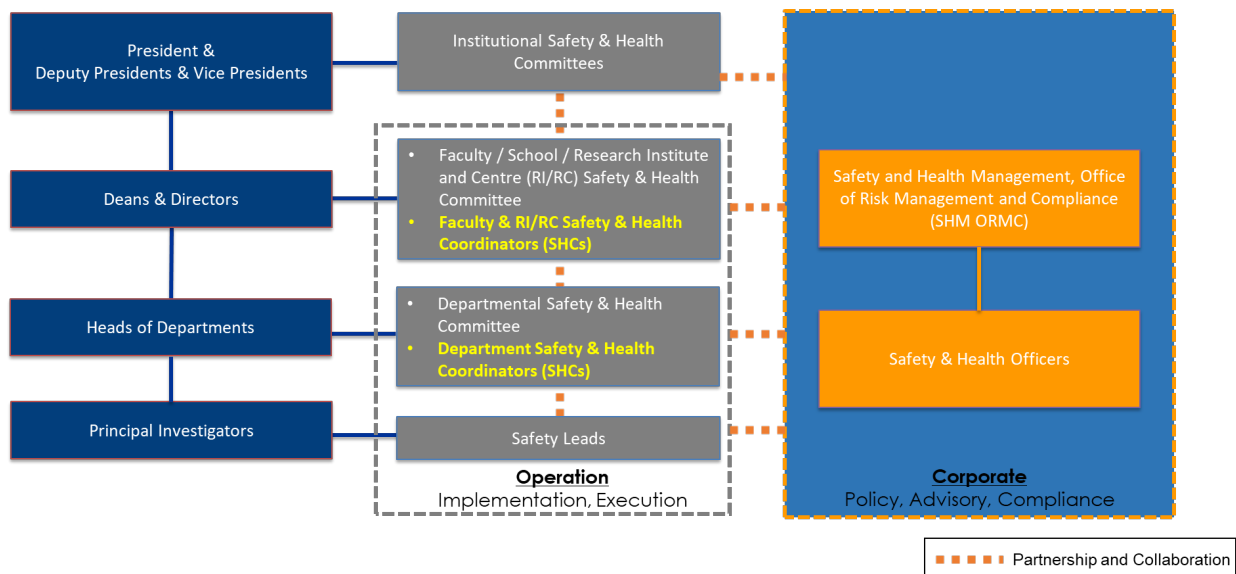
For more information on other safety and health related issues, please refer to the [staff portal](#).

Management of Safety and Health Coordinators Framework

The [University Safety and Health Policy](#) demonstrates NUS's commitment to ensuring a high standard of safety and health and to the prevention of injury and ill health for its staff, students, contractors and visitors. This is accomplished through the implementation of policy statements relating to:

1. Safety and Health Culture
2. Legal Compliance
3. Implementation of Safety and Health Management Systems
4. Regular Monitoring and Review

NUS Safety and Health Coordinators (SHCs) are pivotal in driving safety and health programmes and systems in their respective departments and research institutes and centres, which ultimately contributes to a positive safety and health culture within the University as demonstrated in the NUS Safety and Health Framework below.



Roles and Responsibilities of a Safety and Health Coordinator

[University Safety & Health Policy](#)

A Safety and Health Coordinator has an important role in ensuring that activities performed in the workplace are safely conducted.

The Safety and Health Coordinators are appointed by the Departments to provide assistance and support to supervisors and managers in their respective units for the development, implementation and monitoring of their unit's S&H systems and programmes. Their responsibilities include:

Serving as the first point of contact for Department's staff and students on all S&H matters;

Liaising with ORMC on all S&H matters pertaining to the department;

Providing guidance, advice and technical assistance to HoD and Department Safety and Health Committee on all S&H matters.

Facilitating the implementation of S&H management system and adoption of S&H best practices in the DRICs

Performance Management for Safety and Health Coordinators

For Safety and Health Coordinators (SHCs) of Faculties, Schools, Research Institutes and Centres (FSRs) to fulfil their roles adequately, reporting officers of SHCs must ensure that the duties and performance outcomes of the SHCs are listed in their annual performance plans. The following table provides examples of some suggested Goals and Key Performance Indicators (KPIs).

Do note that the suggested KPIs and deliverables for SHCs are meant to be a guide and the list is not exhaustive. SHCs must ensure that they consult their supervisors when identifying performance outcomes.

Roles and Responsibilities of SHCs	Suggested Goals	Suggested KPIs
1. Serving as the first point of contact for the DRIC's staff and students on all S&H matters	Fulfil the roles of the appointed safety and health coordinator for the Department/research institute as detailed in the NUS safety and health policy	1. Be able to provide solutions/response to enquiries from staff and students on S&H matters in a timely manner – to respond to all enquires by XXX.
2. Liaising with ORMC on all S&H matters pertaining to the DRIC		2. Proactively identify improvements to raise safety standards/performance in the department – to reduce incident rate by XXX or improve safety awareness by XXX in 2017
3. Providing guidance, advice and technical assistance to HoD/Director and DRIC Safety and Health Committee on all S&H matters		3. To be the secretariat for the department safety and health committee and facilitate XXX meetings in 2017

		4. Champion safety improvement projects/initiatives in the departments – to establish Department SHMS by XXX
4. Facilitating the implementation of S&H management system and adoption of S&H best practices in the DRICs	Please see table below.	

Facilitating the implementation of S&H management system and adoption of S&H best practices in the DRICs			
No	SHMS Element	Suggested KPIs	Suggested Deliverables (Measurable)
1	Establishing a S&H management system	Assist Safety Chair and Safety Committee to establish and maintain SHMS for DRIC	Contact point for all S&H matters
		Facilitate implementation of elements of SHMS	See individual elements for details
		Facilitate PI certification	See individual elements for details
2	OH&S Policy	Provide input during development and review of S&H policies, standards and programmes within the DRIC	Number of policies, standards, programmes developed or reviewed per year
3	Risk Assessments	Coordinate and review department risk assessments as team member or team lead.	Number of risk assessments reviewed or created
4	Legal and Other Requirement	Update, document and maintain RIRC/Department legal requirements register, including tracking and renewal of any licences held by department	Timely renewal and update of all licences
		Identify and ensure compliance to relevant NUS requirements	Quarterly review and update
5	Objectives and Programmes	Track S&H objectives and targets set for the DRIC for management review	Quarterly review and update
		Plan and facilitate department safety events / outreach programmes (e.g. safety day, training, lunch-time talks etc)	Number of safety related events and /or outreach programmes implemented per year
6	Resources, roles, responsibilities, accountability and authority	Advise Safety Chair on resources required to maintain SHMS for DRIC	Annual review and update
		Update and review roles and responsibilities register	Quarterly review and update

7	Training	Conduct S&H training / induction for staff and students	Number of trainings conducted per year
		Attend ORMC trainings, talks and sharing sessions to keep updated on S&H matters	Number of ORMC sessions attended per year
8	Communication and Consultation	Manage and review content on department safety and health website	Quarterly review and update
		Research and share SHE topics/news/readings related to the department to staff and students	Number of sharing (emails, presentations, etc) per year
		Respond to queries on S&H matters from staff and students, consulting ORMC when necessary.	Progress of items/issues in queries
9	Documentation	Coordinate and review department safety and health documentation and work processes (based on legal updates or process changes)	As required / number of changes and updates per year
10	Operational Controls	Facilitate implementation of operational control measures	As necessary
		Share best practices for other departments to adopt	As requested
11	Emergency Preparedness and Response	Coordinate emergency response drills for the department (e.g. chemical/biological/radiation loss of containment etc)	Number of drills conducted per year
12	Accidents/Incidents/Non - Conformances; Corrective and Preventative Action	Assist in incident and accident reporting and investigation within the department	As assigned / Number of investigations per year
		Provide e-alerts with learning points from incidents / accidents within the department	As and when appropriate / Number of alerts per year
13	Audit	Conduct lab inspections and audits	Number of inspections / audits per quarter
		Track and ensure closure of Cat A and B items within 1 month, AFIs before the next department audit	Timely closure of findings
		Coordinate and facilitate department internal and ORMC audit	Completion of internal audits
		Coordinate PI / department audits with ORMC S&H audit coordinator	Number of PIs assisted per year / as requested by ORMC
		Provide advice to PIs scheduled for certification / recertification	Number of PIs assisted per year
14	Management Review	Update and report to Safety Officer on safety issues and concerns (e.g. new labs, licences, medical surveillance, IAQ monitoring required etc)	Monthly review and update / as necessary
		Review department SHMS and make recommendations for continual improvement	Annual review
		Take / review minutes of Safety Committee meeting and ensure necessary follow-up is completed before next meeting.	Minutes taken and reporting of closure of any follow-up items
		Coordinate department safety & health committee meetings	Number of meetings per year

		Assist to track safety KPIs for Deans/Head of Departments/Directors	Timely submission of quarterly KPIs. Quarterly report and update to Dean/HoD/Director on status of programmes
		Disseminate information (circulars, newsletters, updates, etc) from ORMC and/or provide suitable recommendations for the department based on the information	As and when received from ORMC

Frequently Asked Questions (FAQs)

1. Is there a separate portal or form for the inclusion of the Goals and KPIs in the work plan for SHCs?

No.

Input of the SHC functions and KPIs is to be done in the respective existing performance management platforms (CHRS) for Academic, Executive & Professional and Non-Academic staff.

2. Do the SHCs need to include all the KPIs and deliverables as recommended in the Safety and Health Coordinator Resource Toolkit?

No.

The KPIs and deliverables provided in the Safety and Health Coordinator Resource Toolkit are only suggestions and may not be exhaustive. SHCs should discuss with their Reporting Manager to determine the actual functions undertaken and the deliverables to be met.

3. When must the inclusion of SHC functions in the work plan be done?

SHC functions should be included in the work plan every year. Deadlines for work plan submission will be as stipulated by the Office of Human Resources.

4. Is it mandatory for the SHOs to be present during the performance review process?

Reporting Managers are encouraged to obtain feedback on the SHCs' performance from ORMC. The means of obtaining feedback, whether informal or formal, will be determined by the Reporting Managers.

5. What if I am an SHC who is not under the NUS performance management system (e.g. NUHS, Duke-NUS, YaleNUS Staff)?

SHCs are encouraged to discuss with their Reporting Manager to decide how the SHC function will be put into their work plans.

References

1. [University Safety and Health Policy](#)
2. [OSHE Circular: Enhancements of NUS Safety & Health \(S&H\) Policy](#)

Relevant Training for a Safety and Health Coordinator

A list of relevant training to better equip Safety and Health Coordinators with skills and knowledge that can enable them to perform their roles and responsibilities effectively has been identified.

Safety and Health Coordinators shall consult their supervisors in identifying the relevant safety trainings based on the scope of work assigned to them. SHCs can also identify areas of improvement by completing the task-based Personnel Development Checklist with the help of their Safety and Health Officers (SHOs). You may refer to a copy of this checklist [here](#).

Hazards and knowledge based trainings

	General	Soft Skills	Discipline-Specific						System related
			Biological	Chemical	Radiation	Ergonomics	Fire Safety	Others	Developing SHMS
Structured Safety Training System (SSTS)	OSHGEN01 Laboratory Safety Induction training		OSHBIO07 Biosafety for BSL-1 Laboratories	OSHCHM01 Chemical Safety	OSHRAD03 Safe Handling of Radioactive Materials	OSHERG001 NUS Office Ergonomics Training	OSHFS01 Fire Safety	OSHGEN06 Risk Management for Laboratories OSHGEN07 Risk Management for General Workplaces	OSHSMS01 Safety & Health Management System (SHMS) - Tools & Techniques for Development, Implementation and Maintenance of SHMS
			OSHBIO08 Biosafety for BSL-2 Laboratories	OSHCHM02 Safe Use & Handling of Hydrofluoric Acid	OSHRAD04 Safe Handling of X-ray Machines	OSHERG002 NUS Laboratory Ergonomics Training		OSHGEN04 Respiratory Protection Programme Training for <i>first-time users</i> OSHGEN05 Respiratory Protection Programme Training for <i>returning users</i> (refresher) (For SHCs who are respirator mask fitted and appointed spill responders)	

			OSHBIO03 Safe Handling of Human Tissue and Fluids	OSHCHM03 Safe Use & Handling of Pyrophoric Chemicals	OSHRAD02 Laser Safety Training				
			OSHBIO04 Biosafety Legislations & Guidelines	OSHCHM04 Semi-Quantitative Risk Assessment	OSHRAD05 Basic MRI Safety Training				
			OSHBIO05 Biological Spills and Emergency Response	OSHCHM05 Chemical Spill Response	OSHRAD06 MRI Safety Training for Operators				
<u>ORMC Classroom Trainings</u>							Fire Safety Education Course		
			Biological Spills and Emergency Response (Hands-On)	Chemical Spill Response (Hands-On)			Fire Warden Training Course		
Other Classroom trainings							Fire Safety Education Course		
							Fire Safety Coordinator Course		
							Fire Safety refresher Course		

Soft skills based and Professional trainings

	General	Soft Skills	Discipline-specific						System-related
			Biological	Chemical	Radiation	Ergonomics	Fire Safety	Others	Developing SHMS
In-House Training (CHRS) These are suggested trainings only. Please assess CHRS (NUS Staff Portal) to register for the courses and to search for more.		Facilitate Effective Team Communication and Engagement at the Workplace							
		Giving and Receiving Feedback							
		Writing Customer Service Emails							
		Designing Presentation Slides							
		Think Like a Lawyer to Make Decisions and Solve Problems							
		Communicating with Emotional Intelligence							
		Improving Your Conflict Competence							
		Habits for Becoming Your Most Effective Self							
		Secrets of Effective Prioritization							
External Training			MOH Certified Biosafety Coordinator Course For those holding appointment as biosafety coordinator	Management of Hazardous Substances For those holding hazardous material license	NEA Basic Ionising Radiation Safety (General) NEA Basic Laser Radiation Safety				

WSQ Certificate in Workplace Safety and Health									
WSQ Advanced Certificate in Workplace Safety and Health									
WSQ Advanced Diploma in workplace Safety and Health									
WSQ Graduate Certificate in Workplace Safety and Health									
MSc SHE (Safety, Health and Environmental Technology)									

For more information on how to register for the training listed above, please refer to the following documents:

- [Instructions to complete the safety training through LumiNUS](#)
- [OHR guidelines on training sponsorship for external courses](#)
- [ORMC structured safety training system \(SSTS\)](#)

Framework for Competency Assessment for SHCs

Since Feb 2018, ORMC has implemented a 'Framework for Competency Assessment' for SHC. The framework is divided into 3 levels to help SHCs be more confident that they have acquired the necessary technical skills and be able to confidently fulfil their key roles as a SHC, which includes the ability to train Safety and Health Leads.

Element of competency	Performance criteria
Level 1	
Understand the basic concept of course subjects	Complete and pass relevant LumiNUS training on: Risk Management: 1. Risk Management (Laboratories) (OSHGEN06) 2. Risk Management (General Workplaces) training (OSHGEN07) Spill Response: 1. Chemical Spill Response (OSHCHM05) 2. Biological Spills and Emergency Response (OSHBIO05)
Level 2	
Understand the basic concept and ability to apply and implement at SHC workplace	1. Attend ORMC hands-on classroom training 2. Pass classroom assessment
Level 3	
Ability to consult and/or train staff and students in departments	1. Conduct at least 2 trainings at department-level 2. At least 1 training observed by an SHO 3. At least 1 training with trainer competency score of 5/7 (obtained from trainer feedback forms)

Frequently Asked Questions (FAQs)- Training related

- 1. Do I need to re-attend the Level 2 training if I have already attended the 'Risk Management for Laboratories (Hands-On)' and/or 'Risk Management for General Workplaces (Hands-On)' training but have not conducted any training myself?**

If you have completed the hands-on training previously, you will be able to obtain the certificate of completion based on the old criteria as long as it was completed before **31 July 2018**. The old criteria for obtaining the certification of completion for these 2 training courses was to complete at least 2 department-level training and submit the evidence to ORMC thereafter.

- 2. I have obtained the certificate of completion for 'Risk Management for Laboratories (Hands-On)' and/or 'Risk Management for General Workplaces (Hands-On)' in 2017. Do I need to re-attend the Level 2 / complete Level 3 training?**

No, you do not need to re-attend the training or make any submissions. The certificate obtained is still valid.

Safety and Health Coordinators in NUS – Who are they?

For contact information of Safety and Health Coordinators in NUS, please refer [here](#).

If you are a Safety and Health Coordinator and have not been automatically subscribed to the NUS Safety Coordinators Distribution List, please contact ORMC rmcsec@nus.edu.sg.

Safety and Health Websites of NUS Departments

Here is a list of Safety & Health websites of NUS Departments:

[Clinical Imaging Research Centre](#)

[Department of Biochemistry](#)

[Department of Biological Sciences](#)

[Department of Chemistry](#)

[Department of Medicine](#)

[Department of Microbiology and Immunology](#)

[Department of Orthopaedic Surgery](#)

[Department of Pharmacology](#)

[Department of Physics](#)

[Department of Physiology](#)

[Duke-NUS Graduate Medical School](#)

[Life Sciences Institute](#)

[Singapore Synchrotron Light Source](#)

If you have recently updated your website link or your department safety website has not been listed here, please contact ORMC

rmcsec@nus.edu.sg.