SHBHSF – August 2014

Leadership Worker Involvement Toolkit

LWIT

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The development of LWIT

- A 3 year research programme involving a 3 way partnership, CD, the industry and HSL

- First research report, RR660 showcased progress on behavioural change by the industry

- Industry asked for tools to help smaller contractors take up the challenge

- The HSE website was launched at Heathrow in June 2011

The key concept

- That good health and safety management is characterised by two drivers;
  - Top down **Leadership**
  - Bottom up **Worker involvement**

Leadership

Risk at work

Worker involvement
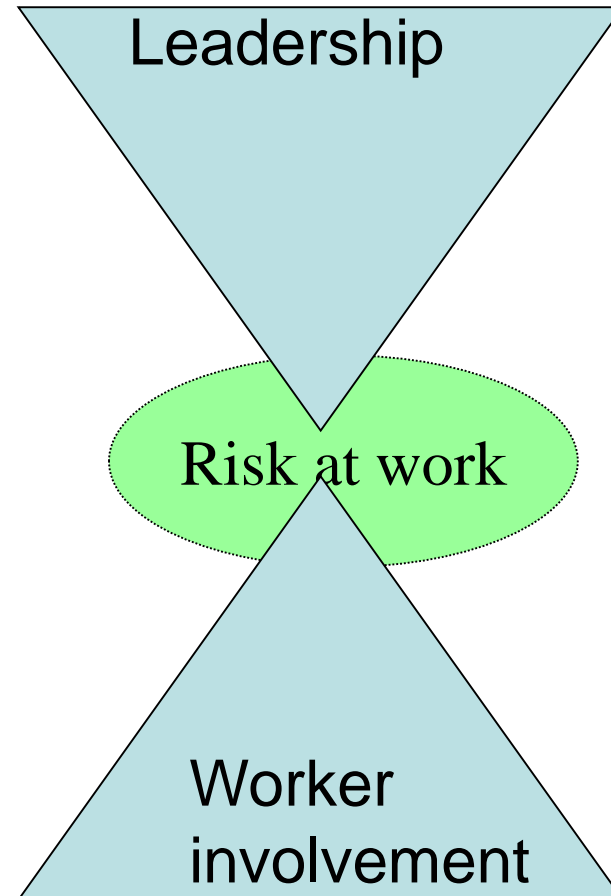
Common Damaging Attitudes

- It will never happen to me
- Safety is the safety man's responsibility
- Accidents are simple – blame the worker
- Take the easy way out – superficial explanation
- Managers/Directors do not cause accidents
- Production is priority, H & S adds delays
- Never admit you are unsure, particularly to subbies
- Canteen knowledge will do – no need to ask anyone else
- Planning is for softies
- Measure safety by accidents – drive using the rear view mirror

10 Key Principals

- **Don't walk by**

- It is everyone's responsibility on site to prevent any unsafe acts and conditions that they witness from turning into accidents as soon as they see them. Talk to the person(s) involved and draw their attention to the risks.

10 Key Principals

- **STOP**

- All workers should be encouraged to stop working whenever they feel unsafe, no matter if their reasons for doing so turn out to be unfounded. Better to STOP than to have an accident

10 Key Principals

- **A safe working environment drives safe behaviour**

- If you expect your workers to work in a safe way, you need to make sure that you do all you can to make the environment they work in as safe as possible.

10 Key Principals

- **Don't blame the worker until you have accounted for all causes**

- The causes of unsafe ways of working, accidents, incidents and ill health do not always stop with the worker. The problem can often be traced back to less obvious causes such as decisions made by management and the wider organisation. Avoid blaming the worker without having considered the full range of possible causes.

10 Key Principals

- **Use your workforce for ideas**

- Your workers can have a more accurate idea of which efforts to improve health and safety may or may not work than you, your management or other experts. They have to deal with the issues every day. Use and include them.

10 Key Principals

- **Change does not usually happen overnight**

- Do not expect quick wins. Improvements are likely to emerge over time, but only if you stick with it.

10 Key Principals

Knowledge is not enough

Simply telling workers that something is wrong, or is a risk, is not enough. They also need to know why, and how to avoid harm if they are to act on the information that you provide.

10 Key Principals

- **You lead by example**

- Your behaviour sends strong signals to your workers as to how they should behave. If you carry out your job in a safe way, your workers are more likely to work in safe ways. If you do not then your workers will not.

10 Key Principals

- **Encourage co-operation**

- Treat your sub-contractors in the same way as direct employees. Encourage different sub-contractors and trades to proactively communicate with each other. Getting consistency in standards will then be that much easier.

10 Key Principals

- **Don't neglect occupational health**

- If you look after the health as well as the safety of your workers now, you are less likely to store up problems for either you or your workforce in the future

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

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What's in it for me and my
business

LWI - Key principles

+ The seven steps

For workers

About this toolkit

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A-Z of LWI toolkit

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+ Worker engagement

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Leadership and worker involvement toolkit

Reducing harm by learning from the best in the construction industry

This toolkit has been developed by the construction industry's Leadership and Worker Engagement Forum to help contractors and managers learn how to make health and safety improvements in their businesses.

Getting started

If you are new to this toolkit, use the Health and Safety Diagnostic Tool (HSDT) to find out how your organisation is doing.

You could also visit the sections 'LWI - Key principles' or 'The seven steps', or read the tips on how to use the toolkit.

Launch the Health and Safety Diagnostic Tool

1 Assess how you're doing	2 Find the root of the issues	3 Make it fit with what you do	4 Lead this in your company	5 What's in it for your team	6 How your team can carry it out	7 Make it last

Are you a worker?

Internet   100%

Start   Inbox - Microsoft Outlook   Microsoft PowerPoint - [L...   Leadership and work...   99%   09:24

The Seven Steps – Step 1

Assess how your are doing.

A diagnostic tool that can be completed by
different grades of staff in your company.
List of different statements that you choose
the one that best describes your company

The Seven Steps – Step 2

- **Find out the root causes**

- The causes of unsafe ways of working, accidents, incidents and ill health are not immediately obvious. Blaming your workers may mean you overlook the root causes (e.g. management decisions).

- There are many reasons why people make mistakes. There is a difference between human error (a genuine mistake) and a violation (deliberate rule breaking).

- Your workers are well placed to help you identify the root causes of incidents.

- Make it clear to your workers that you do not want to blame or punish them. You want to make improvements and can only do this when you know why people behave in certain ways.

The Seven Steps – Step 3

- **Make it fit with what you do.**

- **Making improvements to your overall health and safety management system/processes by involving your workers will help you to create a work environment that encourages safe behaviour. This will help you to tackle the real causes of accidents, incidents and ill-health.**

- **You can bolster your health and safety management by:**

Providing leadership to set and maintain good H & S standards

Involving workers when assessing risks

The Seven Steps – Step 4

- ## **Lead this in your company**
- **Without your real commitment to health and safety, accidents, incidents and ill health are likely to occur.**
- **How well you lead on health and safety is the most important influencing factor on the safety of your site.**

 This is because

Your values drive your health and safety practices

You are a powerful role model

Your beliefs/values shape your site's H & S culture

Your decisions can be the root cause of H & S incidents

You lead on planning

- **Supervisors are role models too; they drive team standards. Even if you are fully committed to health and safety, if your supervisors are not, their attitudes can act as a bottleneck and stop your intentions to improve health and safety from reaching workers.**

The Seven Steps – Step 5

- ## What's in it for your team?

Having created a work environment that supports safe work practices, you must make sure that your workforce have the right kind of skills to let them work as safely as possible.

Before you do this you must first get their buy-in. When getting buy-in, it is important that you:

- balance the negative messages about the potential consequences of unsafe work practices with positive messages about the advantages of working safely

- practice what you preach, otherwise you will end up confusing your message

- believe and communicate that health and safety is a top priority

- include your sub-contractors; don't assume that they already have the know-how to lead and engage effectively with the Principal Contractor

- don't demotivate your workers, by not telling them how to improve the situation

The Seven Steps – Step 6

- How your team can carry it out

- **Workers need to know at all times what is going on around them when they are working on site. This is known as 'situational awareness'. Improving situational awareness is crucial for reducing the likelihood of mistakes that can lead to accidents or ill health.**

The Seven Steps – Step 7

- ## Make it last !

  Putting strategies in place to maintain your LWI programme is vital for continued improvements and success. The changes you make and all your efforts so far should not be regarded as a 'one-off exercise'. Without any strategies to maintain change over time, it is highly likely that your workers will go back to the way they worked before

Volunteers

Looking for 3 or 4 companies to take on using the LWIT

Develop action plan based on results

Share action plan with HSE (me) with timescales on actions

Close off once actions completed.

E-mail me at

graeme.mcminn@hse.gsi.gov.uk

The End

Any questions

or