Worker Engagement

Billy Hare

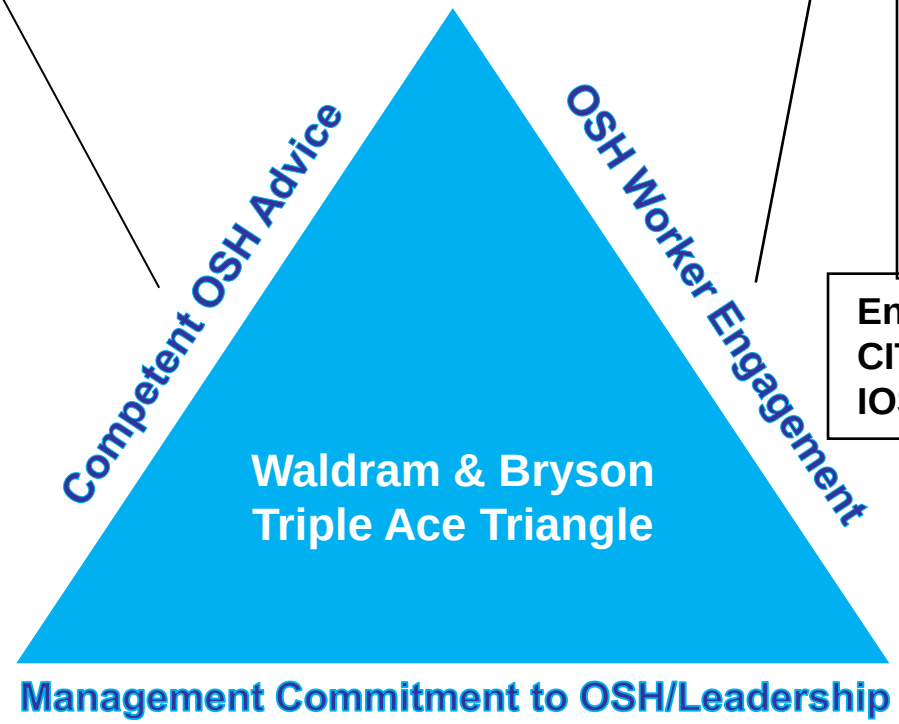
Senior Research Fellow

Glasgow Caledonian University

GCU Glasgow Caledonian University

School of the Built & Natural Environment

B Hare & I Cameron OSH Research Strategy



IOSH 'Superior Safety Performance'

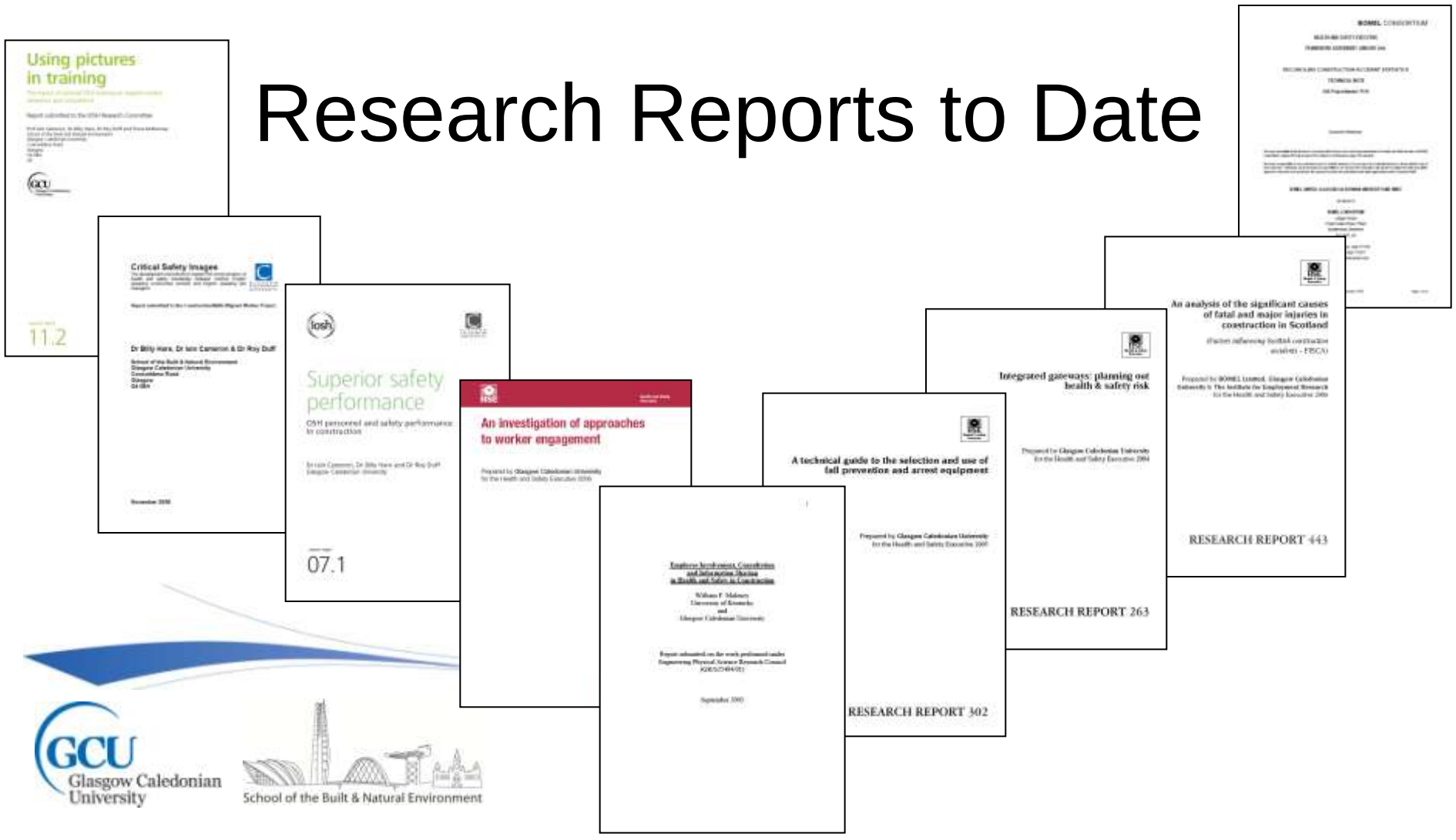
HSE Worker Engagement

EPSRC Employee information sharing

Engaging migrant workers:
CITB-ConstructionSkills
IOSH Impact of images

HSE Integration of H&S Planning
HSE Management of Work at Height

Research Reports to Date



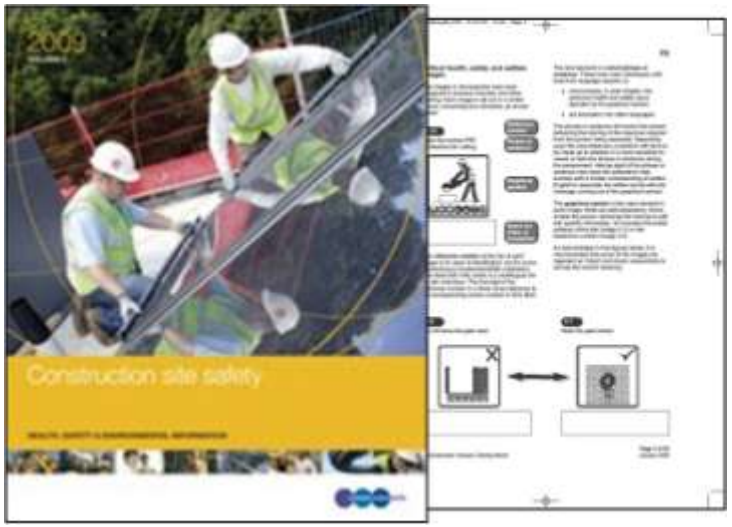
GCU Glasgow Caledonian University

School of the Built & Natural Environment

Industry Publications & Knowledge Transfer

Based on Research Findings:
CDM Guidance

http://www.hse.gov.uk/pubns/priced/l144.pdf
http://www.citb-constructionskills.co.uk/healthsafety/cdmregulations/



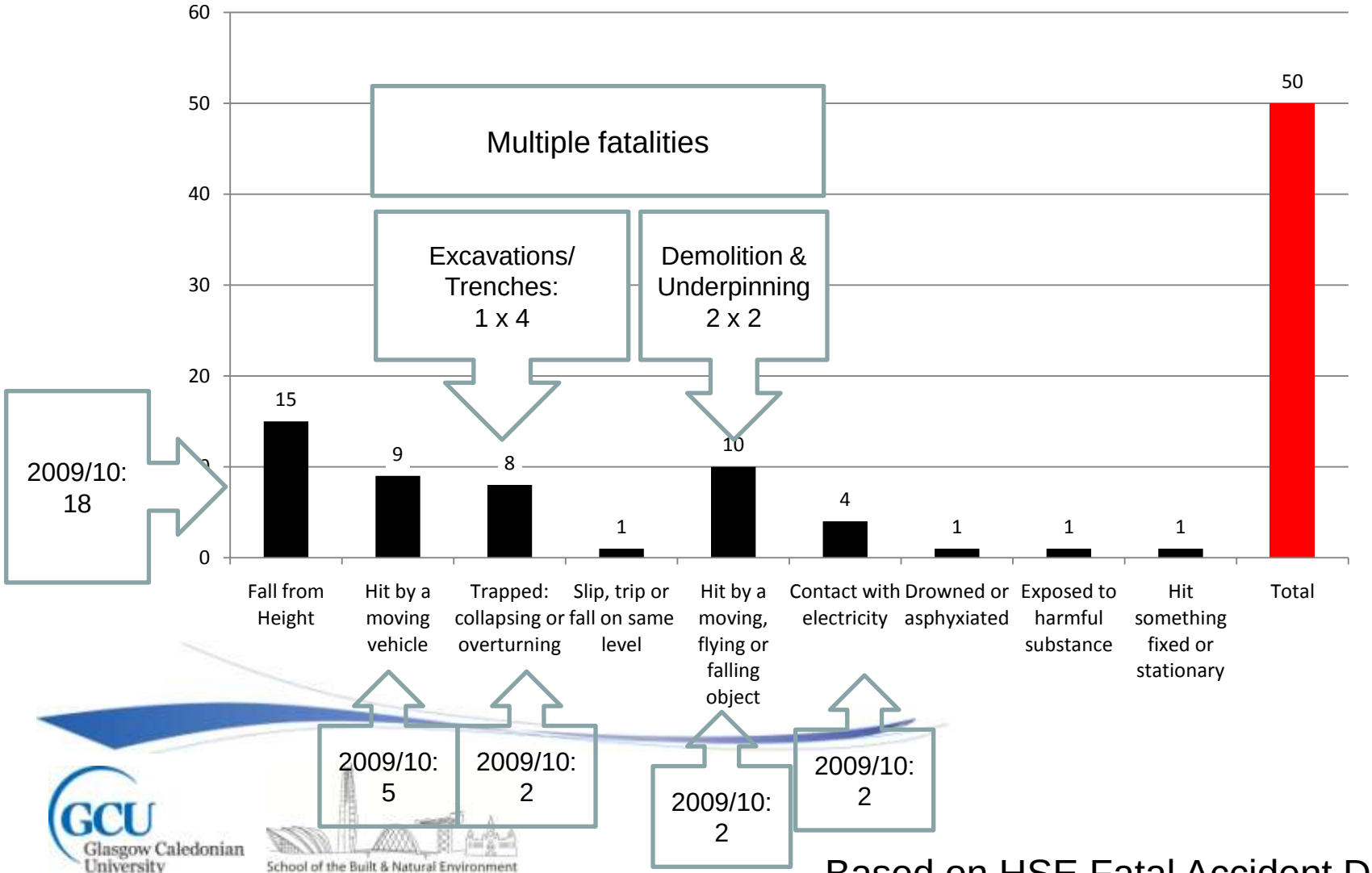
Authors:
ConstructionSkills: 'Construction Site safety' (GE700) Module F5: 'Safety Critical Communication'

Authors: CDM Industry Guidance: Annex H 'Involving the Workforce'

http://www.cskills.org/uploads/Annex-H-Involving-the-workforce_tcm17-10101.pdf

Authors:
ConstructionSkills: 'Safety Critical Communication' Tool Box Talks (GT701)

Fatal Accidents By Kind: 2010/11

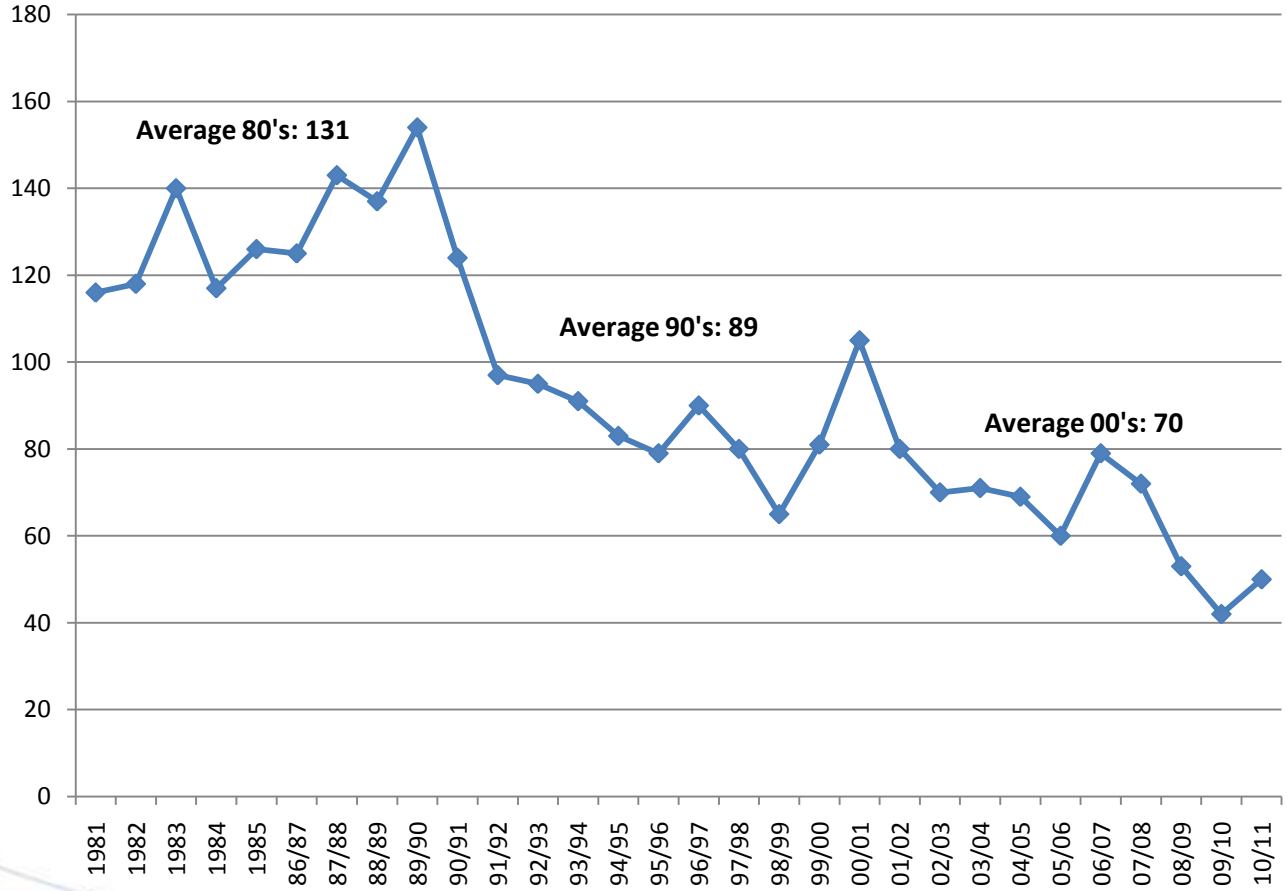


GCU Glasgow Caledonian University

School of the Built & Natural Environment

Based on HSE Fatal Accident Database

Construction Fatal Accident Trends



Anyway...

back to Worker Engagement

Introduction: Terminology

- Worker:
  - Consultation
    - Legal requirement
  - Participation
  - Involvement
    - Stage further
  - Engagement
    - Fully integrated with decisions

HSE Definition

Worker Engagement is a process where every worker on a construction site actively participates in improving health and safety by influencing others. More specifically, workers are keen to share their experience and knowledge with other workers and managers; managers positively encourage worker participation to identify and resolve health and safety problems, and everybody on site benefits from safer working conditions.

Legislation

- **Legal requirement for worker "consultation"**
  - The Safety Representatives and Safety Committees Regulations (1977)
  - The Health and Safety (Consultation with Employees) Regulations (1996)
  - **Directly address involvement, consultation, and the sharing of information with regard to health and safety**
- **Further requirement for consultation:**
  - CDM 2007 (Reg 24) requires management to obtain "views of workers"

Engaging workers

Traditional approaches to behavioural safety

- Concentrating on front-line workers losses focus on management, systems & policies
- Tendency to assume behaviour is the *only* cause of accidents
- Can only measure what is observable (some problems are not easily measured by observing worker behaviours)

Worker engagement

- Starting point acknowledging that workers can contribute to 'organisational learning'
- Report unsafe acts/ conditions, near misses.
- Identify management & system failings
- Contribute to decisions about H&S issues through their knowledge of 'how the work actually gets done'

- Maloney: ***'when you hire the hands, you also get the brain'***

Effective W.E.
Scope of activities

- Identifying and resolving H&S problems
- Producing a H&S plan
- Writing method statements
- Developing and reviewing training
- Selecting equipment e.g. PPE
- H&S audits
- Conducting risk assessments
- Conducting accident investigation
- Developing safety rules and procedures
- Developing safety management systems

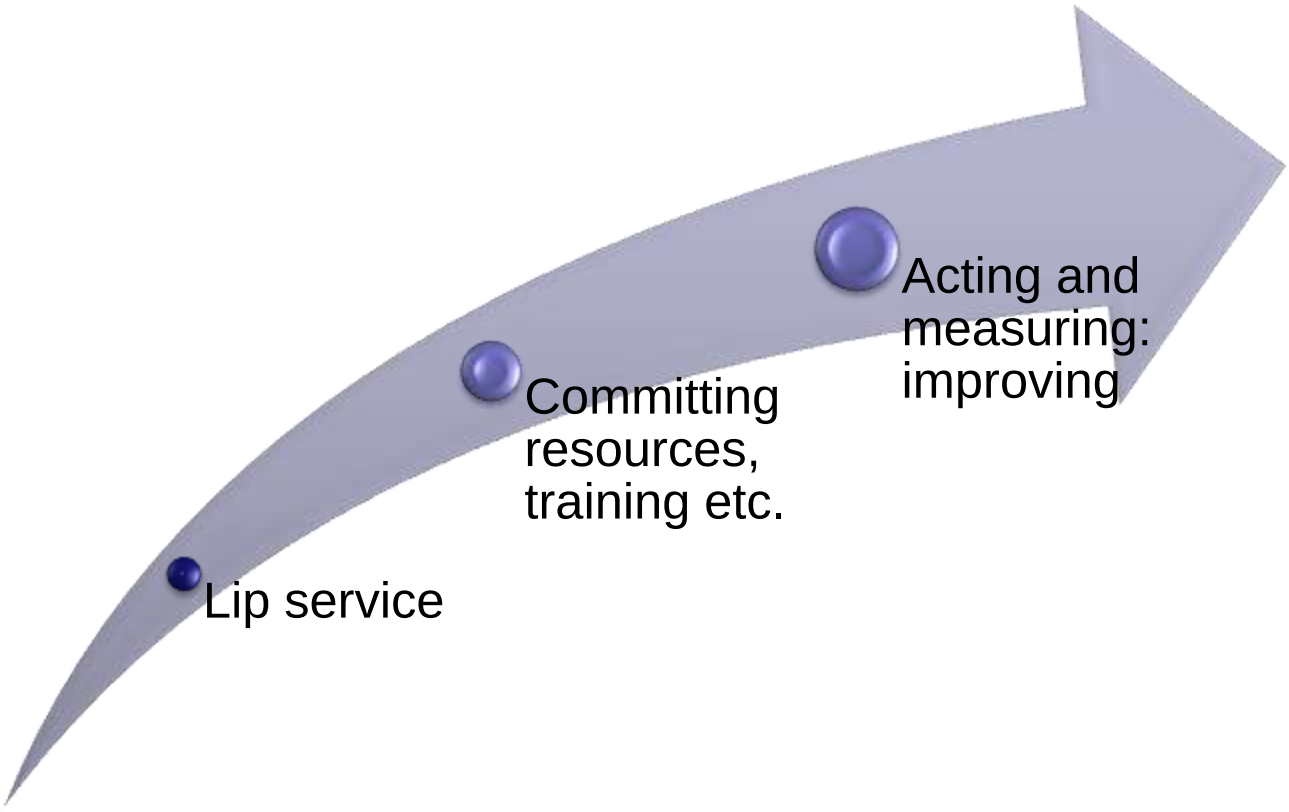
Effective W.E.: elements

- Management commitment and resources
  - Framework for worker engagement
  - Create trust, motivate workers to ‘get involved’

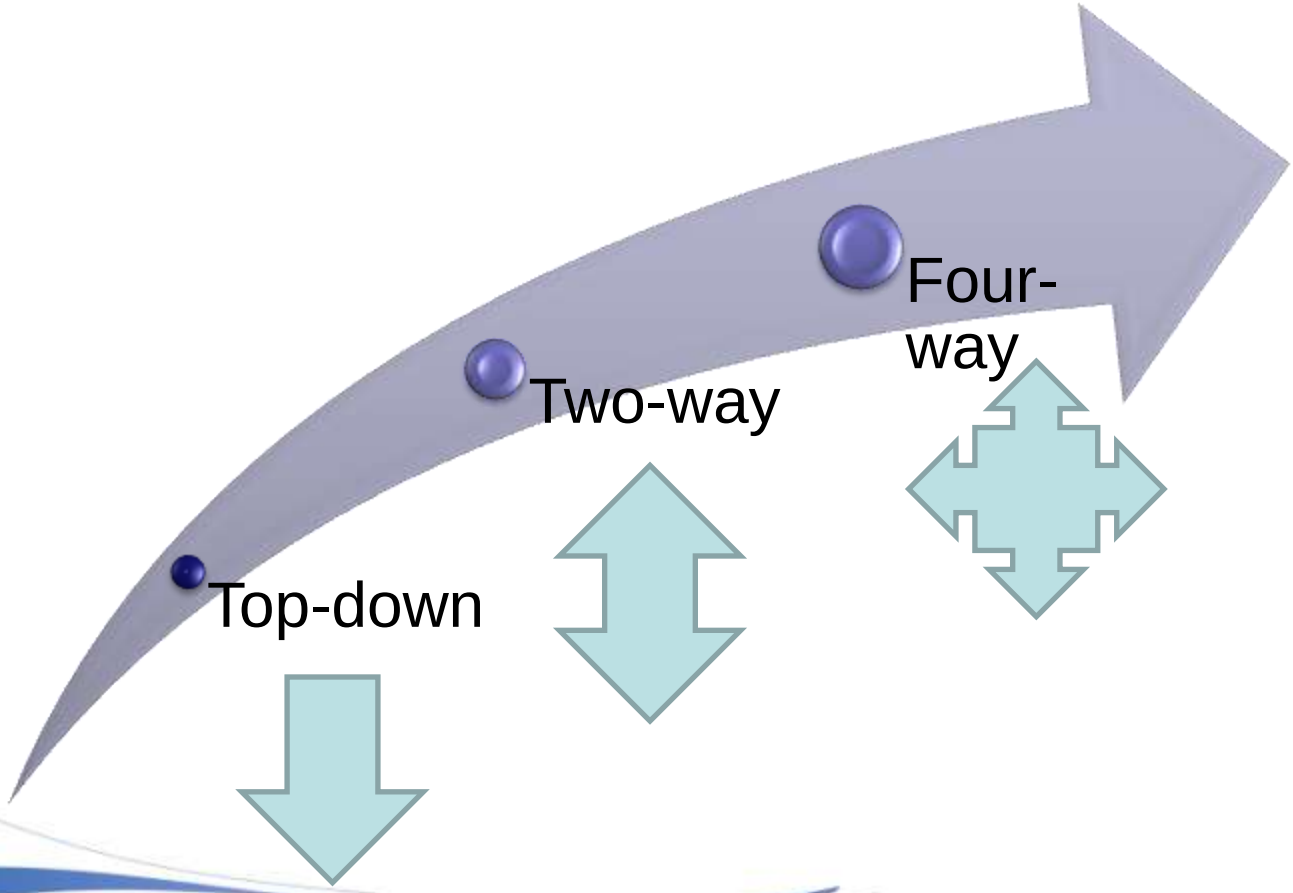
- Communication
  - Top down, bottom up & lateral
  - ‘Meaningful discussion’

- Evidence of feedback & outputs
  - Decisions have taken account of workers input
  - Issues raised by workers have been followed through

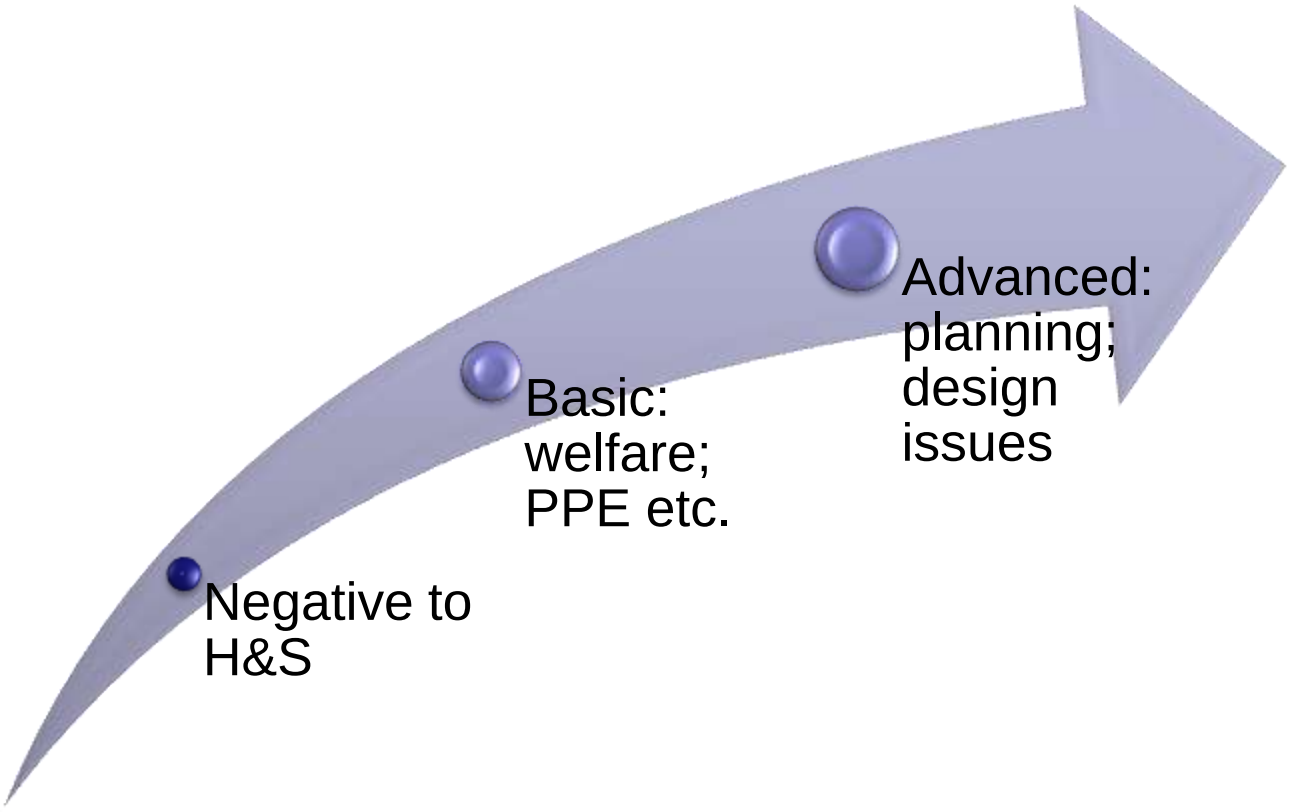
Management Commitment/Leadership



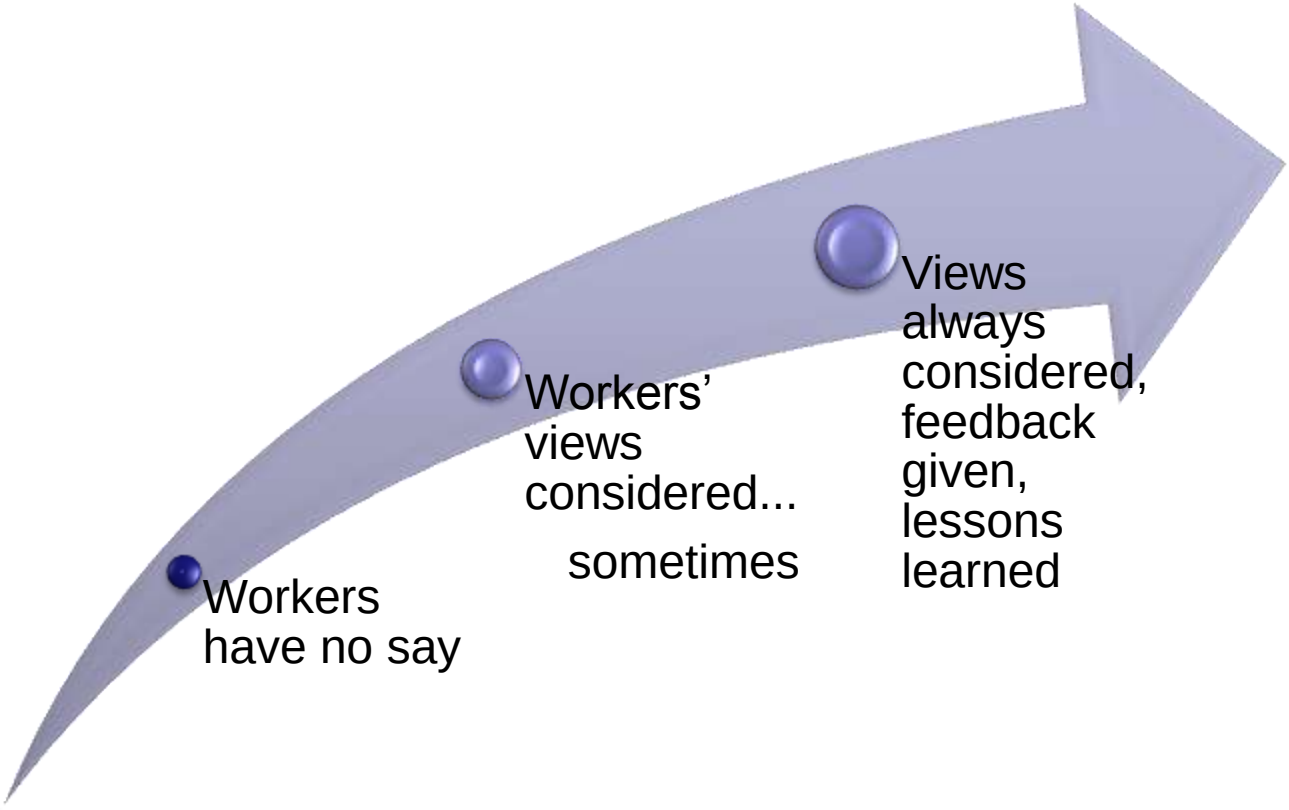
Communication



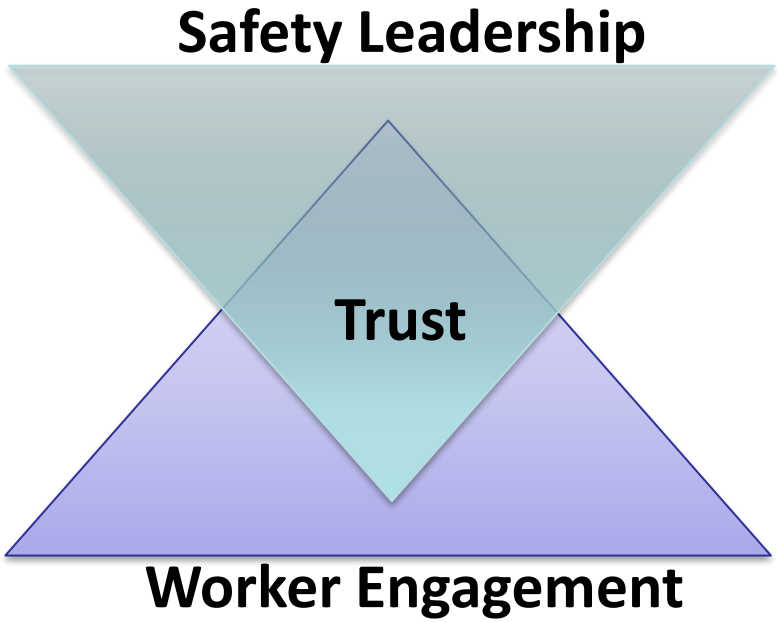
Meaningful discussion



Results/Outputs



The secret ingredient...



Effective W.E.

Examples

GCU Glasgow Caledonian University
School of the Built & Natural Environment

Safety Representative

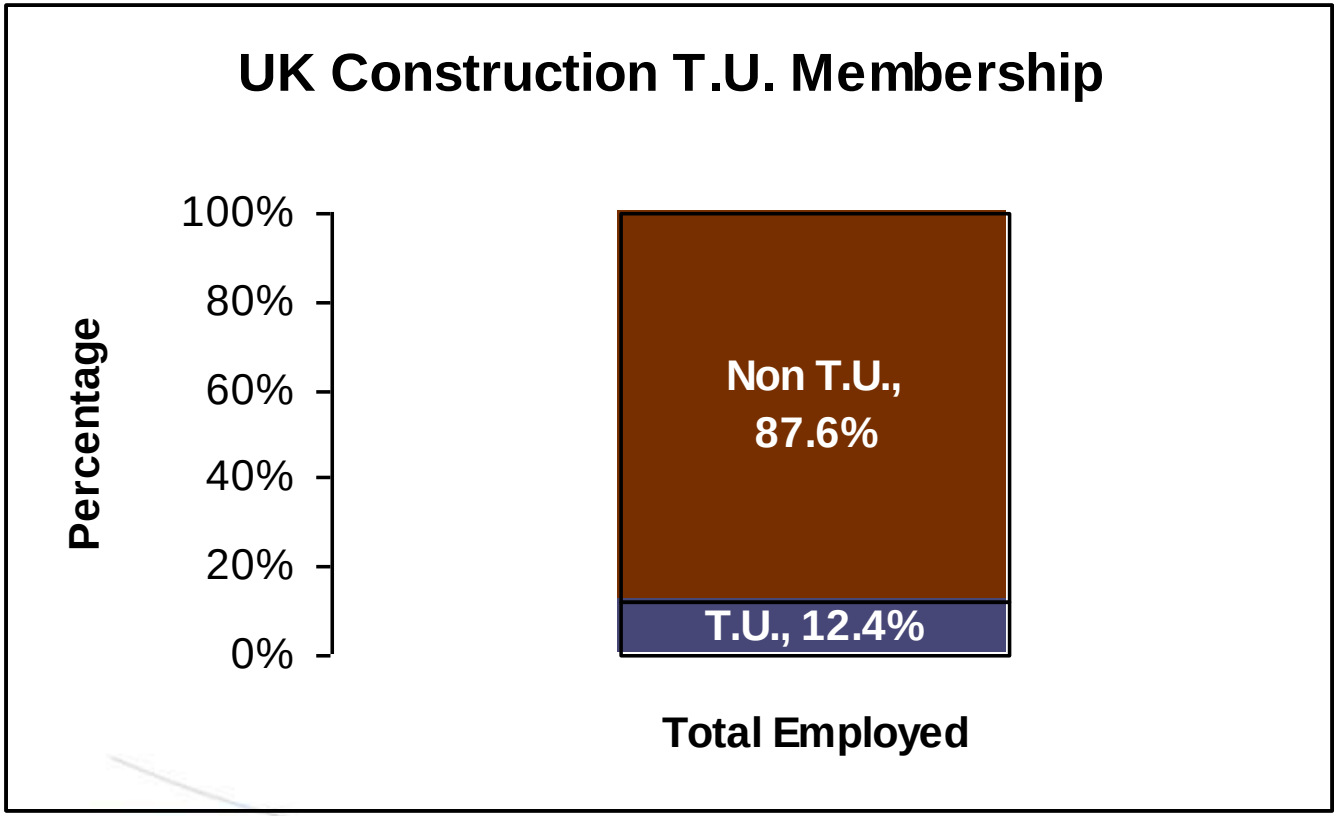
Pros

- T.U. training comprehensive
- Strong research evidence for better H&S
- Board level/many workers
- Source of advice
- Lead by example (influence others)

Cons

- Mere presence won't guarantee better H&S
- Site based reps may be restricted
- Possible misunderstanding of role
- Low T.U. membership (see next slide)

Trade Union membership



Source: Labour Force Survey

Safety Committees

Pros

- Useful at boardroom and (large) project level
- Opportunity to exchange ideas & views
- Formal recording of discussions & actions
- Committee members provide link with workers/managers

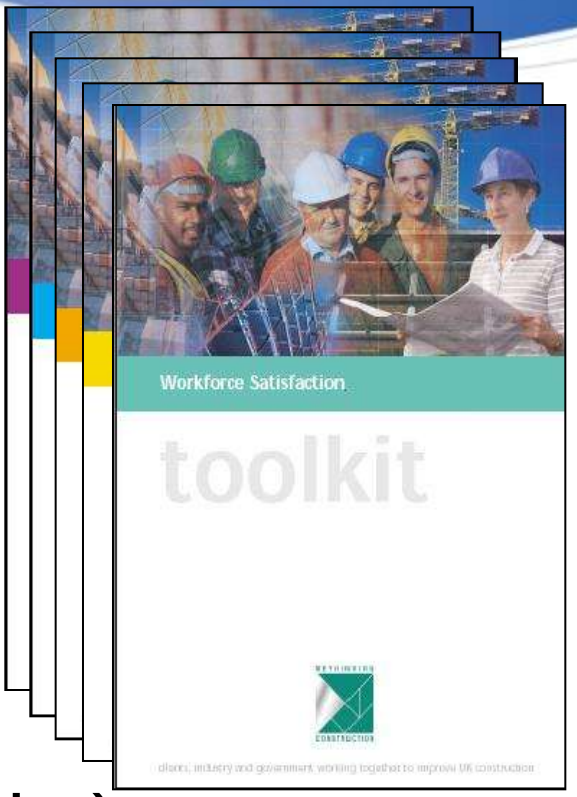
Cons

- Can be cumbersome on small sites
- Perceived intimidation from managers
- Without authority, can become powerless

Surveys

Pros

- Can include all workers
- Provides anonymity
- Useful for benchmarking



Cons

- Literacy problems (if asked to write)
- Possibility mostly disgruntled workers will respond, skewing the figures

Safety Action Groups

Pros

- Workers empowered
- Increased team working
- Only ‘actions’ need to be recorded, keeps paperwork to a minimum

Cons

- Suggestion box (may be reluctant to use)
  - Telephone better

Pre-task briefings

Pros

- Provides regular feedback & monitoring
- Good for identifying changes
- Discussion not restricted to task in hand
  - Can relate to anything
- Provides audit trail

Cons

- Workers may be reluctant to complete cards
- Increased administrative burden

Informal

Pros

- Can be incorporated into daily routine
- Most common type of communication between workers and front line management
- Flexible

Cons

- Unstructured (requires a site diary)
- Safety champion needs to be experienced & literate

Findings GCU Research

- Greater quantity and scope of issues were discussed on sites where formal H&S training was recorded on >50% of questionnaires

- Preferred mode of communication was face to face:
- Pre-start briefings
- Safety circle meetings
- Informal conversations

- Written communication was poorly received by workers
- Briefing cards
- Suggestion box
- Worker diaries

- ‘Action list’ helped management close out issues (when used)

Feedback board

ENGAGEMENT AT WORK

On the Welsh Water Asset Investment Framework in South Wales, workers for civil engineering contractor AMEC take part in a committee called VOICE.

VOICE stands for **V**iews of **O**peratives **I**n the **C**onstruction **E**nvironment. The aim of the committee is to ensure that workers do have a voice – and that it is listened to. Part of the committee's aim is to innovate and propose new ways of working to reduce risks to workers' health and safety.

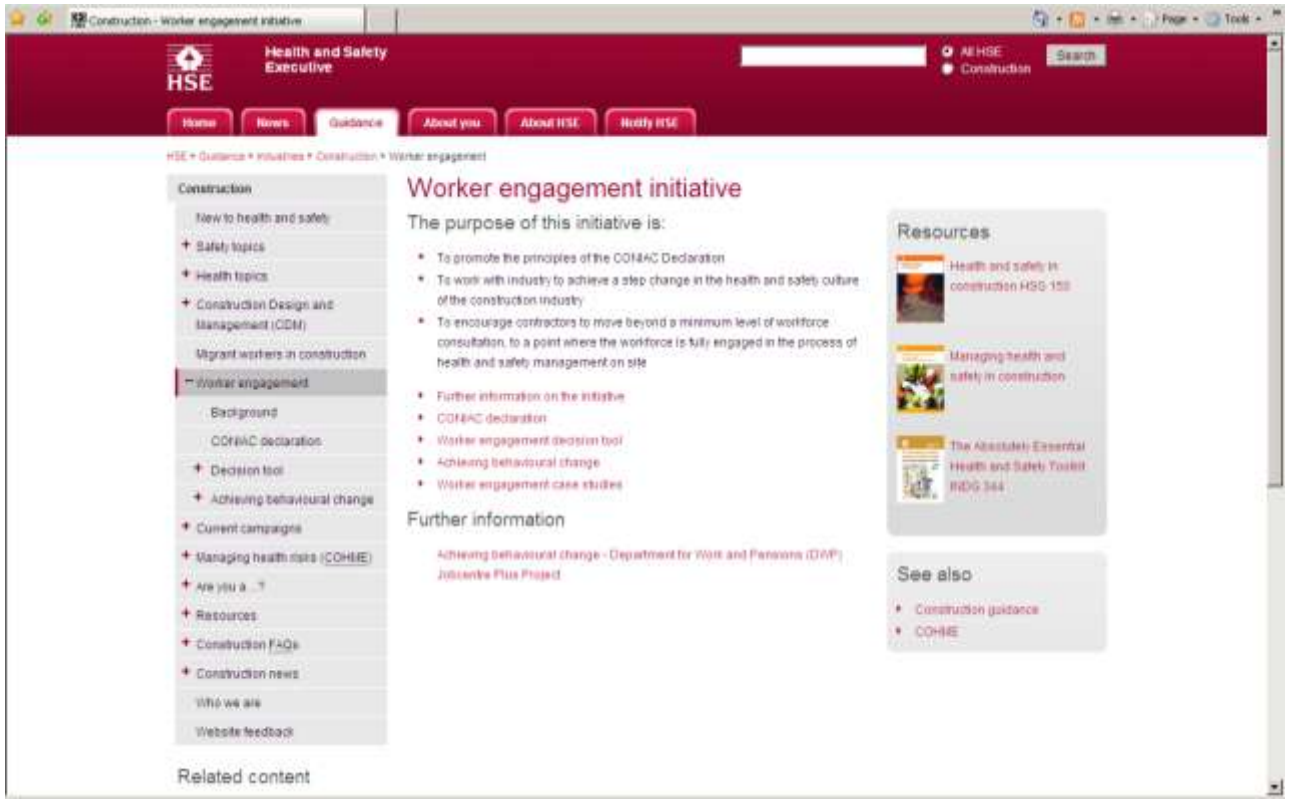
Discussions have been held over a long period to find the best lifting aid to handle heavy manhole covers. Three different types of lifter have been tried, including types with hydraulic lifting mechanisms. However the type of lifter shown in the photograph has been found to offer the best combination of rugged strength and flexibility – not all manhole covers are found in flat, accessible paved areas.

Another tip from this committee - the minutes are written up with pictures to illustrate the discussions, and circulated as posters to go in all the works canteens. Posters are also used to celebrate the achievements of VOICE – see left.

GCU: Initiative

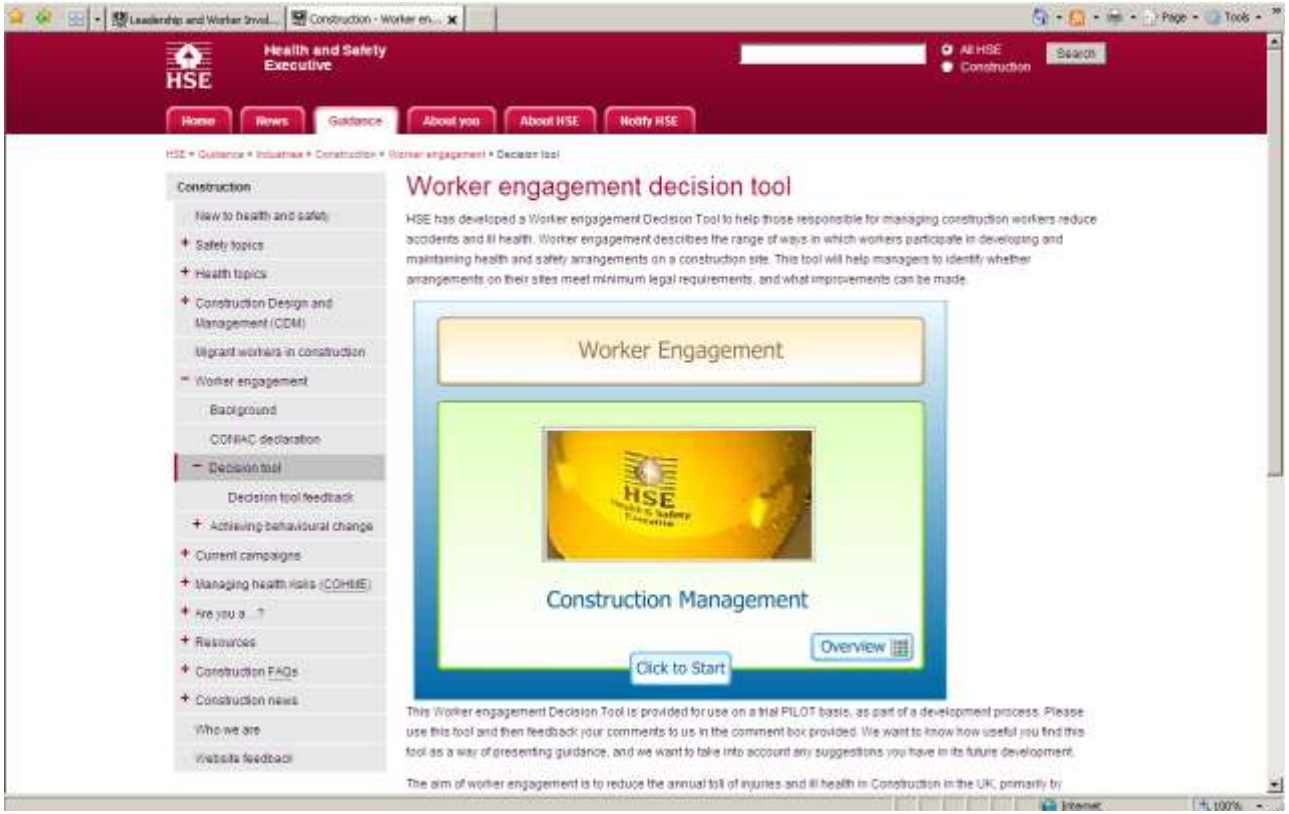
- CITB/Construction Skills 1 day worker course
- End of course activity:
  - What problems do you face?
  - Top 10 from each group of workers
  - Top 10 of all workforce
- No. 1 problem:
  - The state of tools and equipment from the (preferred) hire company
    - Impact on H&S; productivity; wages; morale
- Action:
  - Hire company director summonsed, put on probation
  - Regular feedback from workers on quality of equipment

Sources of information



http://www.hse.gov.uk/construction/engagement/

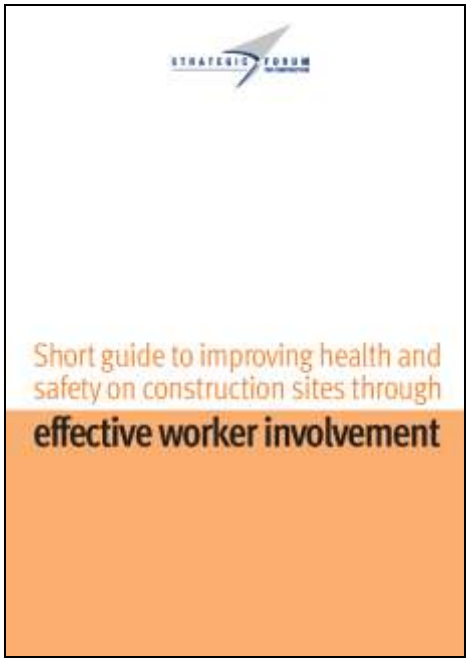
Sources of information



http://www.hse.gov.uk/construction/engagement/decision.htm

Sources of information

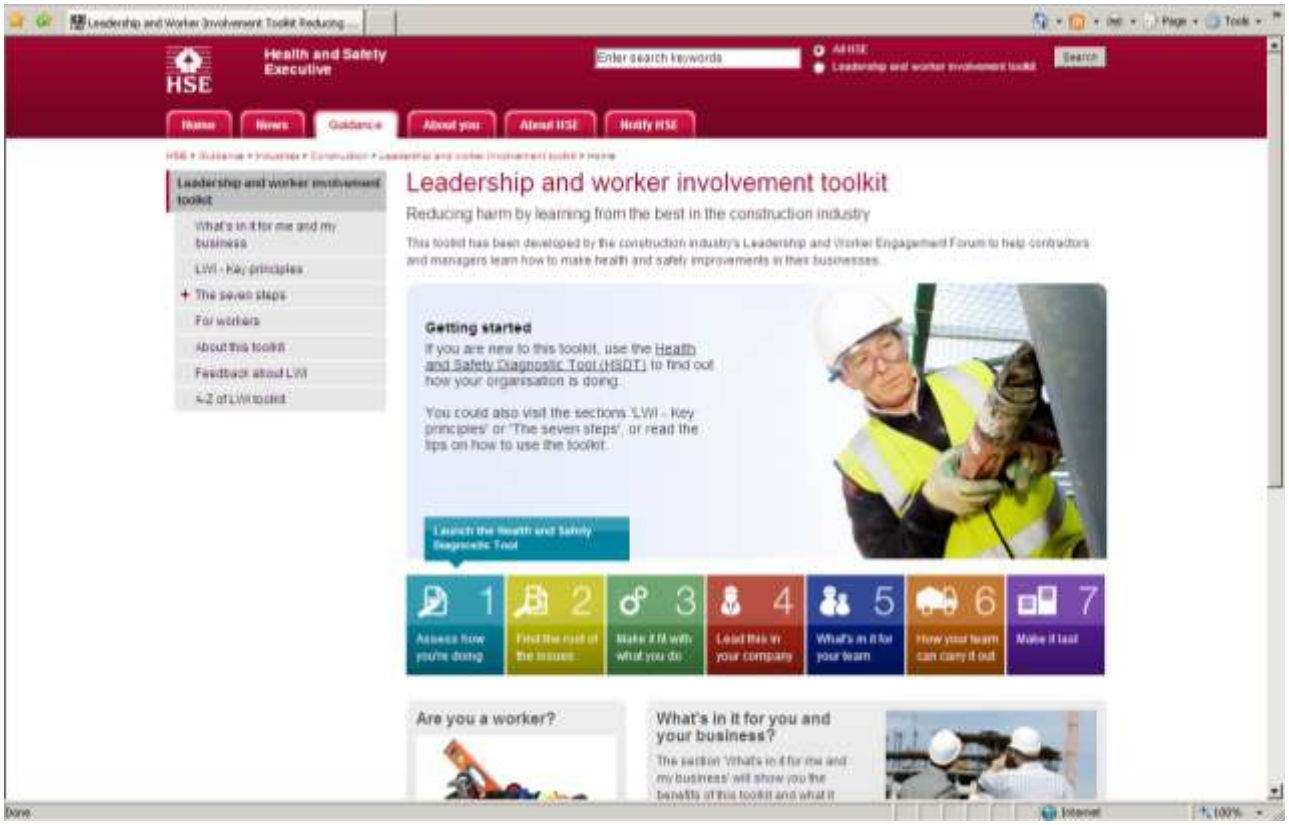
Construction Skills:
CDM Worker Involvement Guide



Strategic Forum:
CDM Worker Involvement Guide

Construction Skills:
Worker Involvement DVD

Sources of information



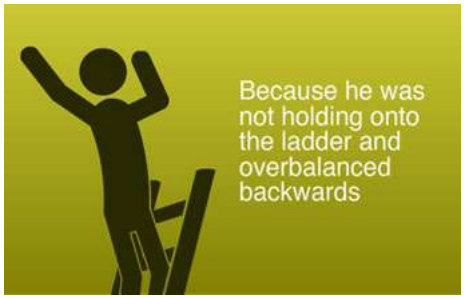
http://www.hse.gov.uk/construction/lwit/

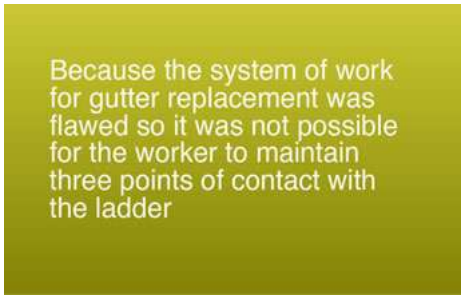
Stage 1: Diagnosis

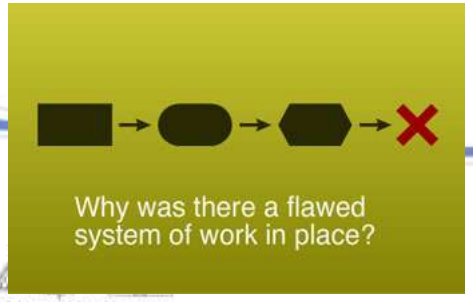
Building Block	Description
Commitment	The importance you and your workers attach to H&S.
Worker Engagement	The involvement your workers have in H&S decisions.
Prioritisation of Health and Safety	The attention given to H&S compared to 'getting the job done'.
Compliance	How the organisation is complying with its H&S responsibilities.
Measurement	The way H&S is measured.
Organisational Learning	Learning from experience on H&S. Lessons learned are communicated to workers.

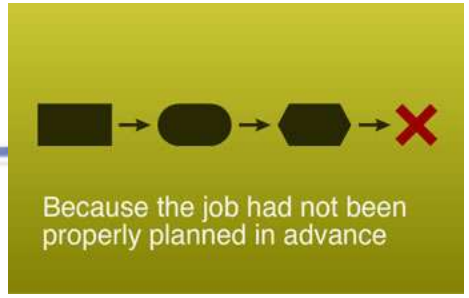
GCU Glasgow Caledonian University
School of the Built & Natural Environment

Stage 2: Root causes





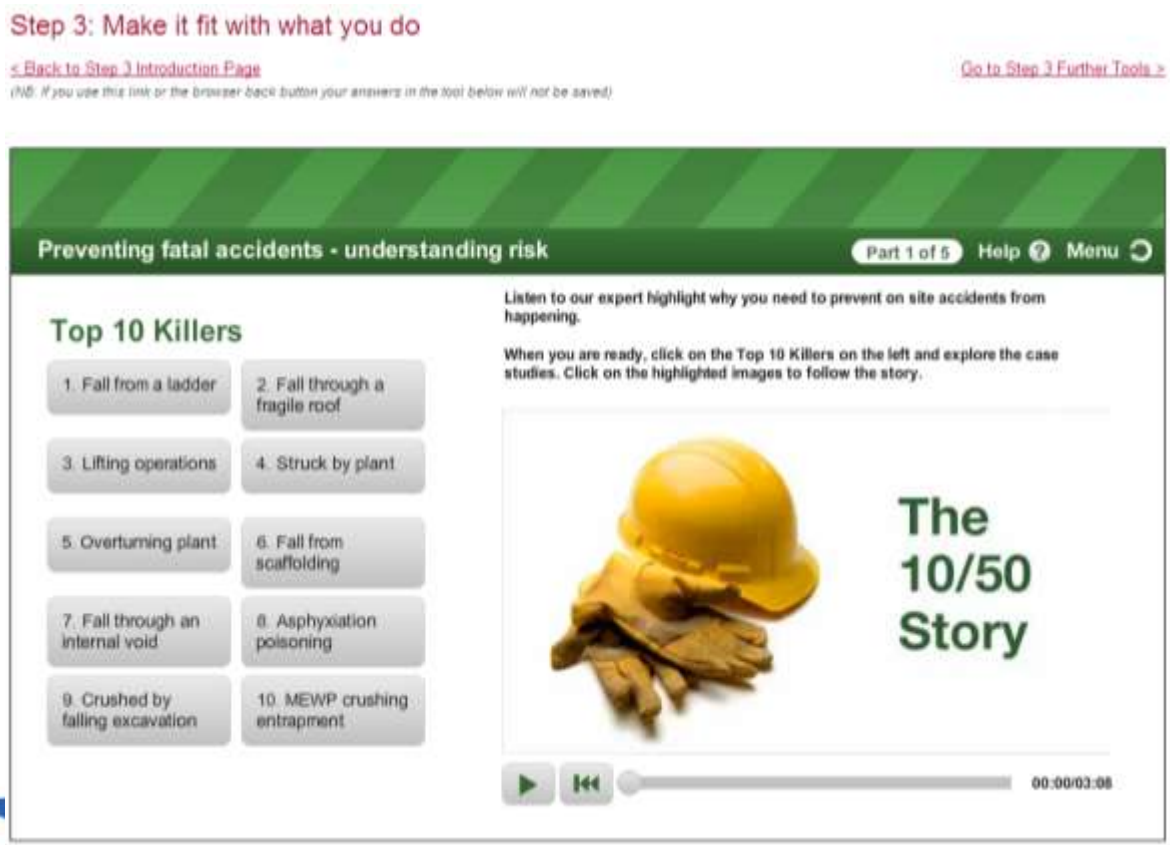




GCU Glasgow Caledonian University

School of the Built & Natural Environment

Stage 3: Make it fit



Sub stages:

Ask where are the problems?

Practical solutions?

How do we implement them?

Stage 4: Personal leadership

Key questions:

- Do you have a vision?
- Do you motivate and inspire others?
- Do you show concern for workers?
- Are you fair with all workers?
- How well do you communicate?

Stage 5: Winning hearts & minds

- “It couldn’t happen to me” DVD
- Guide on incentives & rewards
  - One-off prizes
  - Charity donation scheme
  - Safety raffle
  - Safe person of the month award

Note: no awards mentioned for ‘accident-free hours’

Stage 6: Implementation

- Communication guide for inductions/TBT
- Stop work procedure
- SLAM

- STOP
- LOOK
- ASSESS
- MANAGE

Stage 7: Make it last

- Measurement/Benchmark tools

- Examples:
  - No. Site walkabouts
  - No. Safety conversations
  - Conversion ratio (issues raised : closed out)

WORKWEAR/PPE

Company ignored workers' concerns over glove policy

A global chemical firm has admitted it failed to identify that its glove-wearing policy created entanglement risks for it workers.

INEOS Enterprises Ltd introduced a policy at its site in Weston Point Salt Walks, Runcorn, which required workers to wear gloves when using machinery. On 21 September 2010, a 58-year-old worker was operating a metal-working lathe to remove rust from a hitch pin, which is used to connect a trailer to a vehicle. He was holding a metal file while he rotated the pin, when his glove snagged on it and his hand was pulled into the rotating mechanism. He suffered damage to three fingers, one of which had to be amputated.

A lesson in the consequences of Ignoring workers' views

SHP Aug 2011

HSE inspector Mhairi Duffy revealed that the metal-working lathe and two drill machines did not have safety guards. She said: "The company ordered its staff to wear protective gloves on the factory floor, even though some workers tried to explain that there were often specific reasons for not wearing them. New guidance was introduced nearly six years ago on not wearing gloves while using metal-working machines, but INEOS failed to keep up to date."

INEOS Enterprises appeared at Runcorn Magistrates' Court on 4 July and pleaded guilty to breaching s2(1) of the HSWA 1974. It was fined £12,000 and ordered to pay £6607 towards costs.

The firm told the court it has now amended its glove policy to ensure that employees don't wear gloves while using machines where they could get entangled. It has also removed the metal-working lathes and has introduced fixed guarding on the drill machines.

Final note...migrant workers

- Fiona McNairney (PhD student)
  - Use of images to communicate H&S information
  - Developing assessment criteria for images
  - Induction training; TBT; Method Statements
- Looking for:
  - Images you currently use
  - Access to some foreign workers
- In return, you will get access to her findings...
  - E.g. Best type/use of images for maximum impact

Thank you