



REPRESENTING EMPLOYER ORGANIZATIONS THROUGHOUT THE WORLD

DEVELOPING A PREVENTION CULTURE AT THE WORKPLACE - THE EMPLOYERS PERSPECTIVE

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ENGAGING EMPLOYERS IN PREVENTION

A ***national preventative safety and health culture*** refers to a culture in which the right to a safe and healthy working environment is respected at all levels, where government, employers and workers actively participate in securing a safe and healthy working environment through a system of defined rights, responsibilities and duties, and **where the principle of prevention is accorded the highest priority.**

EU Framework Directive

ILO Convention 187



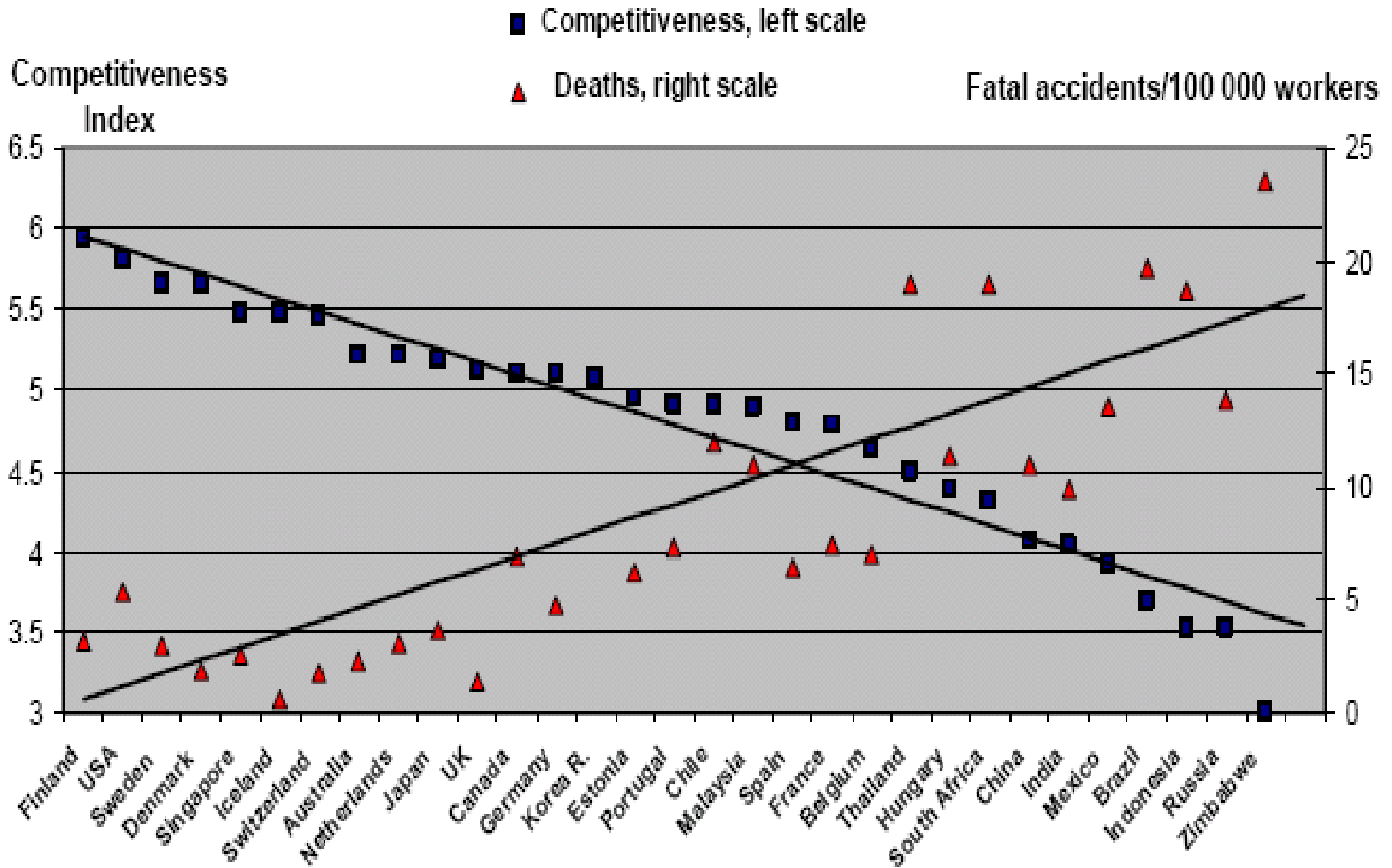
ENGAGING EMPLOYERS IN OSH

Two different perspectives from employers

- OSH interventions are costly, they interrupt the flow of work activity, and regulations impose a non-productive investment.
- Good health and safety practices are good for business, productivity improves, so enterprise and national competitiveness is enhanced.

Competitiveness and Safety

Sources: World Economic Forum;
ILO/SafeWork





“SELLING” OSH

To change employers' behaviour

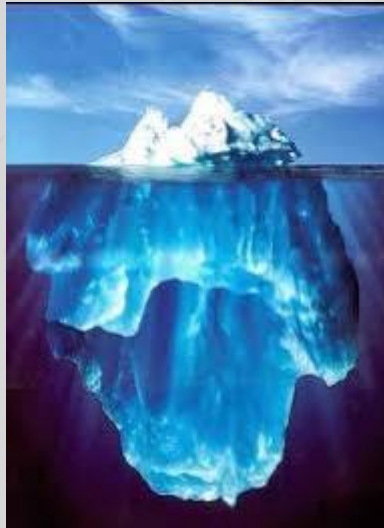
- ❑ employers recognise productivity drives economic growth and profits - build on this
- ❑ easier to justify a safety and health promotion plan on the basis of ***enhancing productivity*** rather than on the basis it will solely contain or lower costs.
- ❑ move away from legal compliance to being part of competitive advantage and world class performance.



SELLING POINTS FOR OSH PROMOTION

Direct costs of getting it wrong

- Disruption to business, failure to meet contract
- On-going lost production from worker absence
- Cost of replacement staff – including training
- Replacement or repair of damaged equipment
- First aid, medical and rehabilitation costs
- Compensation payments
- Increased insurance premiums
- Fines or legal proceedings



Indirect costs

- Managerial time to investigate
- Costs of retraining someone else for the job
- Lower motivation and morale of other employees
- Increased absenteeism
- Higher turnover
- Poor enterprise reputation
- Loss of contracts



THE VIRTUOUS CIRCLE

Increased
productivity &
profits

OHS prevention &
intervention
programmes

Improved
organisational
climate, morale &
employment
relationships





HOW DO YOU ACHIEVE A PREVENTION CULTURE?

- Focus on attitudes in society generally – prevention is not just a workplace issue.
(Seat belts, speeding, drink driving etc)
- Reinforce with what is taught in the education system.
- Promote the message through television and in the media.
- Encourage responsibility for self and others at workplace.
- Move away from straight compliance with rules and laws.



WORKPLACE INITIATIVES

- ❑ Awareness raising
- ❑ Align OSH with other management systems so that it is an integral part of work
- ❑ Focus on attitude of individual and shared responsibility
- ❑ Training
 - Staff trained on OSH before start work
 - Focus on physical and psychosocial risks
 - Hazard identification
 - Risk management
 - Monitor maintenance of control measures



WORKPLACE INITIATIVES ctd

□ Education

- Build resilience, continuous learning, skills development
- Foster knowledge and actions for wellbeing

□ Provide support systems

- To help minimise other sources of reduced performance

□ Reward

- Innovation
- Source of team pride
- Recognition of key milestones – no lost time injuries for 6 / 12 / 24 months



WORKPLACE INITIATIVES ctd

□ STAY SAFE; STAY SAFE; STAY SAFE

- What am I/we doing?
- What could go wrong?
- What can I/we do to make it safe?

□ TAKE 5

- Think
- Identify hazards
- Plan the job
- Do it safely
- Maintain and improve systems

CONSTANT REINFORCEMENT NEEDED IN TARGETTED AND TIMELY CAMPAIGNS



PROVIDE THE TOOLS FOR RESILIENCE FOR ALL



Make people risk aware not risk averse



MANAGEMENT CHANGES

- ❑ **DEVELOP A SAFETY INDEX**
- ❑ Safety incorporated into monthly performance score, alongside production and other data
- ❑ Not just a report of injuries/incidents, use these as well as near misses as learning or prevention points
- ❑ Continuous measure based on actions that reduce risk such as
 - Safety meetings held
 - Audits completed
 - Trainings completed
- ❑ Becomes integral part of business activity



MANAGEMENT CHANGES ctd

- ❑ **BALANCED SCORE CARD**
- ❑ Managers report not only on financial progress but also quality and safety
- ❑ Part of manager's Key Performance Indicators
- ❑ Enables integrated output of statistics for meaningful reporting
- ❑ eg Infrastrucutre company can cite safety statistics per metre paved or tonnes carried.



MANAGERS LEAD BY EXAMPLE

- Participate in fire drills
- Clean up own spills
- Wear required PPE for area
- Talk inclusively about individual and shared responsibility
- Follow up on workers' suggestions
- Walk the talk in according the principle of prevention the highest priority



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THANK YOU

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