The Leadership and Worker Involvement toolkit is aimed particularly at small and medium enterprises (SMEs) and is designed to help improve your health and safety and bring additional benefits to your business performance and productivity.

The Health and Safety Diagnostic Tool

This measure will help you to assess your overall health and safety approach. From this you should be able to work out ways to improve health and safety standards on your site to help you to maximise your overall productivity.

This tool should be completed by the person responsible for health and safety in your company e.g. company owner/director or health and safety manager.

Important notes for completing this tool:
• Read all statements thoroughly before selecting an option
• Be aware that the examples given are not exhaustive
• The abbreviation ‘H&S’ refers to ‘health and safety’

Important notes for using this tool to detect improvements:
• This tool can be used for assessing either directly employed staff or supply chain staff. However, should you wish to compare measurements taken at different times to see if your health and safety approach has improved, you should aim to ensure you are comparing the same staff. If you are using this solely for directly employed staff, this comparison will be more reliable. However, if you are including your supply chain, this comparison may be less reliable due to likely changes in staff.
• It is recommended that you use this tool no more than once every six months so that you can identify any changes that have occurred more accurately.
• This tool is intended to address both health and safety. It is expected that the most mature organisations will be competent at tackling both.
• On side 4 of the tool the term ‘leaders’ refers to anyone with supervisory or management responsibilities and who is able to lead (by example) on H&S matters.

Instructions for Use
Instructions for completion of this tool:
1. Start with Side One. For each of the Building Blocks on the left hand side tick the statement on the right that best applies to your company. Tick only one statement for each Building Block.
2. Do not deliberate over your choice. Choose the statement that is instantly most appealing and reflects your current situation. This tool will be of the most use to you if you answer honestly.

**Scoring options:**
1. To obtain your overall position and identify next steps:
   a. Review all your answers on Side One and identify which letter you have selected most frequently e.g. Mostly A’s, Mostly B’s, etc.
   b. Now turn to Side Two to find out which stage you are at.
   c. Read across the row that corresponds to your overall score (e.g. Mostly A’s, Mostly B’s, etc) to find out how well developed your overall approach to health and safety is.
   d. To identify next steps turn to Side Four. These can be identified by looking at the actions specified in the appropriate column that applies to the next level you need to reach. (E.g. if you scored Mostly A’s, i.e. starting blocks, follow the column titled ‘starting blocks – getting going’, etc.).
2. To obtain specific scores and associated next steps for each building block:
   a. Transfer your answers into the scoring matrix provided on Side Three. (E.g. if you ticked Commitment statement A on Side One, place a cross in the box that applies to where column A - labelled ‘starting blocks’ – and the row labelled ‘commitment’ overlap).
   b. Note the number shown in each box.
   c. Now turn to Side Four and select the solution(s) with the same number(s) you have crossed in the matrix.

N.B. Your short-term target (e.g. within 6 months) should focus on reaching the next stage, e.g. if you are currently at the ‘walking’ stage, your goal should be to reach the ‘running’ stage. Your long-term target (e.g. 12-18 months) should focus on the stage after that, e.g. if you are currently at the ‘walking’ stage, your goal should be to reach the ‘sprinting’ stage.
### Commitment

**The importance you and your workers attach to H&S.**

- A. Individuals are simply told what to do regarding safety and/or health.
- B. Managers make all health and safety decisions but explain to workers the reasons behind these.
- C. Workers provide information to their managers to help them to make health and safety decisions.
- D. Managers and workers discuss health and safety matters and decide what to do about them together. Workers are provided with relevant training and support to participate in this.
- E. As well as making joint health and safety decisions with their managers, workers are also given responsibility to make some health and safety decisions themselves that are relevant to their day-to-day work.

### Worker Engagement

**The involvement your workers have in H&S decisions.**

- A. Individuals are simply told what to do regarding safety and/or health.
- B. Managers make all health and safety decisions but explain to workers the reasons behind these.
- C. Workers provide information to their managers to help them to make health and safety decisions.
- D. Managers and workers discuss health and safety matters and decide what to do about them together. Workers are provided with relevant training and support to participate in this.
- E. As well as making joint health and safety decisions with their managers, workers are also given responsibility to make some health and safety decisions themselves that are relevant to their day-to-day work.

### Prioritisation of Health and Safety

**The attention given to H&S compared to 'getting the job done'.**

- A. Health and safety is not taken seriously. Production always takes priority.
- B. Accidents and obvious safety risks are taken seriously to ensure compliance. Health issues are not considered as a risk (unless an ill health claim has been made). Production frequently takes priority.
- C. Whilst all safety risks are taken seriously (or ill health risks if a claim has been made) to ensure compliance production sometimes takes priority. Health is now considered but not always seen as a significant risk.
- D. Health and safety are seen as having equal priority with productivity. This is for moral as well as economic and legal reasons. Workers feel they can stop work in situations they perceive to be unsafe without fear or retribution.
- E. Health and safety is our top priority, which is known throughout the company. Workers know they can stop work in situations they perceive to be unsafe.

### Compliance

**How the organisation is complying with its H&S responsibilities.**

- A. Poor compliance. Individuals are unaware or unwilling to comply with health and safety law.
- B. Health and safety laws and procedures are only complied with after an accident (or an ill health claim if one has been made) or in response to an enforcement or inspection.
- C. Compliance covers the essentials; individuals do what they have to do to comply with health and safety laws and procedures.
- D. All health and safety procedures are now followed. Individuals put every effort into preventing accidents/incidents/ill health before they happen (e.g., make use of government campaigns, observe and talk to each other, agree health and safety objectives).
- E. Individuals go beyond compliance to prevent accidents/incidents/ill health from happening. Current health and safety standards are challenged by everyone in order to improve.

### Measurement

**The way H&S is measured.**

- A. No measurement of health and safety is in place (e.g., accident rates are not monitored).
- B. Measurement of safety is limited to the number and type of accidents only. Health is not measured.
- C. Measurements broaden to a wider array of safety indicators including accidents, incidents and lost time. Health is sometimes measured in response to employee ill health, absence, etc.
- D. Measurement also includes proactive measures of safety performance (e.g., results of site inspections and near misses). Health is now proactively measured (e.g., regular employee health checks, pre-employment screening).
- E. All health and safety outcomes are measured and are also linked to business performance (e.g., senior management objectives include weekly site tours, employee audits, number of health and safety claims, insurance excess, etc.).

### Organisational Learning

**Learning from experience on H&S. Lessons learned are communicated to workers.**

- A. No attempts are made to learn from past experiences or other organisations (e.g., risk assessments / method statements are not updated in light of new information).
- B. Learning only occurs immediately after an accident (or an ill health claim if one has been made), but not for incidents and near misses. Accidents/incidents/ill health are seen as caused by factors.
- C. Learning only formally occurs immediately after accidents, incidents and near misses (or following an ill health claim if one has been made). Learning may be on an ad hoc basis for ill health. Management recognise that accidents/incidents are caused by a variety of factors (including their own decisions).
- D. Formal learning mechanisms (such as training, communications, etc.) are always used to learn from ill health, accidents, incidents and near misses. Management and workers recognise that they are caused by a variety of factors, which includes decisions made by management.
- E. The organisation is always striving to improve health and safety by building on the lessons learned from the past and sharing helpful information with, and learning from, other organisations and industries.
Workers are told what to do regarding Health is now considered, but not always seen as a significant priority. Actions are taken to prevent accidents/incidents/ill health from happening. Current health and safety standards are frequently taken seriously to ensure compliance, production always takes priority.

Management recognise that accidents/incidents are of top priority. Actions are taken to help them explain to workers why they are doing what they have to do to comply with health and safety law.

No attempts are made to learn from past experiences or other organisations (e.g. risk assessments / method statements are not updated in light of new information). Accidents/incidents/ill health are seen as part of the job.

Health and safety laws and procedures are only complied with after an accident (or an ill health claim if one has been made). It then reverts back to low awareness/commitment. Learning may be on an ad hoc basis for ill health.

A limited number and type of accidents are measured. Health is not (unless an ill health claim has been made). Organisational Learning: Learning only occurs immediately after an accident (or an ill health claim if one has been made), but not for incidents and near misses. Accidents/incidents/ill health are seen as caused by workers.

A wide array of safety indicators are measured (e.g. accidents, incidents and lost time). Health is sometimes measured in response to employee illness or claims. Organisational Learning: Improvements to H&S management are made immediately after accidents (or following an ill health claim if one has been made), incidents and near misses. Learning may be on an ad hoc basis for ill health. Management recognise that accidents/incidents are caused by a variety of factors (including their own decisions).

The organisation is constantly striving to improve H&S on a day-to-day basis by building on the lessons learned from the past and sharing best practice information with, and learning from, other organisations and industries.
**Identify your specific solutions**

Follow the instructions at the start of the measure to complete the matrix below.

<table>
<thead>
<tr>
<th>Building Blocks</th>
<th>Starting blocks (A)</th>
<th>Getting going (B)</th>
<th>Walking (C)</th>
<th>Running (D)</th>
<th>Sprinting (E)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Commitment</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td><strong>Continue to ensure that managers and workers are proactive in raising H&amp;S standards by volunteering their ideas.</strong></td>
</tr>
<tr>
<td>Worker Engagement</td>
<td>5</td>
<td>6</td>
<td>7</td>
<td>8</td>
<td><strong>Continue to ensure that workers take the lead on H&amp;S matters and are involved in making H&amp;S decisions</strong></td>
</tr>
<tr>
<td>Prioritisation of health and safety</td>
<td>9</td>
<td>10</td>
<td>11</td>
<td>12</td>
<td><strong>Continue to emphasise H&amp;S as a core company value.</strong></td>
</tr>
<tr>
<td>Compliance</td>
<td>13</td>
<td>14</td>
<td>15</td>
<td>16</td>
<td><strong>Continue to seek out proactive and innovative ways of preventing accidents and ill health.</strong></td>
</tr>
<tr>
<td>Measurement</td>
<td>17</td>
<td>18</td>
<td>19</td>
<td>20</td>
<td><strong>Continue to measure H&amp;S outcomes and link these to business performance.</strong></td>
</tr>
<tr>
<td>Organisational learning</td>
<td>21</td>
<td>22</td>
<td>23</td>
<td>24</td>
<td><strong>Continue to make efforts to improve H&amp;S on a day-to-day basis. Share and seek ideas from industry peers and colleagues.</strong></td>
</tr>
</tbody>
</table>
**Side Four**

**Identify your next steps: “this is what you need to do”**

<table>
<thead>
<tr>
<th>Building Block</th>
<th>STAGE PROGRESSION</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Commitment</strong></td>
<td>Starting Blocks ▶ Getting Going</td>
</tr>
<tr>
<td>1. Show genuine concern for workers’ welfare at all times. When accidents or ill health (if a claim has been made) do occur, be vigilant in exploring its causes (see Section B of the toolkit for W/E advice) and solutions.</td>
<td>2. Make sure you consistently demonstrate commitment to H&amp;S by responding promptly to H&amp;S concerns and have regular H&amp;S meetings (delegating actions from discussions to your workforce involved / committed). Make sure that you are not seen as taking unnecessary risks (e.g. wear the correct PPE when on site, use equipment safely, follow your risk assessments and method statements, etc.).</td>
</tr>
<tr>
<td><strong>Worker Engagement</strong></td>
<td>5. Tell your workers when you have made decisions or changes to your H&amp;S practices. Make sure you explain why you have taken the decision that you have.</td>
</tr>
<tr>
<td><strong>Prioritisation of Health and Safety</strong></td>
<td>9. You need to demonstrate that you now take accidents and obvious safety risks seriously. Do this by beginning to investigate how and why these happen, e.g. talk to your workers about the importance of doing this. Use past accidents / safety risks as a way of encouraging workers to see that they are important. Give workers time to conduct safety activities themselves.</td>
</tr>
<tr>
<td><strong>Compliance</strong></td>
<td>13. Make yourself familiar with H&amp;S law. Ensure you are compliant by developing generic policy statements, and producing generic risk assessment and method statements, etc.</td>
</tr>
<tr>
<td><strong>Measurement</strong></td>
<td>17. Start to monitor and measure accident rates, the circumstances in which they occur, and the impact that they have for your workers, your business (see sections B and G of the toolkit for information on measurement). Ill health should also be measured especially if a claim has been made.</td>
</tr>
<tr>
<td><strong>Organisational Learning</strong></td>
<td>21. Learn from past accidents and incidents (and ill health claims if relevant) and modify your policy, risk assessment and method statements (safety management system) to decrease the likelihood of the same event happening again.</td>
</tr>
</tbody>
</table>