

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:

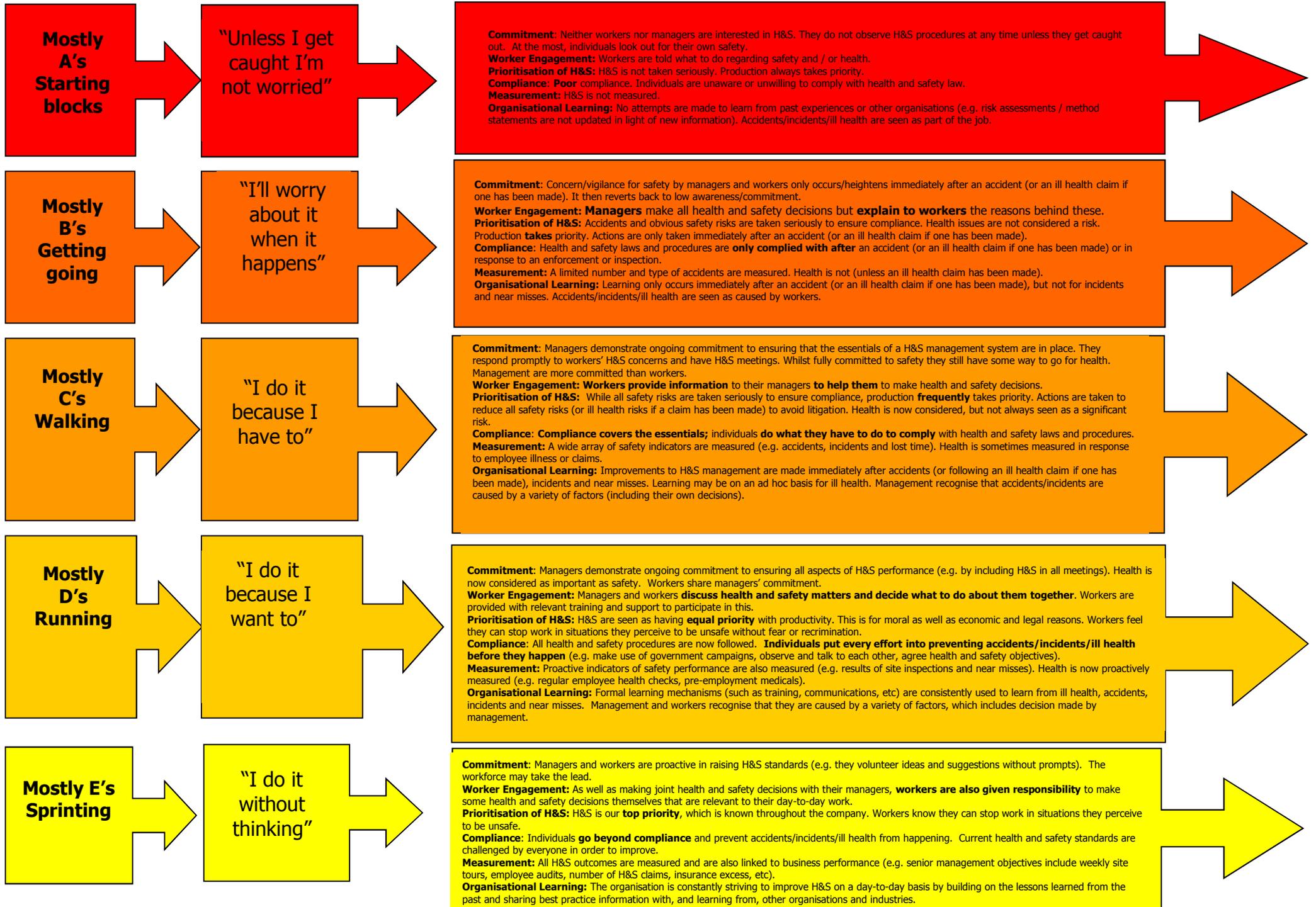
1. Start with Side One. For each of the Building Blocks on the left hand side tick the statement on the right that best applies to your company. Tick only one statement for each Building Block.
2. Do not deliberate over your choice. Choose the statement that is instantly most appealing and reflects your 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.

Building Block	Description	Statements: Which of the following applies to your organisation?
Commitment	The importance you and your workers attach to H&S.	<ul style="list-style-type: none"> <input type="checkbox"/> A. Neither managers nor workers are interested in health and safety at any time unless they get caught out. At the most, individuals look out for their own safety. <input type="checkbox"/> B. Concern/vigilance for safety by managers and workers only occurs/heightens immediately after an accident (or an ill health claim if one has been made). It then reverts back to low awareness/commitment. <input type="checkbox"/> C. Managers demonstrate ongoing commitment to ensuring that the essentials of a health and safety management system are in place. They respond to workers' health and safety concerns and use various means to consult with workers. Whilst fully committed to safety they still have some way to go for health. Management are more committed than workers. <input type="checkbox"/> D. Managers demonstrate ongoing commitment to ensuring that all aspects of health and safety performance are met (e.g. by including health and safety in all meetings). Health is now considered as important as safety. Workers share managers' commitment. <input type="checkbox"/> E. Both management and the workforce cooperate on health and safety matters and are proactive in raising health and safety standards, (e.g. they volunteer ideas and suggestions without prompts). The workforce sometimes take the lead.
Worker Engagement	The involvement your workers have in H&S decisions.	<ul style="list-style-type: none"> <input type="checkbox"/> A. Individuals are simply told what to do regarding safety and/or health. <input type="checkbox"/> B. Managers make all health and safety decisions but explain to workers the reasons behind these. <input type="checkbox"/> C. Workers provide information to their managers to help them to make health and safety decisions. <input type="checkbox"/> 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. <input type="checkbox"/> 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'.	<ul style="list-style-type: none"> <input type="checkbox"/> A. Health and safety is not taken seriously. Production always takes priority. <input type="checkbox"/> B. Accidents and obvious safety risks are taken seriously to ensure compliance. Health issues are not considered a risk (unless an ill health claim has been made). Production frequently takes priority. <input type="checkbox"/> 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. <input type="checkbox"/> 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 recrimination. <input type="checkbox"/> 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.	<ul style="list-style-type: none"> <input type="checkbox"/> A. Poor compliance. Individuals are unaware or unwilling to comply with health and safety law. <input type="checkbox"/> 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. <input type="checkbox"/> C. Compliance covers the essentials; individuals do what they have to do to comply with health and safety laws and procedures. <input type="checkbox"/> 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). <input type="checkbox"/> 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.	<ul style="list-style-type: none"> <input type="checkbox"/> A. No measurement of health and safety is in place (e.g. accident rates are not monitored). <input type="checkbox"/> B. Measurement of safety is limited to the number and type of accidents only. Health is not measured. <input type="checkbox"/> C. Measurements broaden to a wider array of safety indicators including accidents, incidents and lost time. Health is sometimes measured in response to employee illness or claims. <input type="checkbox"/> 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). <input type="checkbox"/> 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.	<ul style="list-style-type: none"> <input type="checkbox"/> 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). Accidents/incidents/ill health are seen as part of the job. <input type="checkbox"/> 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 workers. <input type="checkbox"/> 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). <input type="checkbox"/> 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. <input type="checkbox"/> 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.



Identify your specific solutions

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

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

Side Four

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

Building Block	STAGE PROGRESSION			
	Starting Blocks ▶ Getting Going	Getting Going ▶ Walking	Walking ▶ Running	Running ▶ Sprinting
Commitment	<p>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.</p>	<p>2. Make sure you consistently demonstrate commitment to H&S by responding promptly to H&S concerns and have regular H&S meetings (delegating actions from discussions) to keep 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).</p>	<p>3. You should now be focused on gaining the commitment of your workers to H&S. Get your workers to think how their behaviour not only affects them, but also their work mates/colleagues and their family if they were to fall ill or become injured as a result of working unsafely. To encourage workforce commitment, continue to make H&S top of the agenda in all meetings, giving it due thought and attention. [Link to JD video in Section E].</p>	<p>4. Consistently demonstrate an ‘open door’ approach to any H&S suggestions put forward by your workers and involve them in implementing their own solutions (where feasible).</p>
Worker Engagement	<p>5. Tell your workers when you have made decisions or changes to your H&S practices. Make sure you explain why you have taken the decision that you have.</p>	<p>6. When taking decisions on H&S, ask workers about what works well, and what does not work well. Use this information to guide your decisions. Let workers know that you are using their ideas.</p>	<p>7. Regularly include your workers in your decisions on which solutions you choose for improving H&S. Ensure workers are trained to participate in decision making. Discuss the pros and cons of different options with them. Encourage them to come to you with their ideas. You should now be jointly making H&S decisions with your workers.</p>	<p>8. Give your workers appropriate responsibility for making decisions on H&S matters that are directly relevant to them (e.g. PPE selection; tool choices; when they have breaks, hygiene etc). Give your workers every opportunity to generate ideas on improving H&S on an ongoing basis (see Sections B and F of the toolkit for worker engagement techniques).</p>
Prioritisation of Health and Safety	<p>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.</p>	<p>10. Use a range of sources (e.g. previous accidents, worker engagement, networks) to identify safety improvements before accidents happen. Consider health risks also. Ask yourself how seriously you take H&S as a manager compared to how seriously you think an HSE inspector would expect you to take H&S? (See toolkit section D for information on the values needed to make safety a top priority). Talk to your workers about safety as well as production, (e.g. planned production stops).</p>	<p>11. Ensure your workers are familiar with ‘stop’ / ‘time out’ procedures (see toolkit sections C, D and E). Through appropriate communication and your own actions ensure that they feel able to stop work in situations they perceive to be unsafe. Make sure you include in your communications that health matters are as important as safety matters. H&S together should be regarded as important as productivity. Develop a strong business case (i.e. cost benefits of H&S) to persuade leaders that H&S is a top priority.</p>	<p>12. As far as possible, make sure that H&S have a visible presence in all your dealings with your workers (e.g. as the first agenda item on any meeting, in all your documentation, and all your decision-making). Continue to ensure that H&S is a top priority for all leaders by progressing your business case, (i.e. cost benefits of H&S taking priority over production). H&S should now be a core company value.</p>
Compliance	<p>13. Make yourself familiar with H&S law. Ensure you are compliant by developing generic policy statements, and producing generic risk assessment and method statements, etc.</p>	<p>14. Involve workers in developing risk assessments, method statements, etc for all hazards and work activities to ensure compliance. Make sure you take the actions necessary to reasonably reduce all safety risks.</p>	<p>15. In consultation with workers, and considering previous risk assessments, start to think about what might go wrong in the future. Put preventative measures in place (e.g. signage/prompts, training, etc) following task specific risk assessments carried out with workers.</p>	<p>16. Use worker engagement and your learning from experience on H&S to identify new ways of improving the company’s overall H&S. Generic and task specific risk assessments should be used on a regular basis to inform your H&S decision-making.</p>
Measurement	<p>17. Start to monitor and measure accident rates, the circumstances in which they occur, and the impact that they have for your workers, you and 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.</p>	<p>18. Broaden what you measure to include incident, near misses and lost time. Regularly consider the impact that these measures have on your workers, your overall business and productivity (see Sections G of the toolkit for information on measurement). Update workers on your findings. Ill health should also be measured (e.g. no ill health claims/issues identified through health surveillance).</p>	<p>19. Broaden what you measure to include proactive indicators of both H&S (e.g. amount of training provided, amount of discussions you have with your staff on H&S). What do these additional measures tell you about your overall productivity in relation to H&S? Consult your workers to help you decide what action to take.</p>	<p>20. Together with your workforce, continue to monitor the link between what you are collectively measuring, your company’s productivity and everyone’s attitudes and approach to work, (e.g. morale, job satisfaction). Continue to take appropriate action based on your findings. Set yourself and your leaders objectives to improve H&S on site.</p>
Organisational Learning	<p>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.</p>	<p>22. Use any learning from previous ill health/accidents/incidents and near misses to modify your policy, risk assessment and method statements (safety management system). Begin to put measures in place to identify why these happened (e.g. make time to ask your workforce what happened and why. Ask yourself the same questions!). Start to recognise that your actions play a role in H&S outcomes. Learn from these interactions with your workers.</p>	<p>23. Formal learning mechanisms should be in place (e.g. training, communication systems). Formal measures should be in place that uses worker engagement to identify and understand why ill health/accidents/ incidents and near misses happen. Modify your safety management system accordingly. Leaders openly admit to workers that their decisions play a part in H&S outcomes.</p>	<p>24. Look at what other companies of your size and type of work are doing to improve their H&S. Identify what you can learn from them and what they can learn from you. Share your ideas.</p>