

## **Introduction to Lecture Notes – Lecture 2**

These lecture notes have been prepared as a resource to support your study and understanding of key concepts in Occupational Health and Safety (OHS). The content is drawn from a range of expert sources, including professional lecturers, field specialists, and respected authors and academics. The information has been adapted to suit the specific context of this course and the practical application of OHS principles.

While these notes compile various theories, ideas, and best practices from multiple reputable sources, they are intended solely for your educational use within this module and are not for external distribution or publication. As these notes are for internal study purposes, specific references are not included. However, I encourage you to explore the original works of the experts and academics mentioned in the lectures for a deeper understanding of the topics covered.

Please use these notes as a supplementary guide to your learning, with the aim of developing your critical thinking and practical skills in applying OHS knowledge in real-world scenarios.

George S Darmanin MSc. OHSEM CMIOSH - Lecturer

## **LESSON 5 - Management in Organisations: A Focus on Occupational Health and Safety (OHS)**

### **Lecture 2 – Understanding Organisational Context and Management Theories**

#### **Levels of Management in OHS**

Management in an OHS context refers to the process of implementing and overseeing safety protocols, ensuring the well-being of employees, and accomplishing safety

objectives with the help of a team. It involves leading and monitoring the performance of safety initiatives, organising procedures for operations, controlling various aspects of workplace safety, and planning improvements to enhance the overall safety culture. The term "management" can also refer to individuals in leadership positions within the organisation responsible for maintaining and improving OHS standards.

A **manager** in OHS is an individual responsible for enforcing safety regulations and using both human resources and technical means to achieve health and safety goals. Managers operate at different levels within an organisation, from strategic planning at the top levels to daily implementation at lower levels. These levels include:

1. Top-level management
2. Middle-level management
3. Lower-level management

The roles and responsibilities of managers differ based on their position in the hierarchy, with tasks ranging from broad strategic direction at the top to specific operational oversight at the lower levels.

### **Top-Level Management in OHS**

**Top-level management** refers to the senior executives responsible for the overall direction of an organisation's OHS strategy. These individuals have the highest level of authority and are charged with making major decisions concerning workplace health and safety. In large organisations, top-level managers in OHS may include titles such as **Chief Safety Officer (CSO)**, **Director of Health and Safety**, or **Vice President of Compliance**. In smaller organisations, top management may also include the business owner or managing director.

Top-level managers are tasked with setting OHS policies, ensuring compliance with European safety regulations (such as the EU's Framework Directive 89/391/EEC), and creating a safety culture that permeates throughout the organisation. They establish long-term safety objectives, engage in high-level planning for risk management, and make decisions that affect the company's overall approach to health and safety.

Some of the typical duties of top-level management in OHS include:

- **Strategic planning:** Setting long-term safety goals and determining the direction of the organisation's safety programmes.
- **Compliance oversight:** Ensuring the organisation adheres to relevant OHS laws and directives, such as the Control of Major Accident Hazards (COMAH) Regulations in the UK or Seveso III in Europe.

- **External relations:** Handling communications with regulatory bodies, public relations in case of safety incidents, and forming partnerships for safety improvements.

## **Middle-Level Management in OHS**

**Middle-level management** in OHS consists of managers who oversee the implementation of safety policies and ensure that day-to-day operations comply with established safety protocols. These managers bridge the gap between top-level executives and lower-level supervisors, ensuring that the strategic safety plans set by senior management are effectively executed.

Middle managers in OHS are responsible for specific operational areas, such as **Health and Safety Managers, Safety Compliance Officers, or Regional OHS Directors**. They work closely with departments to ensure that safety practices are consistently followed and that resources are allocated appropriately to maintain safe working conditions.

Some common roles and responsibilities for middle-level OHS managers include:

- **Implementation of policies:** Translating the organisation's safety goals into actionable plans within specific departments or sites.
- **Resource allocation:** Ensuring teams have the necessary equipment, training, and support to follow safety protocols.
- **Monitoring and reporting:** Regularly reporting to top-level management on safety performance metrics and any incidents that occur.
- **Training:** Conducting safety training sessions for employees and mentoring lower-level managers in effective safety practices.

Middle-level OHS managers focus on internal processes, ensuring that the workforce operates safely and efficiently. They also identify potential safety issues and report them to top management, suggesting improvements or additional measures when necessary.

## **Lower-Level Management in OHS**

**Lower-level management** in OHS, also referred to as **first-line management**, is responsible for the direct supervision of employees to ensure compliance with safety procedures. These managers oversee the everyday tasks that keep the organisation's operations safe, coordinating and delegating duties to ensure that health and safety standards are met. Lower-level managers are typically entry-level leaders, such as **Safety Supervisors, Department Safety Coordinators, or Team Leaders**.

Lower-level managers are crucial in ensuring that safety practices are adhered to by employees on the ground. They play a vital interpersonal role, frequently

communicating with staff to identify potential hazards, address safety concerns, and provide hands-on guidance and training.

Some of the common duties of lower-level OHS managers include:

- **Supervision:** Monitoring employees to ensure that they follow established safety protocols.
- **Training:** Conducting regular safety briefings and refresher training for staff on the use of equipment, personal protective equipment (PPE), and emergency procedures.
- **Reporting:** Providing middle-level managers with updates on safety performance, incidents, and employee compliance.
- **Hazard identification:** Working closely with employees to identify safety risks and implementing corrective measures.

Lower-level management is often the first point of contact for employees when safety issues arise, making their role critical for immediate hazard control and day-to-day safety management.

### Lesson Summary

Management within the context of OHS refers to the process of ensuring workplace safety, achieving safety objectives, and protecting employee well-being. Managers in OHS are responsible for leading safety initiatives, controlling risk, and organising safe work processes.

The three levels of management—top-level, middle-level, and lower-level—play distinct roles in the organisational safety hierarchy:

- **Top-level management** sets the overall safety strategy, ensures compliance with legal frameworks such as the EU directives, and makes high-level decisions.
- **Middle-level management** implements these strategies, oversees departmental safety, and acts as a liaison between senior leadership and lower-level supervisors.
- **Lower-level management** directly supervises employees, ensuring that safety protocols are followed on a day-to-day basis and addressing any immediate safety concerns.

Together, these management levels ensure that health and safety regulations are followed and that the organisation fosters a safety-first culture in compliance with both internal policies and external regulations.

# LESSON 6 - Functions of Management in Occupational Health and Safety (OHS)

## Lecture 2 – Understanding Organisational Context and Management Theories

### Functions of Management

In the context of Occupational Health and Safety (OHS), management involves directing, controlling, and optimising resources—both human and physical—within an organisation to create a safer work environment. This includes planning safety initiatives, decision-making, motivating and leading teams, and implementing safety protocols to meet OHS objectives effectively. The functions of OHS management are interrelated, and while distinct, they are not linear and require continuous adjustment and feedback.

### Four Functions of OHS Management

The functions of management in OHS are closely aligned with the traditional management functions derived from Henri Fayol's early 20th-century framework (planning, organising, commanding, coordinating, and controlling). In OHS, these functions are:

1. **Planning:** Involves setting safety objectives and planning actions to mitigate risks.
2. **Organising:** Ensures that safety resources, roles, and responsibilities are properly allocated.
3. **Leading:** Involves motivating employees to adhere to safety protocols and promoting a positive safety culture.
4. **Controlling:** Relates to monitoring the effectiveness of safety measures and evaluating compliance with safety regulations.

### Planning in OHS Management

Planning in OHS means having the foresight to predict potential hazards and implementing preventative measures. This includes setting safety goals and outlining clear steps to achieve those goals, which might differ from one organisation to another depending on industry-specific risks. The planning function in OHS typically involves:

- **Strategic Planning:** Focuses on long-term safety objectives, such as creating a sustainable safety culture across the organisation. For example, implementing a multi-year initiative to reduce workplace accidents by 50% or investing in safer equipment.

- **Tactical Planning:** Short-term safety planning, often conducted by middle management. This might include planning quarterly safety audits or training sessions for specific safety concerns, such as manual handling or chemical safety.
- **Operational Planning:** Daily or immediate safety concerns managed by frontline supervisors, such as ensuring that personal protective equipment (PPE) is available and used correctly on a daily basis.

### Elements of Effective Safety Planning

Effective OHS planning involves several key elements:

- **Collecting Information:** Gathering data on workplace hazards, past incidents, and regulatory requirements.
- **Stating Goals and Objectives:** Setting specific safety targets, such as reducing slip and trip incidents by a certain percentage.
- **Strategising:** Determining the best methods to achieve safety goals, such as implementing new risk assessment procedures or introducing health surveillance for certain high-risk employees.
- **Implementation:** Putting the plan into action, such as conducting safety training or purchasing new equipment.
- **Monitoring:** Regularly reviewing safety measures to ensure they are effective and adjusting the plan as necessary.
- **Evaluation:** Analysing the results of the safety interventions to see if the objectives were met and learning from any mistakes to improve future planning.

### Tactical Plans vs Strategic Plans in OHS

Strategic Planning	Tactical Planning
Includes long-term safety goals	Focuses on short-term safety objectives
Broad safety initiatives	Specific safety actions (e.g., quarterly audits)
Developed by senior management	Managed by middle management

### Organising in OHS Management

The organising function in OHS involves assembling all safety resources—people, equipment, and procedures—so they are used in the most efficient way. After the

planning stage, organising ensures that safety responsibilities are clearly allocated and that employees know their roles in maintaining a safe workplace. Key steps include:

- **Identifying Tasks:** Recognising the safety-related tasks required, such as conducting risk assessments, safety inspections, or training.
- **Clubbing Activities:** Grouping similar tasks and assigning them to the appropriate department or team, such as forming safety committees or designating fire wardens.
- **Resource Distribution:** Allocating safety resources, including PPE, safety tools, and human resources, to the right tasks.
- **Appointing Safety Leaders:** Ensuring each team has a designated safety leader or supervisor who is responsible for enforcing safety protocols.
- **Inter-departmental Coordination:** Ensuring that different departments (e.g., HR, operations, and maintenance) are aligned in terms of safety goals, so there are no conflicting practices.

### **Leading in OHS Management**

Leading in OHS involves motivating and encouraging employees to adopt safe work practices and adhere to safety protocols. The safety leader's role is to foster a safety-conscious culture where employees take personal responsibility for their own safety and that of others. Effective safety leadership includes:

- **Awareness:** Understanding both the safety challenges faced by workers and their motivations.
- **Agility:** Being able to adapt quickly to new safety challenges or incidents.
- **Influence:** Inspiring employees to prioritise safety by promoting a positive safety culture.
- **Communication:** Clearly conveying safety expectations and procedures.
- **Delegation:** Assigning safety tasks to the most capable individuals or teams.
- **Empathy:** Understanding and addressing workers' concerns about safety, such as anxiety about a hazardous task.

### **Leading vs. Directing in OHS**

While leading focuses on motivating employees to follow safety protocols, directing in OHS refers to setting the overall safety vision of the company. For instance, management may decide to prioritise a reduction in workplace injuries or focus on mental health support. Leading would involve managers encouraging employees to adopt practices that support these goals.

## Controlling in OHS Management

The controlling function in OHS ensures that safety plans and procedures are being followed. It involves monitoring safety performance, evaluating compliance, and correcting deviations from the planned course of action. Controlling serves two primary purposes:

1. **Ensuring Coordination:** By regularly appraising safety performance, managers can ensure different departments are aligned in their safety efforts.
2. **Providing Feedback for Future Planning:** Controlling helps identify what worked and what didn't, offering insights for future safety planning.

For example, if a company's safety plan to reduce falls from height isn't meeting targets due to inadequate use of fall arrest systems, the controlling function would identify this shortcoming, allowing the safety team to adjust its approach.

## The Feedback Loop in OHS Management

In OHS, all management functions are interconnected in a feedback loop. Feedback helps continuously assess safety performance and make adjustments where needed. For instance, if the controlling function finds that a safety training programme is not effective, feedback will be provided to the organising function to adjust the training content or approach.

## Staffing in OHS Management

Staffing, closely related to the organising function, involves selecting the right people for safety-related roles and ensuring they have the necessary skills. This might include hiring safety officers, providing specialist training, or appointing first aiders and fire wardens. Staffing ensures that the organisation has the appropriate human resources to manage workplace safety effectively.

Key staffing functions in OHS include:

- **Identifying Personnel Requirements:** Determining the number of safety personnel required and the specific skills needed.
- **Recruitment:** Selecting individuals with the appropriate qualifications and experience in OHS.
- **Training and Development:** Providing ongoing development to ensure all employees remain competent in safety practices.

## Lesson Summary

The four functions of management—planning, organising, leading, and controlling—are essential for effective OHS management.



- **Planning:** Involves setting safety goals and determining how to achieve them, whether through strategic, tactical, or operational planning.
- **Organising:** Assembles all resources, including personnel, to implement safety plans efficiently.
- **Leading:** Motivates employees to follow safety procedures and promotes a positive safety culture.
- **Controlling:** Ensures that safety activities are proceeding as planned and provides feedback for continuous improvement.

Additionally, **staffing** is an important function, as finding the right people and providing them with the necessary skills is crucial for maintaining a safe workplace.

In the European context, these functions align with the principles of the **EU Framework Directive on Safety and Health at Work**, which mandates employers to organise, plan, and monitor safety measures to protect workers.

# LESSON 8 – Henry Mintzberg’s Managerial Roles in the Context of Occupational Health and Safety (OHS)

**Lecture 2 – Understanding Organisational Context and Management Theories:**

**Lecture 6 – Leadership in Health and Safety refer to Lecture 2:**

## **What Are Managerial Roles in OHS?**

In the realm of Occupational Health and Safety (OHS), managerial roles are critical for ensuring the successful implementation of safety policies, compliance with regulations, and the promotion of a strong safety culture. Henry Mintzberg, a renowned academic and business theorist, identified three main categories of managerial roles—interpersonal, informational, and decisional. These roles are vital in an OHS context, where managers must balance employee well-being, regulatory compliance, and organisational safety goals.

A managerial role in OHS can be defined as a structured set of behaviours that a safety manager engages in to ensure the safety of workers and the organisation. These roles vary based on the size and complexity of the organisation and its safety needs, whether in a manufacturing plant, a construction site, or an office environment.

## **Mintzberg’s Managerial Roles Model in OHS**

Mintzberg’s Managerial Roles Model, developed in the 1970s, categorises managerial roles into three primary types: interpersonal, informational, and decisional. These roles are interconnected and often overlap, especially in the dynamic environment of occupational health and safety management. The model helps OHS professionals understand the variety of roles they play within an organisation, enabling them to improve their effectiveness in promoting workplace safety.

## **Interpersonal Roles in OHS**

Interpersonal roles are concerned with how safety managers interact with people in their organisation. These roles are key in fostering a safety culture and ensuring that safety standards are maintained. Mintzberg outlined three interpersonal roles that are particularly relevant in OHS:

- **The Figurehead:** In an OHS context, the figurehead role involves ceremonial and symbolic duties related to safety. For example, a safety manager may represent the organisation at a national safety conference or during the launch of a new safety programme. This role also involves setting the tone for safety culture within the organisation and ensuring that employees see safety as a top priority.

- **The Leader:** The leader role is central to motivating and guiding employees to follow safety protocols. OHS managers in this role develop and enforce safety standards, offer support during safety training, and provide feedback on safety practices. For instance, a safety manager might conduct performance reviews focused on safe working behaviours or resolve conflicts related to safety violations.
- **The Liaison:** As a liaison, the safety manager ensures smooth communication between different departments, external safety bodies, and regulatory authorities. This could involve coordinating between the production team and the human resources department to ensure that new safety regulations are implemented effectively or liaising with external inspectors during an audit.

### Informational Roles in OHS

Informational roles involve gathering and distributing safety-related information within the organisation and to external stakeholders. The ability to monitor, analyse, and disseminate information is crucial for maintaining a safe working environment.

- **The Monitor:** In OHS, the monitor role involves staying informed about internal safety reports, accident statistics, and external regulations. The safety manager collects data on workplace incidents, keeps up with the latest OHS regulations, and monitors compliance across the organisation. For example, reviewing accident trends can help identify potential hazards and prevent future incidents.
- **The Disseminator:** The disseminator role focuses on sharing safety information with employees and management. OHS managers distribute safety updates, changes in regulations, or incident reports to relevant stakeholders. They might also communicate lessons learned from workplace accidents or near-misses to prevent future occurrences.
- **The Spokesperson:** The spokesperson role involves representing the organisation's safety policies to external stakeholders such as regulatory bodies, insurers, and the media. An OHS manager in this role may report on the company's safety performance during a regulatory review or respond to public inquiries following a significant workplace incident.

### Decisional Roles in OHS

Decisional roles in OHS focus on making important safety-related decisions that impact the organisation. These roles involve problem-solving, resource allocation, and implementing safety improvements.

- **The Entrepreneur:** In the entrepreneur role, OHS managers are proactive in identifying and implementing safety innovations. They might initiate new safety programmes, invest in safer equipment, or launch a campaign to reduce

workplace accidents. For instance, a safety manager could introduce a new ergonomic assessment process to prevent musculoskeletal injuries.

- **The Disturbance Handler:** The disturbance handler role involves managing crises or unexpected safety incidents. OHS managers must respond swiftly and effectively to accidents, emergencies, or safety breaches. For example, in the event of a chemical spill, the OHS manager must oversee the emergency response, ensuring the safety of workers and minimising damage.
- **The Resource Allocator:** In this role, OHS managers decide how to allocate resources for safety improvements. This includes budgeting for new safety equipment, training programmes, or hiring additional safety personnel. For instance, an OHS manager may prioritise purchasing personal protective equipment (PPE) for high-risk workers in line with European safety regulations.
- **The Negotiator:** The negotiator role is about representing the organisation's safety interests in discussions with unions, regulatory agencies, or suppliers. For example, an OHS manager may negotiate with external auditors during a safety inspection to ensure that any identified hazards are dealt with in a way that aligns with both regulatory standards and the company's resources.

### **Applications of Managerial Roles in OHS**

The Managerial Roles Model is highly applicable to the field of OHS, where safety professionals must juggle multiple responsibilities to ensure a safe working environment. There are several ways this model can be applied in OHS:

1. **Improving Managerial Skills:** By understanding the different roles they play, safety managers can become more effective in their day-to-day responsibilities. For instance, a safety manager looking to enhance their leadership might focus on improving their role as a figurehead by becoming more visible and vocal about safety culture.
2. **Self-Assessment and Development:** OHS managers can use the model to assess their strengths and weaknesses in the various roles. If a manager excels in the decisional role but struggles with interpersonal communication, they might focus on improving their liaison role to ensure better collaboration between departments.
3. **Matching Managers to Jobs:** Organisations can use the model to assign OHS managers to positions that align with their strengths. For example, a manager with strong negotiation skills might be well-suited to roles involving complex regulatory negotiations or managing relationships with external safety agencies.

### **Lesson Summary**

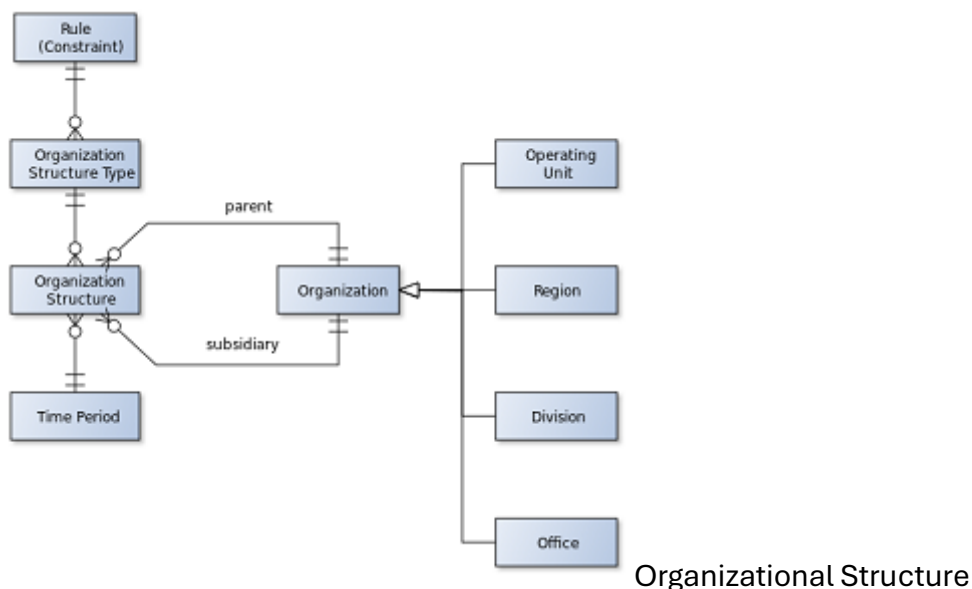
In the context of Occupational Health and Safety, Henry Mintzberg's Managerial Roles provide a useful framework for understanding the varied responsibilities of safety managers. Whether acting as leaders who inspire a strong safety culture, monitors who keep track of safety trends, or entrepreneurs who drive safety improvements, OHS managers must balance multiple roles to ensure workplace safety. The application of this model in the European context, where regulatory compliance and safety culture are emphasised, helps OHS professionals improve their skills, enhance safety practices, and ensure the well-being of employees across various industries.

# LESSON 25 – Organisational Structure in the Context of Occupational Health and Safety (OHS)

## What is an Organisational Structure in OHS?

An organisational structure is a framework that defines how decisions are made, responsibilities are allocated, and activities are directed to achieve specific goals. In the context of Occupational Health and Safety (OHS), organisational structure plays a vital role in ensuring the smooth implementation of safety policies, procedures, and standards. It helps clarify reporting lines, delineates roles and responsibilities related to health and safety, and ensures efficient communication across different levels of the organisation. For example, in a **centralised structure**, OHS decisions are made at the top and passed down through the hierarchy, while in a **decentralised structure**, OHS decisions are delegated to various departments, encouraging more input from frontline workers.

A well-designed organisational structure ensures that health and safety responsibilities are clearly defined, contributing to an effective and proactive safety culture. European regulations such as the **EU Framework Directive 89/391/EEC** also mandate that organisations implement systems that protect workers' safety, making a robust organisational structure crucial for compliance.



## Purpose of an Organisational Structure in OHS

The primary purpose of an organisational structure in OHS is to ensure that the company works towards its health and safety goals efficiently. It delineates responsibilities, facilitates cooperation, and ensures that OHS procedures are

integrated across all levels of the organisation. By adhering to a clear structure, companies can ensure that OHS resources—such as training, audits, and risk assessments—are allocated effectively, minimising hazards and improving employee well-being.

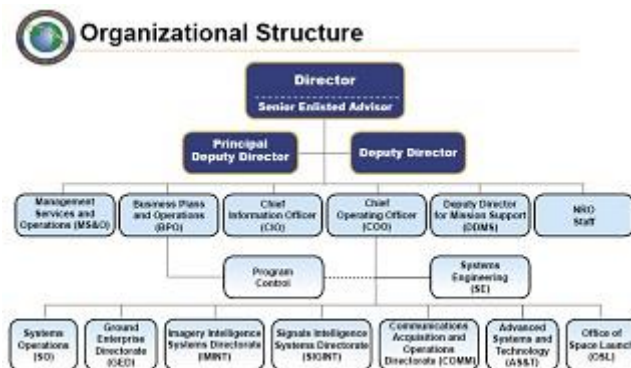
For example, a **functional structure** can help ensure that the Health and Safety Manager works closely with all departments to oversee safety protocols. A **decentralised structure** might allow middle management in different departments to take ownership of OHS initiatives, leading to quicker responses to safety issues.

### **Elements of an Organisational Structure in OHS**

Effective management of health and safety involves several elements within the organisational structure, including:

1. **Departmentalisation:** Grouping employees by function, product line, or geographical location is common. In OHS, departmentalisation ensures that each function or location adheres to safety regulations specific to their activities or environment. For instance, a **manufacturing division** might require stringent machinery safety protocols, while a **distribution division** focuses on safe handling and transportation.
2. **Centralisation or Decentralisation:** In centralised systems, OHS decisions are made by senior leadership, potentially leading to more consistent safety practices. In contrast, decentralised systems empower departments to tailor OHS procedures to their specific needs, fostering a more engaged safety culture at lower levels.
3. **Degree of Formalisation:** Highly formalised organisations will have strict safety rules and procedures, reducing ambiguity in OHS responsibilities. This is especially important in sectors such as **construction and manufacturing**, where regulatory compliance (e.g. **European Construction Regulations**) is critical.
4. **Chain of Command:** This defines the reporting relationships within the organisation. In OHS, it is crucial that every employee knows who to report safety concerns to. This clear line of authority ensures that hazards are identified and addressed promptly, following the chain from safety officers up to senior management.
5. **Span of Control:** The number of employees a manager is responsible for can affect the effectiveness of OHS supervision. A narrow span of control may allow managers to provide more focused attention to safety matters, whereas a wider span might dilute the effectiveness of safety oversight.

6. **Work Specialisation:** Specialisation ensures that employees are trained and competent in their specific tasks, which is particularly important in hazardous industries. Assigning clear OHS roles, such as Safety Officers, ensures that specialised safety knowledge is applied where necessary.



Organizational Structure Chart

### Types of Organisational Structures in OHS

1. **Hierarchical Structure:** Common in large organisations, a hierarchical structure ensures clear authority lines and is beneficial for implementing top-down safety protocols. Health and safety policies can be uniformly applied, but this structure may lead to bureaucratic delays in addressing safety concerns raised by lower-level employees.
2. **Functional Structure:** In a functional structure, employees are grouped based on their specific roles. This allows OHS departments to operate independently and focus solely on safety and compliance across the company, fostering expertise in safety management. However, it may reduce communication between departments, which can be a drawback in complex safety environments.
3. **Divisional Structure:** Here, each division operates autonomously, which is useful in large organisations where different divisions face unique safety challenges. For instance, a company might have separate OHS departments for its **manufacturing, logistics, and retail** divisions, each with specific safety requirements.
4. **Matrix Structure:** A matrix structure enables employees to work across multiple functions and teams. In OHS, this structure can facilitate cross-functional safety initiatives, such as safety audits or emergency preparedness, but it can also lead to confusion regarding safety reporting lines.



5. **Team-Based Structure:** Team-based structures promote collaboration on safety issues. Employees work together to solve safety problems, often leading to more innovative and practical solutions. This structure is particularly effective in promoting a positive safety culture, as employees feel ownership over their safety environment.
6. **Network Structure:** Network structures involve outsourcing certain business functions. In OHS, this might mean outsourcing specific safety functions, such as training or audits, to specialised consultants. This structure is becoming more common in global industries, allowing for flexible safety management across different regions.

### **Benefits of an Organisational Structure in OHS**

A well-defined organisational structure in OHS offers several benefits, including:

- **Operational Efficiency:** Clear roles and responsibilities mean safety initiatives are implemented efficiently, reducing workplace accidents and associated costs.
- **Improved Communication:** With a structured chain of command, safety information flows effectively, ensuring that hazards are reported and addressed promptly.
- **Enhanced Compliance:** A robust structure ensures that health and safety practices are aligned with European directives and local regulations, reducing legal risks.
- **Minimised Resource Waste:** Specialisation and clear delegation of OHS tasks prevent duplication of effort and streamline safety processes.
- **Increased Employee Performance:** When employees understand their role in the organisational safety structure, they are more likely to follow safety procedures and report concerns.

### **Lesson Summary**

An organisational structure is essential for defining roles, responsibilities, and communication pathways within an organisation, especially in the context of OHS. The structure influences how health and safety policies are implemented, how information is communicated, and how responsibilities are assigned. Different types of structures—hierarchical, functional, divisional, matrix, and team-based—suit different organisational needs, each with specific advantages and disadvantages. Choosing the right structure can lead to enhanced safety performance, compliance with regulations, and a more engaged workforce, contributing to the overall safety culture within the organisation.