

ORR / Railway Trade Unions

International Workers' Day

Risk prevention on the Railways-

Worker Participation

11 October 2012



DOMESTICS

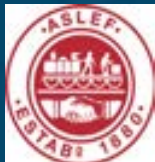


Opening

Anna Walker

Chair

Office of Rail Regulation



Fatigue, culture & how unions can help

Jeremy Mawhood, Office of Rail Regulation

11 October 2012

Session content

- Why fatigue's important
- Links with company culture
- ORR fatigue guidance
- How unions and staff can help



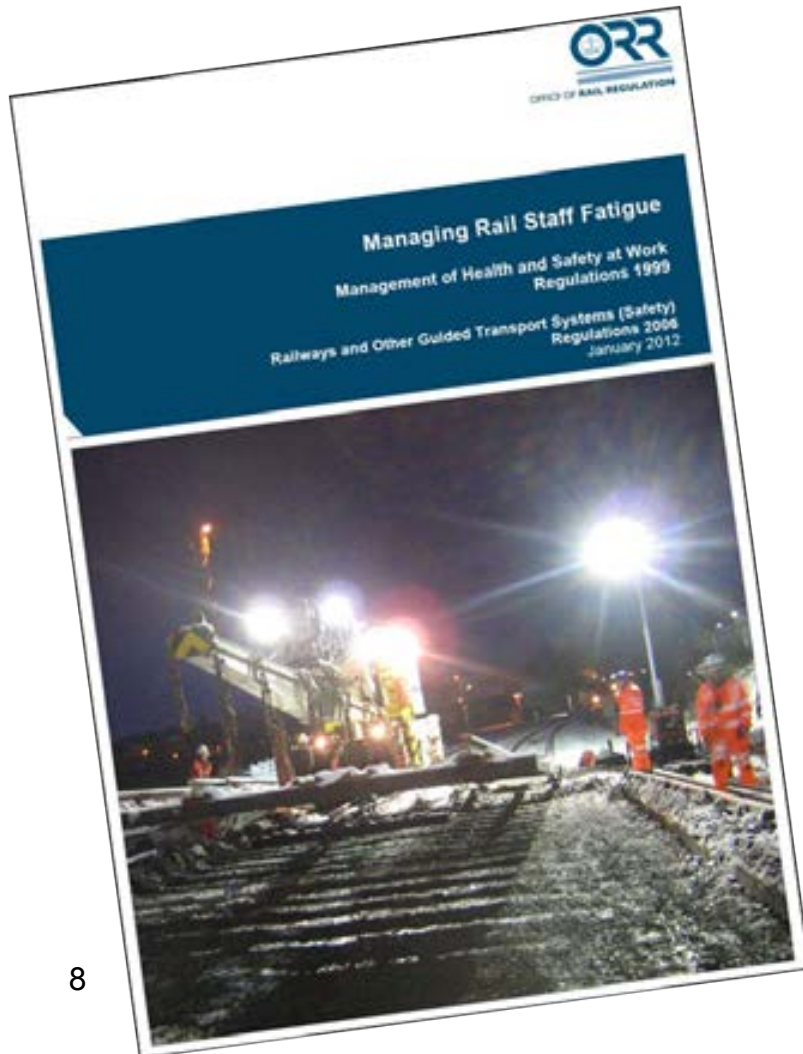
What's fatigue & why is it important?

- Feeling of weariness from reduced sleep, being awake too long, disrupted sleeping/waking periods or heavy workload
- Factors:
 - Work related
 - Individual
 - Environment
- Increases risk of errors
- Hard to detect (in self & others): no “blood test”, may be unaware of lapses of attention, “micro-sleeps”, briefly nodding off...
- Serious accidents worldwide e.g. nuclear, chemical, aviation, shipping, rail (e.g. Clapham Jcn, 35 dead)
- Makes dangerous, expensive mistakes more likely!

The fatigue problem & its links to culture...

- Fatigue strongly linked to culture:
- Management, staff/union interests may conflict...
- Linkages between working hours, pay, time-off, work/life balance, industrial relations
- Staff personally responsible to report fatigue, but...
- Pay systems (e.g. hourly) may encourage long hours, & suppress fatigue reporting
- Staff may like fewer, longer shifts for long blocks off work
- Pressure to maintain service may encourage working when too fatigued, & may suppress fatigue reporting
- Staff won't raise fatigue concerns if think they'll be "punished", so...
- Need openness, trust, honesty: a "just" culture

ORR guidance “*Managing Rail Staff Fatigue*”



- ORR website Jan 2012
- Not “compulsory”, can take other effective action, but ORR will refer to as good practice
- Has a) your employer, and b) your union compared their current arrangements with the guidance...?
- A “proportionate” approach...

Fatigue controls “proportionate” to risk...

Type of work	Likely significance of risks from fatigue	Relevant sections of this guidance
No shift work, no significant overtime, no ROGS safety critical work	Low	Section 4 “Basic fatigue controls”
Some shift work and/or significant overtime but no ROGS safety critical work	Medium to high	Section 5 “Fatigue Risk Management Systems”
ROGS safety critical work	High	Section 5 “Fatigue Risk Management Systems” AND Section 6 “Managing fatigue in ROGS safety critical work”

Fatigue risk medium to high?

- → Fatigue Risk Management System (FRMS)
- Draws together existing fatigue controls, IDs any gaps
- Use science & hard info from own operation, rather than just “custom & practice”
- Continually monitor & manage fatigue risks, WHATEVER the causes
- ORR guidance outlines how rail companies can set up and run an FRMS



Managing fatigue – some general points...

- More honesty about resources, workloads, fatigue (stress?): often linked?
- Unions often view working hours as “Pay & rations” rather than a safety issue. ORR : it’s both!
- Work/life balance shouldn’t distort risk control
 - ORR encouraging unions e.g. recent 3x ORR/ASLEF industrial rep training days
 - TU rep: “*We must protect our members from themselves!*”
- Are Terms & Conditions “fatigue-friendly”?
- Controls for overtime, shift exchange, on-call?
- Co-operation, honesty, collaboration

“Triangulating” fatigue?

1. Consistent with good practices?

e.g. HSE Managing Shift Work (HSG256)

ORR fatigue guidance

RSSB fatigue guidance



Fatigue?

2. Fatigue tool?

Does a fatigue assessment tool
suggest any problems?

3. How tiring do staff actually find the pattern?

e.g. fatigue reports?
fatigue rating scales?
fatigue survey?

1. Good practice guidelines



Summary of features of work patterns

6.60 Features of work patterns to consider are summarised in Table 3. The table provides guidance on when to review controls in place to manage the risks from fatigue. These are given as **good practice suggestions**. The guidelines are not proposed as prescriptive limits, but are intended to provide a framework to help guide duty holders in defining their own schemes for controlling fatigue risks. The guidelines should not be taken as being the only reasons for a review of controls. In general terms, the more a working pattern deviates from the guidelines, the greater the likely need to assess and control the potential risks from fatigue.

Table 3: Features of work patterns

Feature	Options	Think about:	Review adequacy of fatigue management controls when:
Timing of shift start	Day, evening, night, early or late	Night and early shifts can cause reduced sleep and fatigue.	Night and very early shifts start between 20:00 and 05:00 and if they last for more than 8 hours.
Length of shift	8, 10, 12 hours or split shift	Shorter shifts can cause less fatigue for night and early shifts. The risk of accidents rises after 12 hours on shift. Long split shifts are a problem area. Good practice for maximum shift lengths would be as follows (RSSB T059)	A planned shift extends beyond the guidelines for day, night and early shifts given in the previous column. Overtime is worked before or immediately after any planned shift, or a split shift extends beyond 12 hours (including the long break within)

1. Good practice guidelines cont'd...

- For ROGS Safety Critical Work, Table 3 gives working pattern guidelines
 - Not “compulsory” limits - good practice suggestions. More a pattern deviates, greater the need to assess & control fatigue
- Guidelines updated, reflecting recent research. Most significant change: from 72h (!) to ~55h/week max
- Whoever plans work patterns (sometimes union...)
 - “design-in” good fatigue practices from outset
 - Should be familiar with good fatigue management practices
- Beware custom & practice: are existing Terms and Conditions fatigue-friendly?

“Triangulating” fatigue?

1. Consistent with good practices?

e.g. HSE Managing Shift Work (HSG256)

ORR fatigue guidance

RSSB fatigue guidance



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fatigue survey?

2. Fatigue tool?

- Mathematical models, many available, some free e.g. HSE Fatigue & Risk Index (FRI), others cost
- ORR doesn't endorse any particular tool
- Just ONE part of a proper fatigue assessment
- Understand tool assumptions & limitations! Can't account for all factors affecting fatigue e.g.
 - Individuals vary: age, health, owl/lark, home circs
 - Tasks & work environments vary
- Tools can't perfectly predict fatigue – estimated average, big variation around that average, so...
- No simple safe/unsafe threshold or cut-off!

e.g. HSE Fatigue & Risk Index (common in rail)

- think what outputs actually mean...
 - Fatigue Index = probability hi levels sleepiness, 0 – 100%
 - Risk Index = relative risk of incident (1.0 = risk on 12h DDNNRRRR)
- HSL 2008 report : vast majority rail rosters surveyed :
 - Max FI: days under ~30 to 35; nights under ~40 to 45
 - Max RI: under ~1.6
- Not “what’s the number?” ! No simple safe/unsafe “cut-off” - usually reasonably practicable to be well under above values
- In general, the higher the FI or RI, the greater the likely need to investigate & control fatigue

“Triangulating” fatigue?

1. Consistent with good practices?

e.g. HSE Managing Shift Work (HSG256)

ORR fatigue guidance

RSSB fatigue guidance



Fatigue?

2. Fatigue tool?

Does a fatigue assessment tool
suggest any problems?

3. How tiring do staff actually find the pattern?

e.g. fatigue reports?
fatigue rating scales?
fatigue survey?

3. How tiring is the work pattern in reality?

- Good practice guidelines & fatigue tools not perfect – reality checks needed e.g.
 - routine staff conversations?
 - fatigue reports?
 - Fatigue survey?
 - “Which shifts / feature do you find most tiring? Why? How could we improve it?”
 - Fatigue rating scale (10 sec) before, during & end of shift?
 - Joint fatigue group (see later) consider options
 - Trial modified pattern, rating scale again: “before v after”?
- Evolve working patterns over months & years...
- ALL NEEDS OPEN, HONEST, TRUSTING CULTURE !

Culture & collaboration on fatigue...

- Employers, individuals & unions all have fatigue responsibilities:
- Employer:
 - Effectively control fatigue risk!
 - Most of “*Managing Rail Staff Fatigue*” aimed at employer

Responsibilities of individuals & unions?

➤ Individuals: e.g.

- Get enough sleep, ensure social & family life don't prevent you being adequately rested
- report fatigue concerns
- declare any 2nd job, any sleep disorder
- co-operate with employer on fatigue controls (e.g. attend fatigue training)

➤ Unions: e.g.

- Co-operate with employer's efforts to control fatigue risks
- Take fatigue good practice into account in e.g. Terms & Conditions, agreements about working patterns

Co-operate & collaborate

- All parties should collaborate to build & maintain an open, honest, reporting, trusting, “just” culture...
- Take the “heat” out of fatigue, build bridges...
- Consider a joint management & staff fatigue group ?

Joint fatigue group(s) e.g....

➤ Fatigue Strategy Group?

- Collect & assess fatigue info
- Terms & Conditions, pay systems, staffing?
- Fatigue impacts of organisational changes?
- Procedures, documentation
- Establish triggers for action
- Propose, oversee & monitor fatigue reduction strategy & plans

➤ Fatigue Working Group?

- routine support, legwork e.g.
- Help roster clerks devise & assess fatigue-friendly work patterns
- Devise & deliver fatigue training & education
- Fatigue problem solving
- Carry out fatigue surveys, assess ratings, investigate reports

A way in – use FRMS Checklist

12.1 Some features of a Fatigue Risk Management System (FRMS) are summarised in the table below which may be useful as a checklist when organisations are considering the adequacy of their fatigue management arrangements. The FRMS should be proportionate to the size and complexity of the operation and the likely risks from fatigue – it is recognised that not all items in the checklist will be appropriate for all organisations.

No.	Para in this guidance	Issue	Company FRMS / SMS ref?	Comments?
		General		
1	5.7	Is the FRMS integrated with wider Safety Management Systems?		
2	5.8	Does the FRMS identify & draw together the preventive & protective measures which help control fatigue? Does a document provide "signposting" to these various fatigue controls?		
3	5.9	Is the FRMS proportionate to		

Conclusions

- Fatigue causes dangerous, expensive incidents
- no single, simple solution
- Multi-layered defences : a collaborative Fatigue Risk Management System
- Mature, open, trusting, co-operative “just” culture
- ORR guidance helps compile “signposting” document: a skeleton FRMS
- Union issues...
 - Terms & Conditions, pay agreements?
 - Co-operation e.g. joint fatigue group?
 - Union roster staff knowledge of fatigue - training?
 - Honesty about fatigue: “...*protect members from themselves...*?”



OFFICE OF RAIL REGULATION

Thank you

Risk Prevention on the Railways–Worker Participation

Presentation 2

Organisational Change, Stress & Employee Health

Professor Tom Cox CBE

(Birkbeck University of London)



Change, Stress & Employee Health

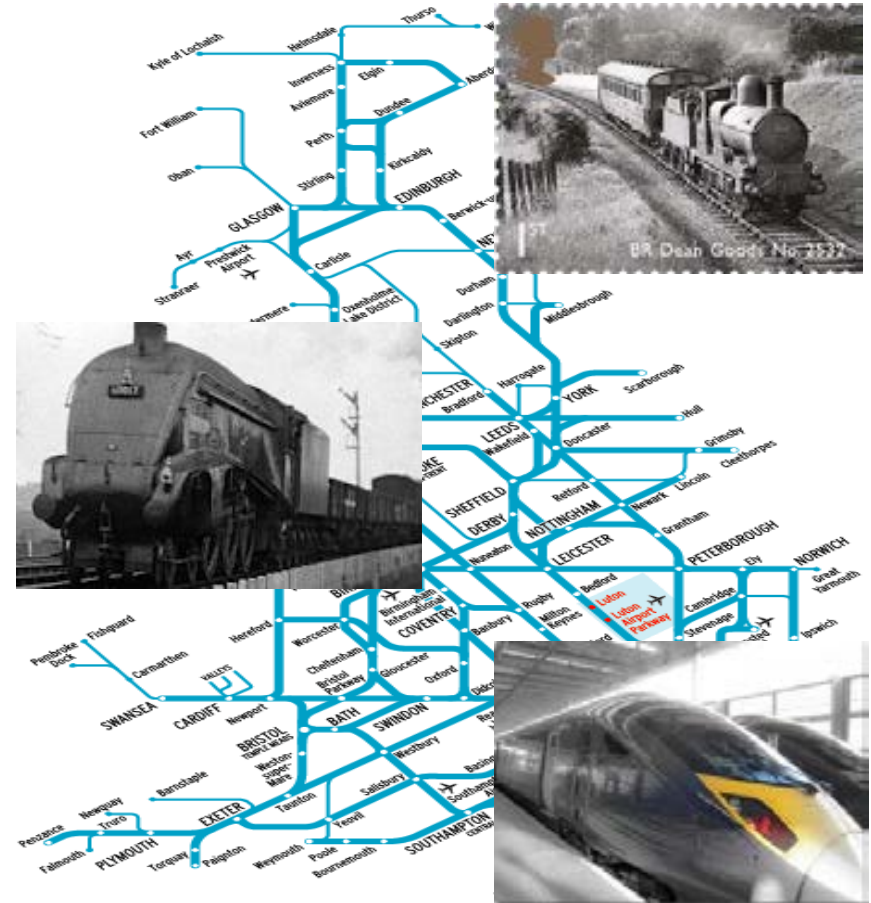
Professor Tom Cox CBE

School of Business, Economics & Informatics
Birkbeck University of London

Changing World of Work

Changing nature of workers, work, work organisations and working life:

- Globalisation
- Free market economics: privatisation
- European harmonisation and transport infra-structure
- New IC technology
- Unstable banking systems and economies
- Prolonged world recession



Changing world of work brings new challenges to occupational health with an emphasis on psychosocial organizational hazards

The Nature of Change

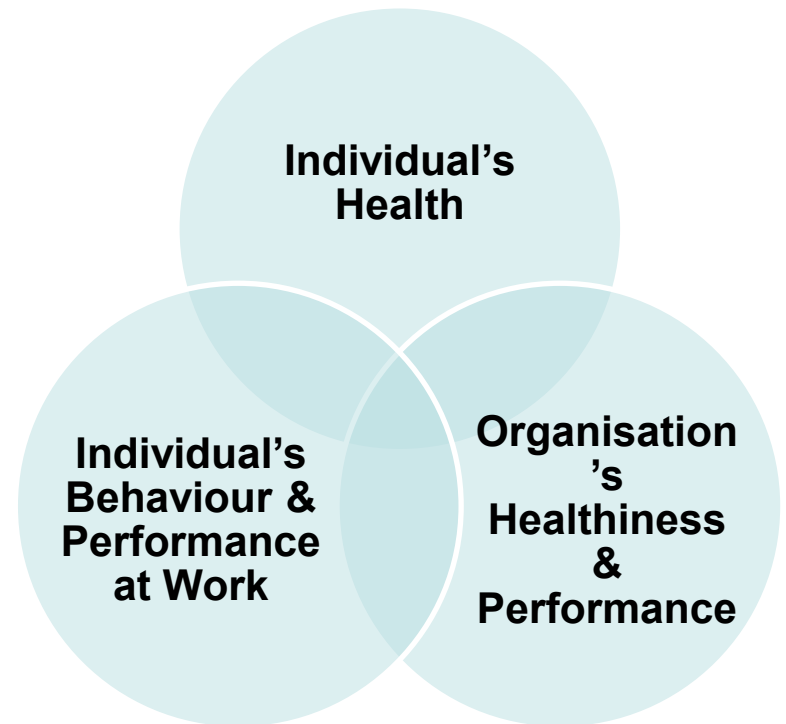


- Change is an inherent characteristic of all functioning systems
- A system's ability to change in response to changes in its wider environment is a marker of its likely survival
- **Organisational change** is arguably more complex because of:
 - the organisation's awareness and perception of external changes
 - the nature, management and appropriateness of its response to external change
 - political decisions
- Essentially when is it important for an organisation to change, what should change and how should changes be managed?

Possible Risks of Change

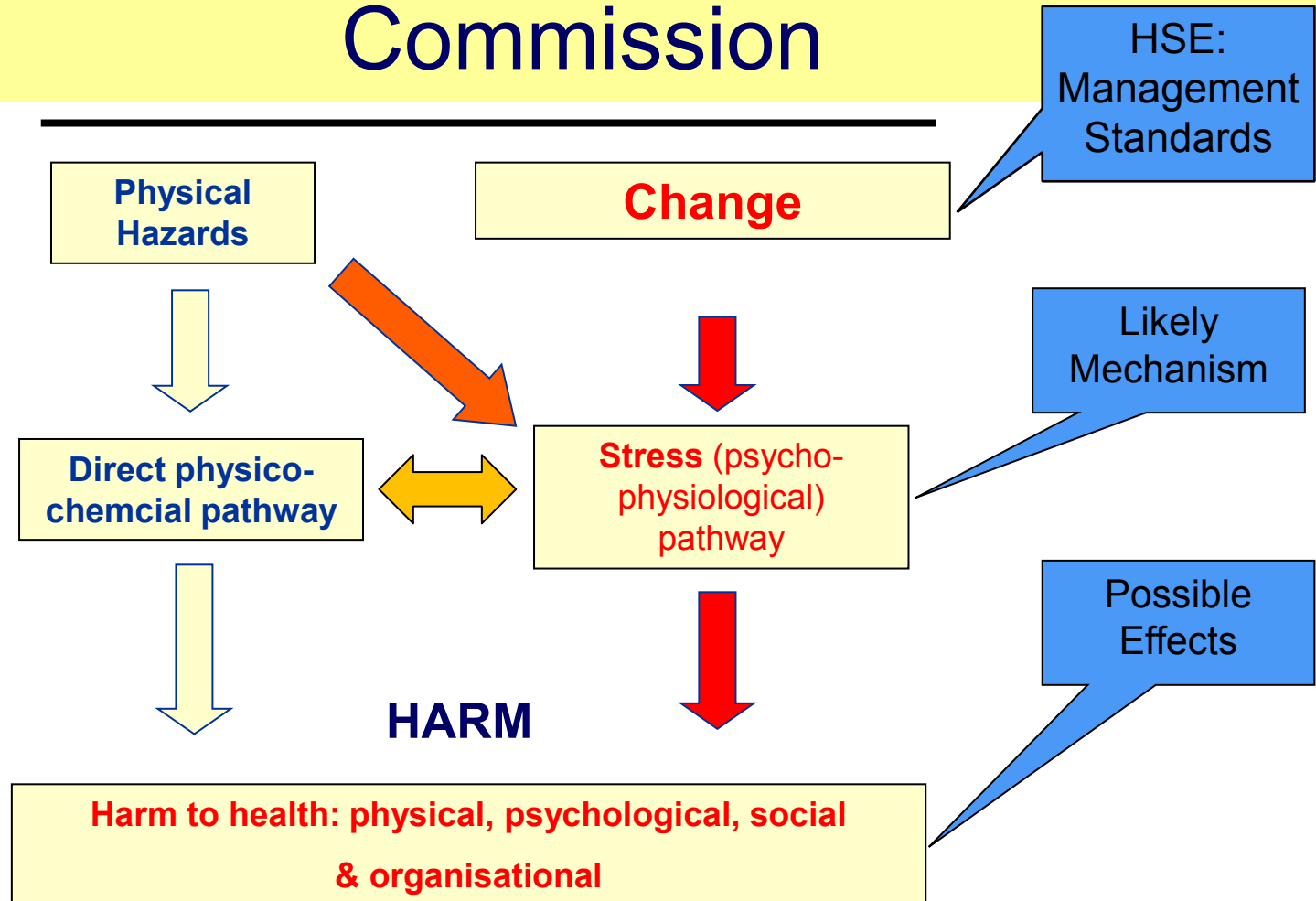
New risks to:

- **Employee health and safety**
- **Employee work life balance**
- **Employee motivation and loyalty**
- **Employee behaviour at work**
- **Employee performance**
- **Organisational healthiness**
- **Industrial relations**
- **Image and reputation**
- **Organisational performance**



Cox, Griffiths & Rial-Gonzalez (2000)

Work Stress. Luxembourg: European Commission

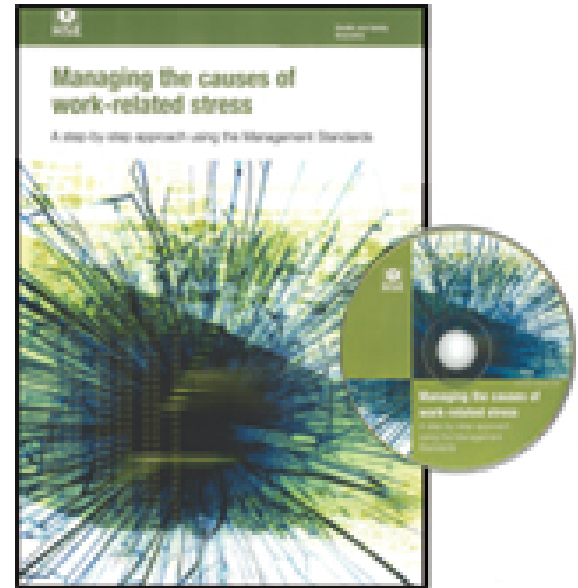


HSE Management Standards

Risk Model based on five factors (scales):

- Demand
- Control
- Support: Management and Peer
- Role
- Relationships
- **Change**

Mackay et al (2004) *Work & Stress*, 3, 2-12



HSG 218

- **Alternative risk models:** sector specific ~ Engineering and manufacturing sectors: **Work Organisation Assessment Questionnaire (WAOQ)**

Griffiths, Cox et al (2006) *Occupational and Environmental Medicine* 63, 669-675

Management of Change

Overview

- CASE, OUTCOME, PROCESS, TIMING & EVALUATION

Process

- INFORMATION, MANAGEMENT STYLE & SUPPORT

Support

- AWARENESS OF OTHERS, SUPPORT FOR INDIVIDUAL COPING & TRAINING

Management of Change

- The **case for change** should be clear, strong and made obvious;
- The **outcome of change** should be made clear as should its **timing**;
- The **process of change** should be transparent and involve employees;
- Change should be **evaluated** and lessons learnt.
- **Information** should be made available as soon as appropriate and beyond a presumed "need to know" basis;
- **Options** going forward should be offered;
- **Management** of people should be sensitive, but honest, even handed and realistic;
- **Support in coping** and appropriate **training** should be provided for those affected by change.

Individual Coping with Change

**Change in
General**

- **Perspective**
- **Preparation**
- **Learning**

**Specific
Changes**

- **Knowledge**
- **Control**
- **Appropriate support**

Individual Coping with Change

People vary greatly in relation to their perceptions of change and their reactions to change. There are several key psychological factors to coping with change:

- **Putting changes into perspective: what is important in life;**
- **Exploring their possible good effects;**
- **Finding ways of balancing them out in life: relaxation;**
- **Becoming involved in change;**
- **Planning for change – learning from change;**
- **Becoming informed about change ~ having one's questions answered;**
- **Exploring personal options and ways forward;**
- **Developing a feeling of control;**
- **Seeking appropriate support: family & friends, work, health care**

Change Ahead

- Is the change necessary?
- What is the alternative to changing?
- Is the change appropriate, adequate and timely?
- Is it managed according to best practice?
- Are people prepared, involved, informed and supported?
- Are people helped in coping?
- Did it work? Have lessons been learned?

Thank You



Tea and Coffee break



Risk Prevention on the Railways–Worker Participation

Presentation 3

Train Cab Ergonomics

Martin Dye, Train Operator
Phil Eke, Ops.Standards Manager
(South West Trains)

SOUTH WEST TRAINS

Train Cab ergonomics – Solving problems together

Martin Dye ASLEF Company Council Rep Train
Driver South West Trains

Phil Eke, South West Trains Operations
Standards Manager



Going to cover

- South West Trains and new Desiro trains
- ASLEF members raise problems
- ASLEF Reps work with South West Trains to find solutions
- ASLEF SWT Reps work with First Scotrail
- The future.



Introduction of new Siemens trains

- Class 444/450 multiple units built by Siemens AG in 2003-04.
- Replacement for old slam door trains.



Driving cab issues

- Following introduction of the new trains drivers began to raise various issues including;
- Uncomfortable driver's seat,
- Automatic Warning System (AWS) alarm too loud,
- Drivers Safety Device (DSD) pedal hard to reach,
- Handrail position making operation of the Power/brake Controller awkward,
- Shutter on Cab Back wall sliding door continuously breaking – allowing light through.
- Communication via cab intercom impossible after multiple passenger alarms

ASLEF Reps work with South West Trains to find solutions

- Several of these issues have now been resolved by means of derogations and modifications to the fleet.
- SWT have always listened to our complaints regarding the units and wherever possible have agreed to modify the units.



Finding the solution

- Quite clearly some modifications were 'quick fixes' whereas others took a considerable length of time.
- There were trials involved where we always requested driver's feedback before carrying out any modifications
- Derogations from the RSSB for certain issues.

SOUTH WEST TRAINS

CLASS 455 MODIFIED DSD PEDAL - FEEDBACK FORM

Class 455 unit (455835, coach no. 77090) has been fitted with a trial modified DSD pedal designed to warn drivers if released (See Traction & Traction Bulletin 01/07). Drivers are invited to comment upon the effectiveness of this modification using the feedback form below. Please take time to complete this form, as comprehensive feedback from drivers is an essential part of the modification process.

Name (Optional) _____ Depot _____

How long did you spend working from this cab? _____

	Yes	No
1. Do you feel that the modified pedal gives adequate warning when released?	<input type="checkbox"/>	<input type="checkbox"/>
2. Was the pedal comfortable to use whilst driving?	<input type="checkbox"/>	<input type="checkbox"/>
3. Would you like to see this modification fitted to all 455 units?	<input type="checkbox"/>	<input type="checkbox"/>

If you wish to make any other comments please write them in this space

Thank you for completing this form. Please return it to your Driver Standards Manager or alternatively fax to 00 75867.

Issued July 2008 (version 0) Produced by Head of Operational Standards, South West Trains Limited Page 1

Drivers Seat

- Driver Reps visit Siemens depot in April 2006
- Modified driver's seat introduced for trial purposes
- Subsequently fitted to the whole fleet during 2007
- Seat allowed the driver slightly more 'forward' movement, which indirectly allowed greater egress and ingress
- More room behind the seat when left in the extreme forward position



AWS volume issue

- Initial trials of modified AWS speaker grill
- Modified with a plate drilled with 4mm holes and two layers of fine gauze.
- Noise measurements made at various speeds up to 90 mph
- 2 of the 3 drivers involved with the test train felt that the mod made no difference to noise levels.
- The 3rd driver felt some improvement but noise levels could still be lower
- Measured an average noise level of the AWS clear of 90db
- Confirmed readings made by SWT/Siemens

AWS volume issue

- General perception of drivers was that the drop in noise level was insufficient
- Derogation was sought from RSSB to reduce volume levels
- After much campaigning by the Health & Safety representative from Farnham Depot a modification was finally agreed and implemented in 2007.

DSD pedal extension

- Numerous complaints from shorter drivers of being unable to reach the DSD pedal whilst maintaining a comfortable driving position
- SWT agreed to undertake trials of a DSD extension pedal.
- Mod agreed and implemented in 2006/2007.



Class 444 Hand Rail

- A modified handrail designed to prevent a drivers arm from coming into contact with the handrail whilst holding the Power/Brake Controller was agreed in 2006 and fitted to the 444 fleet in 2007,
- Modification made significant improvement
- Modification also improved egress and ingress from the driving position.

Shutter on Cab Back wall sliding door (Passenger Vestibule Door)

- Class 444 & 450 Desiro units have a cab back-wall door that allows access between the cab and saloon and vice versa,
- During initial Safety Case testing phase in 2003, SWT train crew requested a mod to prevent light reflecting on the driver's windscreen
- Mod proposed by Siemens to fit a screen shutter,
- Modification caused problems due to the locks becoming damaged, partly through mechanical integrity and partly through over exertion

Shutter on back cab wall sliding door (passenger vestibule door)

- To standardise with other SWT Fleets, keep reliability issues under control and maintain privacy for the Driver, the recommendation was to seal the Cab Back-wall Door screen shutter closed and fit a spy hole in the door
- This modification was carried out late in 2008.

Communication via cab intercom impossible after multiple passenger alarms

- Complex train hardware/software issue.
- Ongoing work with Siemens to resolve the issue.

Scotrail Class 380 units

- In January 2009 I was invited out to Germany by our Company Council colleagues on ScotRail to assist them in identifying faults and problems within the 'mock-up' status of the new generation Desiro.
- Between us we identified several items/issues
- Asked Siemens to put right before the new units were ordered.
- Modifications in prior to the new build taking place.

Scotrail Class 380 units

- New retractable nose end fly doors for better vision
- Drivers seat similar to the modified fit to SWT units (2006)
- The internal wall pivots round to negate the claustrophobic feel of a walk through cab, and also allows the driver more leg room.

Scotrail Class 380 units

- A 'lollipop' type Power/Brake Controller replaced the current 'T' shaped PCB to avoid RSI as it has a far more natural movement
- The driving desk has been stripped of all the non-essential buttons to provide a cleaner feel.



ASLEF Desiro Working Group

- Following an item adopted at ASLEF's 2012 Annual Conference, the ASLEF EC set up a Desiro Cab Ergonomics Working Group consisting of:
- Executive Committee, Member, District No.1
- Executive Committee Member, District No.6
- South West Trains Company Council , and HS Rep
- First Scotrail Company Council, , and HS Rep
- Greater Anglia Company Council, and HS Rep
- London Midland Company Council, and HS Rep
- TPE Company Council, and HS Rep



The future

- Lack of a consistent cab design policy across the industry
- Each TOC/FOC/Rolling stock manufacturer have their own ideas.
- One organisation transcends all these groups – Trades Unions.
- Our proposal is for the Trades Unions to produce a 'good practice' booklet for cab designs.



Good practice
guide for cab
design

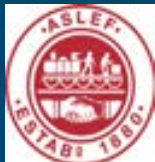
Thank you



Questions from morning session and
Delegate discussion time

Lunch

Feedback from discussions after Lunch



Risk Prevention on the Railways–Worker Participation

Presentation 4

Working Together for Risk Prevention

**Brenda O'Brien, Brussels Liaison Office
(European Agency for Safety and Health at Work)**





ORR and Trade Union International Workers' Day “Risk prevention on the Railways – Worker participation”

11th October 2012, London

Brenda O'Brien, EU-OSHA - Brussels Liaison Office



European Agency for Safety and Health at Work

- www.osha.europa.eu
- European body based in Bilbao



European Agency for Safety and Health at Work

- What we do:
 - ❖ Campaigning
 - ❖ Prevention
 - ❖ Partnership
 - ❖ Research



Some figures

- ❖ **205 million employees in Europe.**
- ❖ **167,000 fatalities attributed to work-related accidents (7,460) and diseases (159,000) in EU-27.**
- ❖ **Every 3.5 minutes, somebody in the EU-27 dies from work-related causes.**
- ❖ **Every 4.5 seconds, a worker in the EU-27 is involved in an accident that forces him/her to stay at home for at least three working days.**
- ❖ **The number of accidents at work causing three or more days of absence: over 7 million every year.**
- ❖ **Costs are huge: human tragedies, sick leave, turnover, productivity, motivation, healthcare systems.**

Publications

- ❖ **Dedicated section on the website**

http://osha.europa.eu/en/sector/rail_air_water_transport

- ❖ **OSH in Figures Transport sector report (Risk Observatory) – country reports and thematic report (March 2011)**

http://osha.europa.eu/en/publications/reports/transport-sector_TERO10001ENC

- ❖ **Hazards and risks to rail workers**

http://osha.europa.eu/en/sector/rail_air_water_transport/hazards-and-risks-to-rail-workers

Publications (2)

❖ Recommendations for monitoring, research and prevention

http://osha.europa.eu/en/sector/rail_air_water_transport/recommendations

❖ Case studies

<http://osha.europa.eu/en/practical-solutions/case-studies>



Working together for risk prevention. Healthy Workplaces Campaign 2012-13



What does prevention mean in practice?

- Managers and workers working *together* to prevent risks
- Managers and employers have primary responsibility
- However..... active worker *participation* is vital for success
- Benefits include fewer accidents and higher productivity
- Reduced costs to enterprises and society



A health and safety culture based on leadership and participation is:

- ❖ A culture in which everyone accepts their rights, roles and responsibilities in relation to health and safety and works together to prevent ill-health and injury
- ❖ Leadership goes hand in hand with participation. Management from the top down:
 - Must demonstrate commitment to health and safety
 - Is responsible for creating the conditions for partnership and participation
- ❖ Without good leadership, participation will not succeed.

What does worker participation mean? (1)

❖ Basic worker participation includes:

- Provision of information
- Provision of instruction & training
- Consultation with workers and their representatives

❖ These are legal requirements in all Member States.

What does worker participation mean? (2)

- ❖ **The full and genuine participation of workers and their representatives in the management of health and safety goes beyond just informing, training and consulting.**
- Workers and their representatives are allowed and encouraged to take part in making decisions about health and safety at work.
- There is effective upward communication: workers are listened to and what they say is acted upon.
- Relationships between employers and workers are based on collaboration, trust and respect and joint problem-solving.
- ❖ **This has the greatest potential for improvements to health and safety.**

Messages I

❖ It is the legal and moral duty of management to take the lead on workplace safety and health. In practice this means:

- Visible and active commitment by management
- Engaging with the workforce and their representatives
- Effective 'downward' and 'crossways' communication
- Using risk assessment to guide decisions
- Integration of good health and safety management throughout an organisation
- Promotion of these ideas throughout entire supply chain
- Monitoring, reporting, and reviewing health and safety performance



Messages II

❖ **Employers have a duty to consult workers/worker representatives on health and safety. This means in practice:**

- Effective and open dialogue
- Listening and acting on what is said
- Workers fully cooperating with employers
- Joint problem solving and decision making
- Participation in spotting hazards, assessing risks and devising solutions
- Participation in implementing solutions and promoting safe working conditions
- Putting in place arrangements so these can happen in practice

Benefits to safety and health management

❖ Collaboration with employees provides essential help to employers to manage health and safety in a practical way by:

- Increasing the resources they have available
- Helping to identify workplace risks
- Making sure health and safety controls are practical
- Increasing the level of commitment to these controls and to working in a safe and healthy way



The law

- ❖ **Worker consultation is enshrined in health and safety law because of its importance in preventing risks and finding effective solutions.**
- ❖ **As part of health and safety management, there are minimum legal requirements in Europe for employers to:**
 - Provide workers with information
 - Provide workers with instruction and training
 - Consult with workers and their representatives
- ❖ **National legislation and practices set the specific requirements.**

EU 'OSH Framework' Directive 89/391 sets minimum requirements on worker consultation (1)

❖ Employers must consult workers and/or their representatives and allow them to take part in discussions on all questions relating the safety and health at work. They must:

- Respect their right to make proposals
- Organise their balanced participation



EU 'OSH Framework' Directive 89/391 sets minimum requirements on worker consultation (2)

❖ Workers must be consulted on:

- Any measure which may substantially affect safety and health
- The designation of workers responsible for OSH activities and enlistment of outside services
- Information relating to risk assessment and groups of workers exposed to risks, including consultation on:
 - Protection measures
 - List of serious accidents and incidents reportable to the authorities
- OSH training for workers

EU 'OSH Framework' Directive 89/391 sets minimum requirements on worker consultation (3)

- ❖ **Workers' representatives have the right to ask the employer to take appropriate health and safety measures.**
- ❖ **Employers must allow workers' representatives:**
 - paid time off, and provide them with the means to exercise their rights
 - to submit their observations during inspections by the authorities
- ❖ **National law and practices set specific requirements on information provision and consultation, worker representatives and safety committees.**

Arrangements for participation (1)

- ❖ **Participation must be systematic, consistent and planned.**
- ❖ **It is essential to ensure genuine and effective participation during risk assessment.**
- ❖ **Participation does not have to be complicated. It can be done:**
 - Through worker representatives and safety committees
 - Using working groups to tackle specific problems
 - During training - getting workers to offer their views about the issues being discussed.

Arrangements for participation (2)

❖ Face-to-face communication and feedback can be done by:

- Setting up reporting procedures for injuries, near-hits, etc. and giving feedback on ideas to improve health and safety
- Including OSH in tool box talks, briefing sessions, department/team meetings, via an organisation's intranet, ideas schemes, etc.
- Carrying out surveys and other studies



Arrangements for participation (3)

❖ Worker representatives versus direct employee participation:

- Direct worker participation and worker representatives are not alternatives but different avenues to be combined as effectively as possible
- An employee representative who can put forward the views of their colleagues is an effective way of involving the entire workforce in health and safety

❖ Requirements on worker representatives and formal structures such as safety committees are set by national laws and practices.

Success factors (1)

❖ Leadership showing commitment to dialogue and worker engagement:

- An open approach
- Always giving feedback
- Allowing sufficient time
- Encouraging workers to get involved, including as worker representatives

❖ Using a combination of formal and informal methods

❖ Enabling all to participate... shift workers, part-time workers, home workers, etc.

Success factors (2)

- ❖ **Systematic participation in all OSH management processes**
- ❖ **Providing training to managers, supervisors and workers' representatives**
- ❖ **A culture in which health and safety is integrated into everyone's roles**



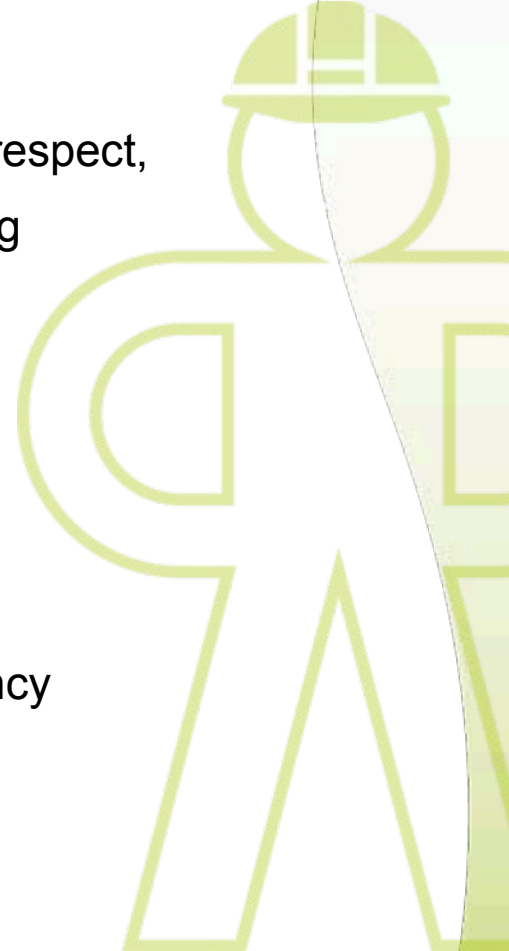
Conclusion (1)

❖ Full worker participation:

- Requires effective communication and consultation, trust and respect, collaboration and partnership, talking, listening and cooperating

❖ Benefits of good worker participation:

- Makes best use of everyone's knowledge
- Brings business benefits in terms of lower rates of injury
- Frequently results in increased productivity, quality and efficiency
- Stronger employee commitment
- Greater cooperation
- Joint problem-solving



Structure of the Campaign

- ❖ **build on past success**
- ❖ **further develop and strengthen the Campaign's network-based approach, involving various important networks of partners:**
 - National Focal points
 - Official Campaign partners (pan-European and international organisations)
 - Enterprise Europe Network
 - European social partners
 - European institutions and their networks



Promotion material

- Logo, slogan, poster
- Campaign website www.healthy-workplaces.eu
- Campaign Guide
- Campaign leaflet
- Good Practice Award Flyer
- NAPO DVDs and other audio-visual material
- PowerPoint presentations, internet banner, email-signature
- I-Pad application
- Give-aways



iPad application



<http://www.healthy-workplaces.eu/en/media/ipad-app/hwc-ipad-app>

Campaign information products

Co-branded publication with ETUC on worker participation in OSH

Co-branded publication with BusinessEurope on OSH leadership

ESENER Summary – Factors associated with effective OSH management and worker involvement

REPORT: Expert analysis of case studies on leadership and OSH,
Database: Case studies on leadership and OSH

REPORT: Expert analysis of case studies on worker participation,
Database: Case studies on worker participation

REPORT: workplace innovations

REPORT: OSH in the supply-chain

REPORT: Cross-cultural differences in OSH management and worker participation

Campaign launch

Official launch: 20 April 2012

European launch: High-level press conference in Brussels

- together with Commissioner László Andor and Danish EU Presidency

National launches: in parallel in all participating countries



National campaign launches

h Hackitt introduces the Healthy Workplaces Campaign - Mozilla Firefox

History Bookmarks Tools Help

April 2012 Press and Multimedia - OSHA - Europe... European Agency For Safety & Health At... Video - Judith Hackitt introduces the Heal...

www.hse.gov.uk/campaigns/european/video.htm

Search

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HSE » News » Campaigns » European Campaign on Working together for risk prevention » Video - Judith Hackitt introduces the Healthy Workplaces Campaign

European Campaign


- News and events
- + Good practice awards
- Campaign supporters
- Get involved
- Resources
- Subscribe

Related content

- Leadership
- Worker involvement
- EU-OSHA
- TUC
- EEF
- IOSH
- RoSPA
- Safety Groups UK

Judith Hackitt


Judith Hackitt introduces the Healthy Workplaces Campaign.



Download: Judith Hackitt video
62MB

Description Transcript Related Media Share


Judith Hackitt introduces the Healthy Workplaces Campaign.



National campaign launches

verit.magneetto.com/webcasts/tapaturmapäivä/

Perjantai
13
Tapaturmapäivä 13.4.2012



Kiitos!

Lisätietoa kampanjasta:

www.riskithaltuun.fi

www.julkisivusto.fi

<http://osha.europa.eu/fi/campaigns>

SOSIAALI- JA TERVEYSMINISTERIÖ
13.4.2012
Tapaturmapäivä -kampania

36:11 / 01:37:18

AGENDA

- Tapaturmia torjumalla työurat pitemmiksi**
— Sosiaali- ja terveysministeri Paula Risikko
- Tapaturmapäiväyhteistyötä vuodesta 1995**
— Viestintäpäälikkö Johanna Salomaa-Valkama, Tukes
- Yhteistyöllä riskit hallintaan**
— Johtaja Hannu Ahti, sosiaali- ja terveysministeriö
- Pidä pelivaraa liikenteessä**
— Toimintajohtaja Anna-Liisa Tarvainen, Liikenneturva

Name:
Message:
LÄHETÄ

Christopher
christopher.koskela@tem.fi

Add a comment, ...
Comment
Posting as Birgit Müller (Not you?)
☒ Post to Facebook

Turun Nuortenpalvelut Liisa Reinikainen

National campaign launches



twitter

Zoeken

Heb je al een account? Inloggen

Campagne Preventie
@OSHpreventie
Twitteraccount van de Campagne 'Samen sterk voor Preventie'

Volgen

14 TWEETS
2 VOLGEND
11 VOLGERS

Campagne Preventie volgen

Volledige naam

E-mailadres

Wachtwoord

Registreren

Tweets

Campagne Preventie @OSHpreventie 19 april
Volg de campagneactiviteiten van het Nederlands Focal Point @NL_FOP, niet hier dit is een gelegenheidsaccount! #preventie2012

Campagne Preventie @OSHpreventie 18 april
ZHNFA ... preventie van fysieke belasting bereikt wordt via meerdere sporen (gedrag techniek bewustwording wetgeving) #groen

Campagne Preventie @OSHpreventie 18 april
ZHNFA de top haar eigen aandeel neemt, echte aandacht mentale gezondheid en collectief mentaal verzuim #geel

Campagne Preventie @OSHpreventie 18 april
ZHNFA er onverplichtlijnen voor gezond werken bestaan, die werkdruk bij de bron aanpakken #preventie2012 #geel

Campagne Preventie @OSHpreventie 18 april
ZHNFA arbo zonder gene door werkgevers en werknemers, luisteren naar elkaar, samen problemen oplossen vanuit eigen verantw #geel

Een gezonde werkplek

**Samen sterk
voor preventie**




Europees Agentschap voor
veiligheid en gezondheid
op het werk




Een gezonde werkplek

Media coverage

Internet browser window showing the homepage of **THE PARLIAMENT.COM**. The page features a navigation menu with links to Home, Magazines, Awards & Events, Bulletins, Editorial Calendar, and Subscribe. A prominent banner reads "Working together for risk prevention". The main headline is "A new EU approach to human rights?", accompanied by a photo of a man and the text "Can a new figurehead and a new policy mean a new EU approach to human rights? Richard Howitt asks." Other articles include "EU commission urged to be 'more ambitious' on digital technology" and "MEPs in mixed reaction to court ruling on Russia".

Internet browser window showing the website of **COMMISSIONER LÁSZLÓ ANDOR**, Employment, Social Affairs and Inclusion. The page features a video player with the headline "Commission presents new measures and identifies key opportunities for EU job risk recovery". Other sections include "ALSO IN THE NEWS", "ABOUT THE COMMISSIONER", and "MEDIA CORNER".

Safety in numbers

Christa Sedlátschek, Director of the European Agency for Safety and Health at Work, on the Agency's new Working together for risk prevention.

Our Healthy Workplaces Campaigns are now the biggest occupational safety and health (OSH) campaigns in the world.

But more than five and a half thousand people are still dying in the EU every year, as a result of workplace accidents. Thousands more die of occupational diseases.

Research tells us that most of these accidents and cases of ill health are preventable. Lives could be saved if we did more to prevent workplace risks. That's why we're launching a campaign designed to help businesses, workers and their representatives to recognise, to evaluate and reduce the risks that Europe's workers face.

Working together is crucial. Of course, good leadership is vital for risk prevention. You need visible commitment from managers. But managers also need to engage their workforce in the process of preventing risks: workers are often the real experts on their workplaces, after all, and they know what changes are to be made.

Reversing something as big as our Europe-wide Healthy Workplaces Campaigns means working with the big European institutions. We're keen to have that high-level support, as for previous campaigns, from the European Commission, the European Parliament and the EU Council Presidency. And our current campaign theme – working together for risk prevention – fits clearly with the EU Strategy for inclusive growth in the EU.

Reaching out

The Healthy Workplaces Campaigns aren't just about working with the big European institutions. We're reaching out to all of us. That's why in the campaign, we'll be drawing on all our networks of local points and partners.

There's our important network of 800...

European Good Practice Awards

Outstanding and innovative good practice solutions towards encouraging managers and employees to actively work together to enhance workplace safety and health.

Two-stage process

- **Selection procedure at national level**
 - Collection of Good Practice examples at national level
 - Evaluation of examples at national level
 - Sending to the Agency
- **European level evaluation**



European Good Practice Awards

Time table: launch on 18 April 2012

- Publicity on Agency website – web teasers
- Publicity at national MS level – web teasers, mailshots, articles and features in media, etc.
- Check Member State schedule for national selection deadlines

Submission deadline to EU-OSHA: 31 October 2012

dedicated section on EU-OSHA corporate website:

http://osha.europa.eu/en/competitions/good-practice-award_2012-2013

Good Practice Award flyer:

http://www.healthy-workplaces.eu/en/resources/promotion-materials/leaflet/en_hwc2012-13_gp_flyer.pdf

Timetable and milestones

2012

28 March	EU partnership meeting
18 April	Official Campaign launch & GPA Launch
Q3/4	Campaign promotion, including distribution of Campaign information products
Q3/4	National partnership meetings organised by FOPs
18 Oct	CY EU Presidency event “Working together for the future of occupational safety and health in Europe”
CW 43	European Week for Safety and Health at Work
Q4	Planning of regional, local and sector focused activities

2013

Q1	Evaluation of European Good Practice Awards
22 April	GPA Ceremony with Irish EU Presidency
Q2/3	Topic based activities; local and sector focus
CW 43	European Week for Safety and Health at Work
November	Closing event with Lithuanian EU Presidency

2014

Q1	Reporting and evaluation
----	--------------------------

Focal Point in the United Kingdom

Stuart Bristow

uk.focalpoint@hse.gsi.gov.uk

Health and Safety Executive
Caxton House (7th floor) - Tothill Street
SW1H 9NA London
United Kingdom

<http://www.hse.gov.uk/>

And finally...

For any further questions, please get in touch with:

Brenda O'Brien

Manager
EU-OSHA Brussels Liaison Office

Tel.: +32 2 401 68 59
obrien@osha.europa.eu

Square de Meeus 38/40
B-1000 Brussels

Thank you!

obrien@osha.europa.eu



http://twitter.com/eu_osha

Risk Prevention on the Railways–Worker Participation

Presentation 5

Workforce Collaboration

Rob Vondy, Sarah Bates
(Health & Safety Executive)



Risk Prevention on the Railways

Worker Participation

Rob Vondy (Head of Workforce and Leadership Team)

Sarah Bates (Senior Policy Adviser)

Email: rob.vondy@hse.gsi.gov.uk

sarah.bates@hse.gsi.gov.uk

Involving the workforce

- “ To reinforce the promotion of worker involvement and consultation in health and safety matters throughout unionised and non-unionised workplaces of all sizes”.

Worker Involvement

HSE key messages

- **Involving workers improves Health & Safety performance**
- **Actively engaging the workforce ensures that all those involved are participating in managing the risks**
- **HSE is strongly committed to worker involvement**
- **It is key element of HSE strategy**
- **It develops a positive H&S Culture**
- **Reduces accidents and ill health**

Worker Involvement

Three stages to the development of effective worker involvement



Worker Involvement

Involves a culture of dialogue that promotes:

- **Effective employee participation at all levels**
- **Leadership styles which model involvement throughout an organisation**
- **Joint problem solving and task participation structures as the norm**
- **An inclusive representational structure which resolves health and safety issues at the lowest possible level**
- **Open, transparent, two way communication and feedback**

[Ref: IPA research report for HSE (2005)]

Study aims

- To understand approaches to leadership and worker involvement on the Park
- The impact on attitudes and behaviours associated with good health and safety performance
- Transferability of lessons learnt

Worker Involvement on the Olympic Park



Comprehensive H&S inductions

Mandatory Daily Activity Briefings (DABs)

Safety Stand-downs - “Take time for safety”

Visibility and accessibility to Senior Managers

Involvement of Management and Supervisors

Tool box talks

Verbal and written communications

Worker Involvement on the Olympic Park



Climate Survey for feedback and action

Personalized posters

Good safety practice recognised (breakfast vouchers, branded badges, fleeces and H&S awards)

“You said, we did” boards

Encouragement of open feedback and challenge

Behavioural safety initiatives

Worker survey

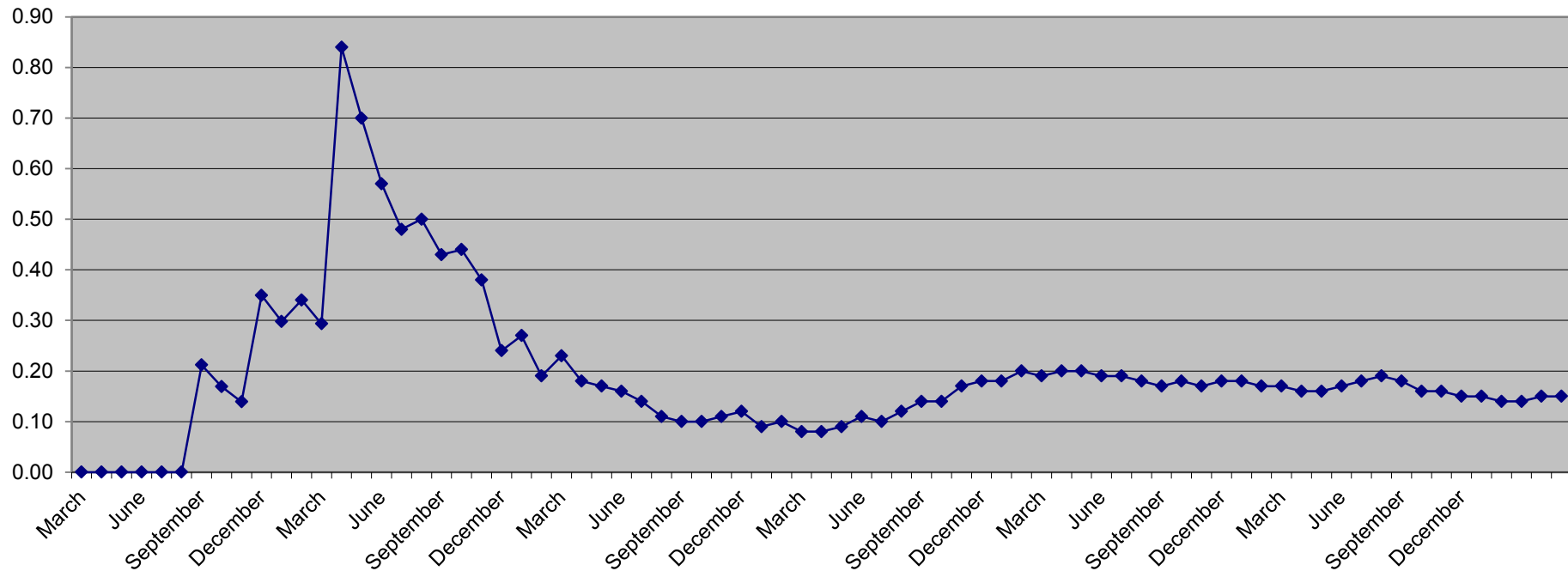
- **45 per cent** of site operatives report making a suggestion on how to improve health and safety
- **31 per cent** of site operatives say they have reported a near miss
- **83 per cent** of site operatives report feeling comfortable raising health and safety issues
- **89 per cent** of workers on the Park who reported a near miss were satisfied with how it was dealt with
- Contractors' report taking learning from the Park to their own organisations

Based on an IES survey of 518 workers (of which 336 were site operatives) across three canteens on the Park.

Accident Frequency Rate (AFR) Oct 2005 – Jun 2011 (AFR 0.17)



AFR since October 2005



Safety outcomes for the Olympic Park

- **By June 2011 the Olympic Delivery Authority (ODA) recorded around 62 million man hours worked, with an accident frequency rate (AFR) of 0.17 (calculated per 100,000 hours worked)**
- **No accident-related fatalities**
- **In addition, 22 periods of one million man hours have been worked without a RIDDOR-reportable injury accident**

Transferability

- **Principles are transferable eg communication methods, consultation, learning from incidents, creating clarity, engaging contractors**
- **Enablers – processes not always complex or costly**
- **Barriers – costs, culture, size, resources, complexity**
- **Commitment from the top and throughout the management structure is critical to success**

Learning Legacy



- Independent evaluations
- Case Studies
- Tools and Products

www.london2012.com/learninglegacy

Worker Involvement

“It’s all about having conversations with those closest to the job to help you manage health and safety in a practical way”

This helps to:

- spot workplace risks
- make sure health and safety controls are practical
- increase the level of commitment to working in a safe and healthy way

Summary

- Improving health and safety needs effective worker involvement
- There is still much work to do – especially where reps are not in place
- The benefits of good worker involvement are for everyone in the organisation
- It is a long term investment in time, bringing about changes to attitudes and behaviours
- Recognition of the important role played by TU's

Worker Involvement

Further information

- <http://www.hse.gov.uk/involvement>
- Consulting employees on Health & Safety – INDG 232
- Involving your workforce
- L146 – Approved Code of Practice

Worker Involvement



Thank you.

Tea and Coffee break



Risk Prevention on the Railways–Worker Participation

Presentation 6

Collaborative Working in Action

**Chris Hext, Head of S&SD Integration
(Network Rail)**



The background of the slide is a photograph of a high-speed train track. The tracks are dark and run diagonally from the bottom left towards the top right. The image is heavily blurred, suggesting a high-speed train is moving along the tracks. The background shows some industrial structures and a clear sky.

Collaborative working in action

Chris Hext, Head of S&SD Integration

Introduction

- Network Rail and the Trade Unions developed and implemented a joint initiative in April 2011 to promote collaborative working through employee engagement in order to:
 - Provide improved safety leadership at all levels
 - Improve the safety culture within the business
 - Make a step change in the behaviours necessary to sustain continuous improvements in safety performance
 - Implement a joint health, safety and welfare procedural agreement in a consistent manner across the business

Background

- Based on a ratio of 1 to 2,500 employees the Trade Unions were requested to recruit 9 Lead Trade Union Health & Safety Representatives through their democratic processes
- Lead Trade Union Health & Safety Representatives reporting jointly to the Head of Safety & Sustainable Development Integration and the Trade Unions
- Initial objectives established to focus on employee engagement and the recruitment of employees as Trade Union appointed Health & Safety Representatives
- Initial objective to work with managers to establish and improve joint health and safety meetings between managers and health & safety representatives

Working Collaboratively

- Working with the central Safety & Sustainable Development Directorate (S&SD) and route based teams
- Trade Unions represented on the Safety, Health & Environment (SHE) Committee
- Key stakeholders in the development of the Vision and Strategy for Safety & Wellbeing
- Actively involved in the establishment of the “Life Saving Rules”

Working Collaboratively

- Key members of internal Network Rail S&SD management meetings
- Involved in wider rail industry health & safety management working groups such as the Workforce Health & Wellbeing Working Group facilitated by the Rail Safety & Standards Board (RSSB)
- The Lead Trade Union Health & Safety Representative team also work with the Office of Rail Regulator (ORR)
- Working with the Infrastructure Safety Liaison Group (ISLG) which is a group of major railway/construction contractors

Success to date

- Successfully recruited local health & safety representatives to develop the framework for collaborative working, consultation and improvements in the safety culture
- Working with managers at all levels to contribute towards safety improvement initiatives by providing an employee perspective at all development and implementation stages
- Promotion of the Vision for Safety & Wellbeing by encouraging open & honest communication
- Listening to concerns and acting upon them in an appropriate manner
- Developing trust and respect with all stakeholders

Challenges

- Continue to influence behavioural change through workforce leadership and engagement
- Continue to develop a culture of trust and open & honest consultation with stakeholders
- Promote and assist in the implementation of safety improvement initiatives driven by the introduction of the Vision and Strategy for Safety & Wellbeing

The Future

- Network Rail and the Trade Unions have agreed a 3 year extension to the Lead TU H&S Reps role in the collaborative working initiative from the 1 April 2012 until 31 March 2015
- Success will continue to be driven jointly as the relationship is embedded at all levels of the business
- It is a new and better way of working which engages with those exposed to the risk – it remains a fantastic opportunity to make a difference
- **We have a simple but powerful Vision - we want everyone to return home safely everyday**


Risk Prevention on the Railways–Worker Participation

Presentation 7

IOSH – Along the right lines

**Iain Ferguson, Railway Group Chair
(Office of Rail Regulation)**



- 
- Why do we exist?
 - Where are we going?

Along the right lines?

The IOSH Railway Group

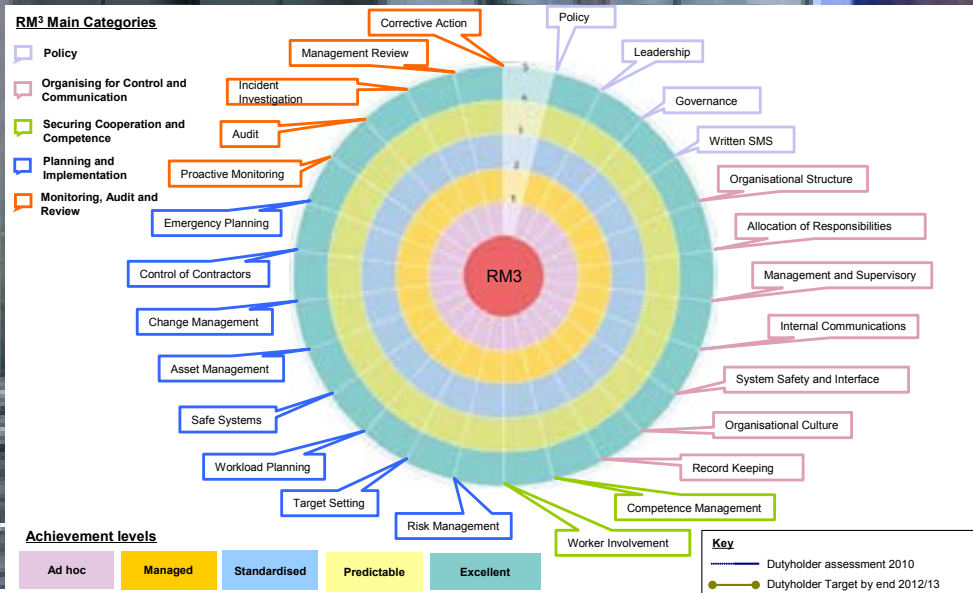
- 3.25 million journeys each day - 1.3bn per year
- 40,000 bridges, tunnels and viaducts
- 20,000 miles of track
- 2,517 Stations
- 8,200 properties
- 28 billion tonne km of freight
- £12bn investment

ASSOCIATION OF TRAIN OPERATING COMPANIES

- Each tube train travels 114,500 miles a year – enough to go round the equator 4.5 times
- 1.1 Billion Passenger Journeys per year 3.5m per day
- 57,000 people through Waterloo – during the morning peak
- Multibillion pound investment programme



at delivers....



Y



Expect.....

W

More quality events, visits and conferences

h

Better opportunities to share good practice with other sectors

e

Celebrations of success

r

Personal development opportunities (expert exchange)

e

A more informative microsite

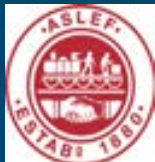
Get on board!



Question and Answer Session

Ian Prosser

Director of Rail Safety
Office of Rail Regulation

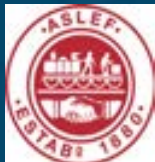


Closing remarks

Richard Price

Chief Executive

Office of Rail Regulation



Thank You!!!

