

HSE event 1

Worker involvement and your organisation

Facilitator brief

Timing	Facilitator notes	Method and slides
<p>Pre- requisites – to be completed by facilitators ahead of any delivery.</p>	<p>For delivery these modules facilitator(s) must have an good understanding of:</p> <ul style="list-style-type: none"> • the two principal sets of Regulations/ACoP relating to consultation on health and safety: www.hse.gov.uk/pubns/books/l146.htm [1] <p>Information and tools to help organisations to consult workers - resources can be found on both the HSE 'doyourbit' and main HSE Worker Involvement webpages, in particular:</p> <ul style="list-style-type: none"> • the webtool: for small and medium sized organisations. It provides a quick and simple way of identifying steps to improve levels of worker involvement in a stable and dynamic working environment. www.hse.gov.uk/involvement/doyourbit/taking-action.htm • Shared experiences: video (and text) case studies. www.hse.gov.uk/involvement/doyourbit/shared-experiences.htm <p>guidance materials:</p> <ul style="list-style-type: none"> • Consulting employees on health and safety – a brief guide to the law www.hse.gov.uk/pubns/indg232.pdf [2] • The worker involvement good practice guide www.hse.gov.uk/pubns/books/hsg263.htm [3] 	<p>Check if the diagnostic tool results are available. If not, issue the shortened version of the template during module one. Collect and collate at lunchtime - for discussion during the afternoon sessions</p>

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<p>Module 1: 09:30 – 10:00</p>	<p>Commence workshop First explain the workshops aims and objectives to delegates. These are as follows:</p> <p>Aim: To improve the working relationships between managers and representatives and seek to help organisations reap the benefits associated with a more co-operative approach to health and safety management, such as lower accident rates, increased productivity, efficiency and quality.</p> <p>Objectives: By the end of this session participants will:</p> <ul style="list-style-type: none"> • have a brief introduction to ‘worker involvement’ and how it might benefit them • review existing/current arrangements (following diagnostic) and seek to identify specific areas for improvement • understand how managers and worker behaviours may be affected by cultural conditioning to see things differently and how perception can create difficulties to good workforce engagement • explore which worker involvement practices will benefit your organisation • apply the principles and worker involvement practices to their organisation and create an action plan <p>Cover domestics: fire escape, phones, breaks, toilets.</p> <p>Introductions: Ask delegates to introduce self to group and capture their role in the organisation. NB: Role – manager or representative etc (note who’s who) Ask delegates:</p> <ul style="list-style-type: none"> • What they want from the workshop • What they think ‘worker involvement’ is? 	<p>USE SLIDE:1 - on entry</p> <p>USE SLIDE: 2 – Aim</p> <p>USE SLIDE: 3 - Objectives</p>

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	<p>At this stage simply clarify that worker involvement is a two-way communication process between organisations and their employees. Record as needed on flip chart. Establish ground rules as a group – record on flip chart.</p> <p>Agenda: Talk through agenda for the day.</p> <p>Check if the diagnostic tool results are available if not issue the template during this session and collect and collate at lunchtime - to be used for discussions during the afternoon sessions</p>	<p>USE SLIDE: 4 - Agenda</p>
<p>Module 2: 10.00 – 10.30</p>	<p>Characteristics of good workforce involvement session</p> <p>Split the group into syndicates and ask each one to note the characteristics of good worker involvement.</p> <p>Feedback in plenary and show slide to clarify all points.</p>	<p>Group work and plenary</p> <p>USE SLIDES: 5 and 6 – WI in H and S and Engaging for success</p>
<p>Module 3: 10.30 – 11.00</p>	<p>Ingredients to safety excellence</p> <p>Create and take a session illustrating the changes in attitude and safety culture created by greater involvement and engagement, there are different methodologies you can use so suggest you cover two or three. Then ask the group what role workforce engagement plays in each one?</p> <p>Ask “Where do you think your organisation is today”?</p> <p>Behaviour is a good area for worker involvement to concentrate on in attempting to help manage risk. Create a slide to show the reasons why employees engage in ‘at risk’ behaviour. Then ask the group:</p>	<p>Presentation and discussion</p>

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	<p>'Are you familiar with any of these examples'?</p> <p>'Can you identify how worker involvement might help address the 'at risk' behaviour'?</p> <p>Suggest you complete the session by discussing a case study. Choose an organisation with a very good safety record which is achieved through good leadership, making managers responsible and accountable for safety and the safety record is maintained through co-operation and collaboration between managers and the workforce.</p>	
11.00 – 11.15	BREAK	
Module 3 Cont'd: 11.15 – 11.30	<p>Benefits of worker involvement</p> <p>Ask 'Do you know of any other benefits of worker involvement'?</p> <p>Discuss in plenary and facilitator to note on flipchart paper.</p> <p>Confirm that benefits justify any effort made in involving the workforce.</p> <p>Ask 'What are the benefits of worker involvement to your organisation?'</p> <p>Show slide to highlight key benefits (from HSE website). Suggest you also add more slides from other sources that show the evidence of the benefits of engaging the workforce.</p>	<p>Group discussion and plenary</p> <p>USE SLIDE: 7 - Benefits</p> <p>USE SLIDES: 8 - Evidence</p>
Module 4: 11.30 – 11.45	<p>The role of perception in worker Involvement session</p> <p>Create and take a session looking at perception. As an introduction, you could use a picture where there are two images in one, so two possible correct answers and ask the group to look at the picture and report what they see. Some people will only be able to see one of the images and some people both. Explain</p>	<p>Group discussion/activity</p>

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	<p>that different people see things differently and worker involvement is about harnessing these different views and perceptions to create solutions to safety issues.</p> <p>Ask how this can help and hinder worker involvement?</p>	
<p>Module 5: 11.45 – 12.15</p>	<p>Diagnostic results session</p> <p>Show results from their diagnostic, bring out key points, ask for feedback. Focus on the areas where the responses differ most and look at those that indicate the most disparate views.</p> <p>NB. This is dependent on the diagnostic being completed in advance - may wish to push this session back if a shortened version of the diagnostic still needs to be completed by those present on the course? When this shortened version is completed pick out top 3 stand out issues to start discussions.</p>	<p>Present findings and group discussion</p>
<p>Module 6: 12.15 – 13.00</p>	<p>Addressing things around here session</p> <p>Group work – divide the group into separate syndicates</p> <p>Ask them to discuss and identify in their groups the following issues:</p> <ul style="list-style-type: none"> • What do you want worker involvement to look / feel like? • What behaviours do you want to see? • What is working well already i.e. where do we get close already? • What key safety issues / risks do you need to address or manage? <p>Ask them to record their responses on flip chart.</p>	<p>Group work</p> <p>USE SLIDES: 9 and 10 – Morning questions</p>
<p>13.00 – 13.30</p>	<p>Lunch</p>	

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<p>Module 7: 13.30 – 14.00</p>	<p>Influencing skills session</p> <p>Explain that influencing skills will be key to improving worker involvement.</p> <p>Create and take a session on Personality Styles. There are different methodologies you can use. Suggest you invite delegates to complete a personality type questionnaire and provide their results. Discuss the different influencing styles.</p> <p>Ask / invite delegates to read about their preferred style and discuss implications.</p>	<p>Group activity and discussion</p>
<p>Module 8: 14.00 – 14.30</p>	<p>Prioritising</p> <p>Invite delegates to select their key priorities from the outcome of the session before lunch. Ensure that the planning is linked to the diagnostic results (if appropriate) to show what areas for improvement to focus on.</p> <p>Delegates should identify the key risks they wish to address through worker involvement. Encourage them to start thinking about developing this material into an action plan (next session) that can help address the problems identified in the previous session.</p> <p>This should be done first in smaller groups and then as an entire group. Earlier sessions on influencing may assist them in agreeing in a list of key priorities.</p>	<p>Group work and plenary</p> <p>USE SLIDE: 11 – Afternoon 1</p>
<p>Module 9: 14.30 – 16.00 including break</p>	<p>SMART action planning session</p> <p>Provide a short presentation on SMART (specific, measurable, achievable, realistic, time frame).</p> <p>Group work: to create SMART actions to take back to the workplace. (Consider using</p>	<p>Presentation, group work and plenary</p> <p>USE SLIDE: 12 - SMART</p>

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	<p>'S'- SMART (the additional 'S' is stretching). This approach may suit more sophisticated / mature organisations).</p> <p>Create 2 or 3 groups depending on numbers; mix up the groups - workers / managers: ask them to take 2 or 3 key risks each that they prioritised from the previous session and start to create their action plans. Ask them to consider:</p> <ul style="list-style-type: none"> • worker behaviours • manager behaviours • worker Involvement – joint actions • improvements to the working environment (being realistic!) <p>Highlight that some interventions don't usually need to be expensive or time consuming to put into place and there are often learning points that can be used from elsewhere in the organisation.</p> <p>The worker involvement link here is to identify the actual key risks in their organisation and look to focus the planning session around how to better manage them through joint working, thus ensuring actions are prioritised and helped solved together.</p> <p>Ask groups to record under flip chart headings: what / who / by when / how will you recognise success? Each group to present back, and then test for SMART and agreement in big group. Organise commitment to type up and distribute action plan and monitor actions.</p> <p>Recap on objectives: Ask the group, do they now:</p> <ul style="list-style-type: none"> • have a brief understanding to what 'worker involvement' means and how it might benefit them • know how to review current/existing arrangements and be able to identify specific areas for improvement. 	

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	<ul style="list-style-type: none"> • understand how managers and worker behaviours may be affected by cultural conditioning to see things differently and how perception can create difficulties to good worker involvement • know how to apply the principles of worker involvement to their organisation and create an action plan. 	
<p>Module 10: 16.00 – 16.30</p>	<p>Review objectives, evaluate, next steps and close</p> <p>Review the days work and evaluate course with delegates. Confirm their commitment on next steps to maintain action plan and continuing worker involvement. Ask if there are any further questions and confirm sources of further information available on HSE website.</p>	<p>Discussion</p> <p>USE SLIDE: 13 – HSE guidance</p>

References:

1. *Consulting workers on health and safety. Safety Representatives and Safety Committees Regulations 1977 (as amended) and Health and Safety (Consultation with Employees) Regulations 1996 (as amended). Approved Codes of Practice and guidance L146 HSE Books 2012 ISBN 978 0 7176 6461 0 www.hse.gov.uk/pubns/books/l146.htm*
2. *Consulting employees on health and safety: A brief guide to the law INDG232 HSE Books ISBN 978 0 7176 6312 5 www.hse.gov.uk/pubns/indg232.pdf*
3. *Involving your workforce in health and safety: Good practice for all workplaces HSG 263 HSE Books ISBN9780717662272 www.hse.gov.uk/pubns/books/hsg263.htm*