

## **HSE event 4**

### **Worker involvement action plan review**

#### **Facilitator brief**

Timing	Facilitator notes	Method and slide
<p><b>Pre- requisites – to be completed by facilitators ahead of any delivery.</b></p>	<p>For delivery these Modules facilitator(s) <b>must</b> have an good understanding of:</p> <ul style="list-style-type: none"> <li>the two principal sets of Regulations/ACoP relating to consultation on health and safety: <a href="http://www.hse.gov.uk/pubns/books/l146.htm">www.hse.gov.uk/pubns/books/l146.htm</a> [1]</li> </ul> <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 web pages, in particular:</p> <ul style="list-style-type: none"> <li><b>the webtool:</b> 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. <a href="http://www.hse.gov.uk/involvement/doyourbit/taking-action.htm">www.hse.gov.uk/involvement/doyourbit/taking-action.htm</a></li> <li><b>Shared experiences:</b> video (and text) case studies. <a href="http://www.hse.gov.uk/involvement/doyourbit/shared-experiences.htm">www.hse.gov.uk/involvement/doyourbit/shared-experiences.htm</a></li> <li><b>guidance materials:</b> <a href="http://www.hse.gov.uk/pubns/indg232.pdf">http://www.hse.gov.uk/pubns/indg232.pdf</a> [2] The worker involvement good practice guide can be accessed here: <a href="http://www.hse.gov.uk/pubns/books/hsg263.htm">www.hse.gov.uk/pubns/books/hsg263.htm</a> [3]</li> </ul>	
<p><b>Module 1:</b></p>	<p><b>Commence workshop</b></p> <p>First explain the workshops aims and objectives to delegates. These are as follows:</p> <p><b>Aims:</b></p> <ul style="list-style-type: none"> <li>to improve the working relationships between managers and representatives and seek to help their organisation reap the benefits associated with a more co-operative approach</li> <li>to review arrangements following on from actions identified at previous event(s) and consider barriers and enablers encountered</li> <li>to understand how to apply the principles and worker involvement practices in their organisation to improve management of health and safety</li> </ul>	<p><b>Discussion and flip chart</b></p> <p>USE SLIDE:1 - on entry</p> <p>USE SLIDE: 2 – Aims</p>



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	<p>first stages of which are legal (information, instruction, training and consultation). Emphasise that the key words in worker involvement are:</p> <ul style="list-style-type: none"> <li>• trust</li> <li>• respect</li> <li>• co-operation</li> <li>• joint problem-solving</li> </ul> <p>Stress that worker involvement does not have to be complicated or costly.</p> <p><b>Advise</b> of the business benefits - that talking to, listening to and involving your employees helps to:</p> <ul style="list-style-type: none"> <li>• make your workplace healthier and safer</li> <li>• improve performance</li> <li>• raise standards</li> </ul>	<p>process</p> <p>USE SLIDE: 7 - What worker involvement might look like?</p>
<b>Module 3:</b>	<p><b>Review of SMART</b></p> <p><b>Talk</b> through slide 8 as a refresh from previous event where SMART was discussed.</p>	<p><b>Presentation</b></p> <p>USE SLIDE 8: SMART action plans</p>
<b>Module 4:</b>	<p><b>Review and evaluation of progress</b></p> <p><b>Ask</b> 'what has happened so far'? Explain that we are going to revisit action plans completed in their previous worker involvement event(s).</p> <p>Split into small mixed groups and allocate one or two of the actions from the plan(s) to each group. <b>Ask</b> each group to assess their organisation's progress so far against the action(s) given to them. Hand out red, orange and green pens to each group and ask them use the traffic light system (below) to assess the current state of the actions.</p> <p><b>Explain</b> the process of 'traffic light' evaluation, as follows:</p> <ul style="list-style-type: none"> <li>• red - for 'no actions / no progress</li> <li>• amber - for some progress, but not complete</li> </ul>	<p><b>Group work and plenary</b></p>

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	<ul style="list-style-type: none"> <li>• green - for actions in place and some measurable success</li> </ul> <p><b>Ask</b> them to through each action allocated to them and check against SMART then give each action or part of an action a coloured traffic light dot.</p> <p><b>Ask</b> each group to present back and generate <b>discussion</b> on points arising.</p>	
<b>15 minutes</b>	<b>BREAK</b>	
<b>Module 5:</b>	<p><b>Analysing the barriers - what is in the way?</b></p> <p><b>Ask</b> ‘As you look at your current state of progress, what are the barriers and how do they break down into these three headings?’</p> <ul style="list-style-type: none"> <li>• <u>people</u> - behaviours, attitudes, mindsets</li> <li>• <u>processes</u> – systems, channels of communication, methods, protocols; and</li> <li>• <u>environment</u> – workplace conditions, market pressure, equipment’</li> </ul> <p>Generate <b>discussion</b> and ensure understanding.</p> <p><b>Present</b> slide 10 that lists the barriers found in HSE’s “Do your bit” pilot report. <b>Ask</b> ‘are the issues common between both representatives and managers?’ This next session is for groups to rework their perceptions.</p> <p><b>Ask</b> groups to go back and analyse in their red and amber dotted actions to establish which of these barriers may be impacting on their progress and come up with a list of potential actions to address each barrier. Each group to present back their lists and discuss findings. Record the results for the afternoon action planning session.</p> <p>Prepare the group for the afternoon session by saying that we will explore some of the people skill factors and then revise our actions based on a deeper understanding of what is and isn’t working well.</p>	<p><b>Presentation, group work and plenary</b></p> <p>USE SLIDE: 9 – Barriers (people, processes, environment)</p> <p>USE SLIDE 10 – List of barriers</p>
	<b>LUNCH BREAK</b>	

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<b>Module 6: (Optional as appropriate)</b>	<p><b>People skills for success – a brief overview</b></p> <p><b>Ask</b> ‘what people skills have you noticed you need to use, and where have your efforts to change hearts and minds not been successful’?</p> <p><b>Draw out</b> issues around influencing, resistance, win – win; how much ‘telling’ and how much negotiation? <b>Ask</b> group to consider if they spending energy in issues they have very little influence over?</p> <p><b>Ask</b> ‘how much do you know about your own style, and how to adapt it to suit other people’s styles’? (<b>Note:</b> If the group have not experienced this in previous events, get individuals to complete a communication style questionnaire and take them through the results, with recommendations as to how to flex their own style to suit. There are different methodologies you can use.)</p> <p>Split into groups and <b>ask</b> them to explore how they might approach the other types that they are not.</p>	<p><b>Group discussion</b></p>
	<p><b>BREAK</b></p>	
<b>Module 7: (Optional as appropriate)</b>	<p><b>Tool for clarifying how to modify actions</b></p> <p><b>Create and take a session where you talk the group through a tool for clarifying how to modify actions.</b></p> <p><b>Ask</b> them to take each of their red and amber actions from the morning and investigate them and ask them to come up with actions to mitigate each one.</p> <p><b>Ask</b> each group to present back – generate and allow discussion and <b>ask</b> them to test each others to ensure that agreement is SMART and acceptable to all.</p>	<p>(Can refer back to SLIDE 8 – SMART action plans)</p>

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<b>Module 8:</b>	<p><b>Sustaining Worker Involvement beyond the Event</b></p> <p><b>Ask</b> 'what would need to happen to ensure that worker involvement in health and safety is sustainable from here on'?</p> <p><b>Ensure</b> that the actions they have planned are to be reviewed, how and when, and they know what they will be doing to keep the awareness on the issues.</p>	SLIDE 11 - Action planning with SMART objectives
<b>Module 9</b>	<b>Review objectives, evaluate and close.</b>	<b>Discussion</b>

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](http://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](http://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](http://www.hse.gov.uk/pubns/books/hsg263.htm)