

HSE event 2

Sharing best practice in worker involvement

‘A deeper look at worker involvement in health and safety’

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 updated 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 can be accessed here: 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>workplace cultures will look and feel like.</p> <p>Then talk through slide 9 on HSE research. (Option to use slide 10 on model at this stage if needed).</p> <p>Exercise 3 – Workplace culture: In the same groups, ask them to identify their own company’s culture in relation to the methodology you presented and see how it compares.</p> <p>Use ‘Tamdown Group’ video link on HSE website (www.hse.gov.uk/involvement/doyourbit/shared-experiences.htm) or an alternative to demonstrate effective health and safety culture.</p> <p>Suggest in pairs, ask them to discuss and record:</p> <ul style="list-style-type: none"> • why does Tamdown culture work? • how can they support the development of their own organisational culture to help improve arrangements and health and safety performance? <p>Conclude session with a discussion on ‘effective health and safety cultures’. Reinforce with slide 12 if needed.</p>	<p>USE SLIDES: 9 Research</p> <p>USE Video – Tamdown Group</p> <p>USE SLIDE 10: Worker involvement model</p>
11:00 – 11:15	BREAK	
Module 3: 11:15 – 12:15	<p>Effective communication and worker involvement</p> <p>Exercise 1: 25 minutes on the ‘basics of communication’</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 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>Group work and plenary</p>

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	<p>Ask how this can help or hinder worker involvement?</p> <p>Ask what key people or 'soft' skill areas might you need to be good at to be effective in worker involvement? Look for and record on flip:</p> <ul style="list-style-type: none"> • influencing • information gathering • giving feedback • assertiveness • problem solving • manage change <p>Split into 2 groups – Ask them to discuss and record 'how is each point relevant?' and 'what might you need to do for each point?'</p> <p>Ask: Group 1: 'what messages might managers need to give? What might they need to hear? What might get in the way?' Group 2: same for workers?</p> <p>Exercise 2: 25 minutes including plenary Create and take a session whereby you hand out a case study on communication on a health and safety matter eg shift change over – have them work on this in the same two groups.</p> <p>Summarise: We see things differently, from different perspectives.</p>	

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Module 4: 12:15 -12:45	<p>Human factors in Health and Safety</p> <p>Present the three circles: individual / task / organisation.</p> <p>Split into 3 groups and ask ‘what are the human behavioural factors in each that impact on Health and Safety?’ Record on flip chart.</p> <p>Talk through slides 12 and 13.</p> <p>Discuss human failures slide and ask for examples for each in their organisation.</p>	<p>Group work and discussion</p> <p>USE SLIDE: 11 – Human factors</p> <p>USE SLIDES: 12 and 13 – Causes of human failures and ‘at risk’ behaviour.</p>
12:45 – 13:30	<p>Lunch</p>	
Module 5: 13:30 – 14:00	<p>H and S / Worker involvement mechanisms</p> <p>Present indicators of good practice (use slide 14) then open discussion on mechanisms, record on flip chart as needed and look for:</p> <ul style="list-style-type: none"> • workers confirm their involvement in the health and safety decision-making process • evidence of equal participation on committee meetings – that all parties are listened to and that actions arising are shared responsibilities • discussion of risk assessments, health and safety policies and other materials by workers • the involvement of workers in assessing workplace risks in partnership with the employer (note: this does not permit management to delegate their responsibility to assess risks wholesale to employees) • the existence of feedback mechanisms on health and safety – whether they are ‘suggestions boxes’ or more formal open meetings with management • toolbox talks are held, and may be led by workers • regular health and safety audits are undertaken • the involvement of workers in the development and review of workplace health and safety policies • that representatives are voluntarily involved in the return to work process after sickness absence caused by common workplace health problem such as stress • there is no one, definitively best, system for worker involvement. Every workplace is 	<p>Presentation</p> <p>USE SLIDE: 14 - Involving workers</p>

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	<p>different managers and workers develop a best fit for their own organisations</p> <p>Complete session by discussing slide 15 – rep functions.</p>	<p>USE SLIDE: 15 - Representatives functions</p>
<p>Module 5 Continued: 13:30- 14:00</p>	<p>Health and Safety / Worker involvement mechanisms continued</p> <p>Exercise for two groups – ‘identifying barriers and issues’</p> <p>Split the group into managers and workers and ask them to identify and record on flip chart the barriers and issues for involving workers. Look for:</p> <p>For managers, key issues:</p> <ul style="list-style-type: none"> • the cost of involving workers in resource and productivity terms • an ignorance of the value of worker involvement, and a belief that workers will not wish to be involved • ignorance of sources of advice and guidance <p>For workers, key obstacles:</p> <ul style="list-style-type: none"> • a belief that they will be ‘punished’ for criticising management practice • a lack of the certain people skills and/or a lack of confidence in dealing with management • an ignorance of the value of worker involvement – a belief that management will not involve workers, and that health and safety is a ‘common sense’ matter for individuals 	<p>Group work discussion</p>
<p>Module 6: 14:00 - 14:45</p>	<p>Levels of worker involvement</p> <p>Present the following (you can either use flip charts to present the lists below and pre-prepare these as necessary or alternatively add these as a slide within presentation).</p> <p>Clearly involvement can happen at a number of different levels and true engagement of workers may take a while to develop. This diagram can help you understand where you are and what you need to do to improve worker involvement.</p>	<p>Presentation and discussion</p>

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	<p>Facilitator's Note: You can also make use of the online HSE step by step webtool to determine at what stage an organisation is at. Webtool can be found at: www.hse.gov.uk/involvement/doyourbit/taking-action.</p> <p>The first two levels are legal and the third is good practice and beyond legal compliance, but this third level is where most benefits are achieved.</p> <p>1= Dependent</p> <ul style="list-style-type: none"> • safety as a condition of employment • supervisory control • use of fear/discipline • enforcement of rules/procedures <p>2= Independent</p> <ul style="list-style-type: none"> • care for self • personal knowledge and commitment • individual recognition • opinion valued <p>3= Interdependent</p> <ul style="list-style-type: none"> • team work • helping others conform • care for others • organisation pride. 	
<p>Module 7: 14:45 – 15:45</p>	<p>Best practice and perspective</p> <p>At start of session ask delegates which human factors impact on workplace health and safety - record answers on flip chat and show slides 16 and 17.</p> <p>Next inform delegates that we will be looking at a practical exploration of worker involvement. Divide delegates into mixed groups of 3/4 and provide each group with a case study exercise (suggest you design a case study for that specific group / organisation subject to needs and experience) and ask them to identify some best practice examples of worker involvement and apply these to their own organisations. Provide flip chart paper</p>	<p>Group work and plenary</p> <p>USE SLIDES: 16 and 17 - Human failures and 'at risk' behaviour.</p>

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	<p>for each group to record their responses. Ask them to identify one person to feedback from their group. Emphasise different types of problem issues when seeking solutions for the problems: people – process – products.</p> <p>Incorporate a break in this session</p>	<p>USE SLIDE 18– Defining problem issues</p>
<p>Module 8: 15:45 – 16:20</p>	<p>Action planning</p> <p>Use slide 19 to introduce action planning process and work through the concept of action plans which are:</p> <ul style="list-style-type: none"> • Specific • Measurable • Achievable • Realistic • Timed. <p>Discuss one issue using problem solving approach as an example.</p> <p>Ask individuals to develop their own SMART action plans using organisational development issues. Ask for feedback from some of the action plans. Create discussion and develop with the whole group an agreed action plan for their organisation (look for about six actions the group as a whole can sign up to).</p>	<p>Presentation and individual / group exercise</p> <p>USE SLIDE 19</p>
<p>Module 9: 16:20 – 16:30</p>	<p>Review objectives, evaluate the event and next steps</p> <ul style="list-style-type: none"> • summary of the day • organisations next steps to carry forward work done and action plan 	<p>Discussion</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