

The internal working environment
practitioner's role in implementation of
working environment policy, instruments
or programmes



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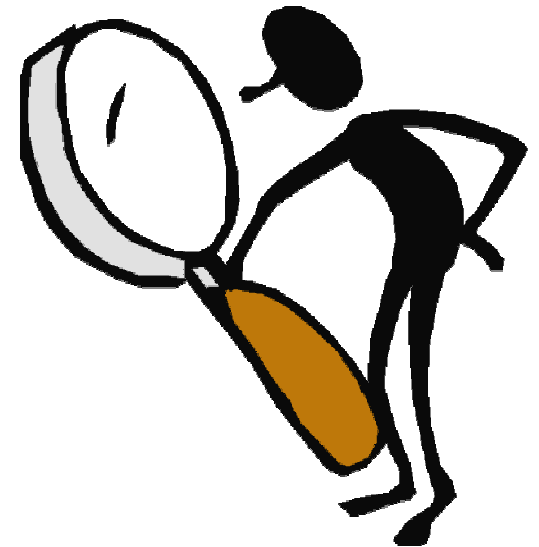
by

Kirsten Olsen

CAVI workshop 2012

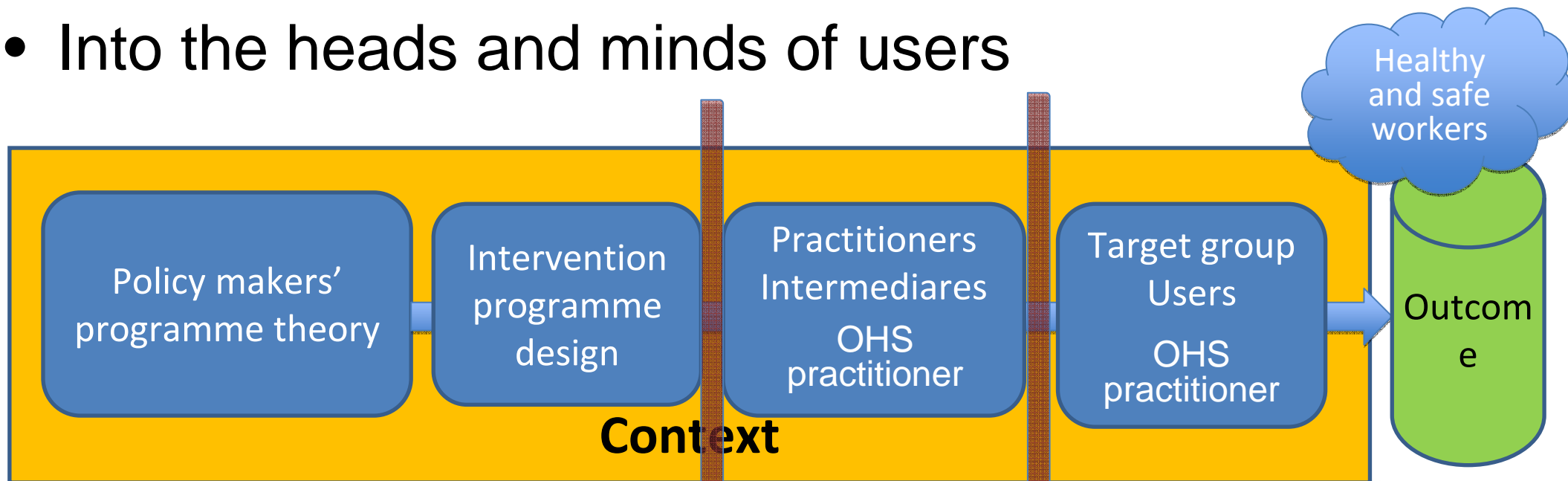
What is it all about?

1. What role can and do the internal OHS practitioner take in implementation of OHS regulation and programmes?
2. What Role do the Autohrities expect the internal OHS practitioner to take in implementation of OHSregulation and programmes?



Programme theory

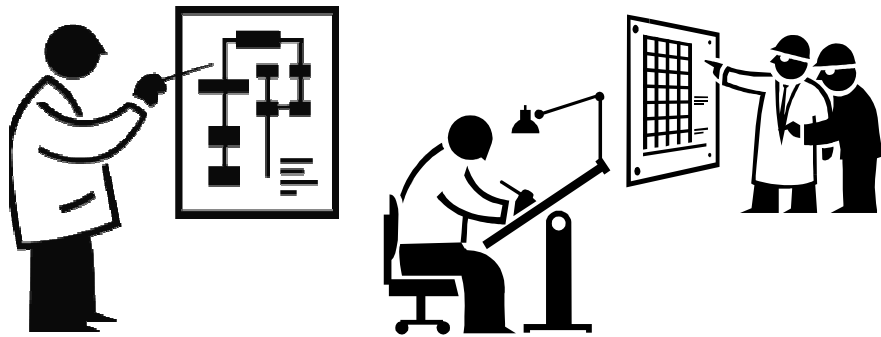
- Intervention programmes are ‘theories’
- They begin in the heads of policy makers
- Pass into the hands of practitioners and managers and
- Into the heads and minds of users



Regulation a contextual factor for the organisation

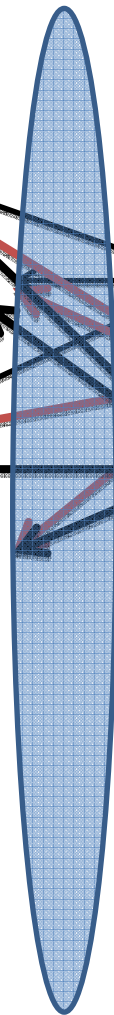
Productions system

- Development of products
- Development of production process
- Planning of production
- Management of production



OHS management

- Identification and management of :
 - New hazards
 - Existing hazards
 - Identified through injuries and illnesses



Methods

- Re-analysis of Interviews with ten OHS practitioners employed in large organisations in New Zealand
- Recruited through NZISM (5) and by snowballing (5)
- Interviews (½ semi-, ½ structured) lasting 1 – 2 hours focusing on:
 - personal drive/aim
 - job role
 - OHS tasks (Brun, Claude & Loïselle 2002)
 - Strategy (Hasle & Sørensen 2011, Broberg & Hermund 2004, Theberg & Neumann 2010)
 - Impact (Danish National Working Environment Authority 2002)
- Transcribed
- Reanalysed thematically:
 - Reference to national OHS policies, legislation & programmes
 - The mechanisms initiating implementation
 - The role the OHS practitioner had
 - The contextual factors that influenced the OHS practitioners role
 - The mechanism used by the OHS practitioners



Description of OHS practitioners' roles

- Implementation of and compliance with OHS legislation
 - Systematic OHS management
 - Hazard management
 - Incidents and accidents
 - Employee participation
- Focused on making first and second line management take on their responsibilities

“In a nutshell, my role is to – it sounds horrible – prevent the organisation from being prosecuted by the Department of Labour (...)”



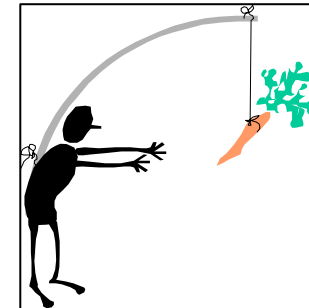
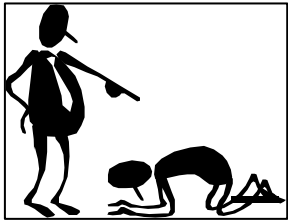
National OHS incentive programme

Workplace Safety Management Practice Programme:

- Implementation of systematic OHS management compliant with the legislation and NZ/Aus standard

Two yearly external audit

- Primary level 10% reduction in insurance levy
- Secondary level 15% reduction
- Tertiary level 20% reduction



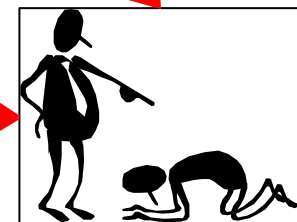
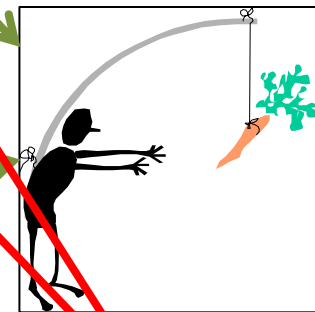
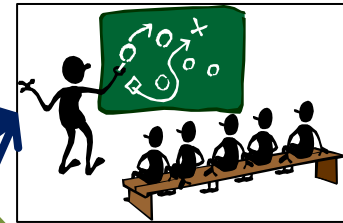
How did OHS practitioners use the incentive programme?

- Economic incentive used to convince top management to join and implement systematic OHSM
 - More important in independent and public organisations
 - Seen as a bonus in multinational concerns with requirements of OHSAS 18001 or ISO 14001



How did OHS practitioners use the incentive programme?

- Their work was guided by the WSMP (4)
 - Implementation of representative employee participation
 - Implement direct employee participation
- Top management support was used to:
 - develop of OHSM systems
 - make first line management take OHS responsibility
 - Training
 - Coatching
 - Develop tools (incident management and other programmes)
 - Working together (SOP, contractor management)
 - OHS in KPI
 - Visibility, monitoring performance
 - Persvation (it make economical sence)



Contextual factors

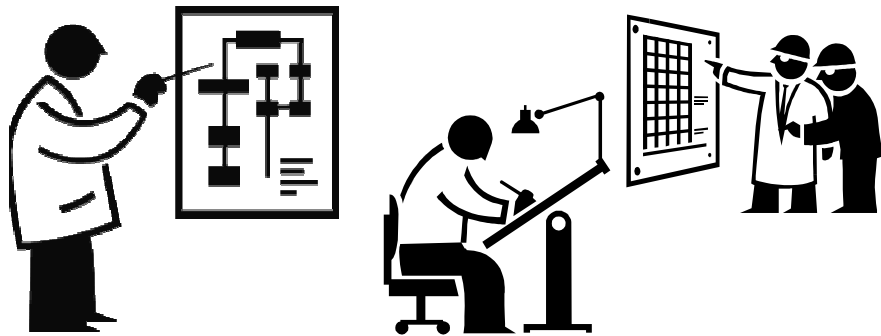
- Multinational concern
- Large independent organisations
- Structure of the organisation (one or many sites)
- Employee characteristics (low wages, unskilled)
- Unionisation
- Change in the organisation
- OHS practitioner as a new commmer
- OHS practitioner background (technical/generalist)



Strategies used to improve the work environment

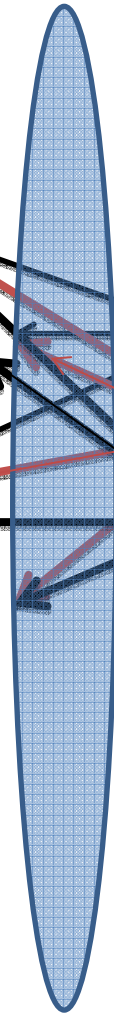
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Seen from the Authorities perspective

- Main actors: employer and employees
- There are few programmes where the OHS practitioner is targeted, one example:
 - NZ ACC: Discomfort Pain and Injury
 - Training (understanding of risk factors)
 - Information newsletter
 - Management tools
 - No guidance on OHS practitioners role or strategies



Conclusion (1)

- OHS practitioners have a central role in implementation of OHS programmes
- Little influence on development and planning processes
- Focus on middle and first line management
- OHS practitioner have a range of strategies
- Develop sub mechanisms adjusted to fit the organisational context
- Primarily training
- Secondarily: reward (KPI) and punishment (monitoring)
- Strategies and mechanisms are changed through 'trial and error' and when other changes happens



Conclusion (2)

- Support for OHS practitioners to influence development and planning is needed
- OHS practitioners should be used strategically in development, implementation and evaluation of national OHS programmes



Thank you for your attention !



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Impact

Rung		No.	Examples
7	Improvements of health	(1)	Reduction of stress related sick leave
6	Reduction in incidents	(5)	Reported incidents
5	Reduction of exposure	3	Reduction in incidents of threats Reduction of exposure to chlorine Reduction in lifting and carrying
4	Improvements of the production system or the work processes	7	- chairs, workstation layout - change of layout, management of clients. Two related to introduction of new equipment
3	Improvement of the approach to OHS	10	Implementation of OHSM systems, integration in other systems, organisation of OHS work
2	Change in attitude and behaviour	10	1 st line managers accepted their OHS responsibilities, asked for help
1	Change in knowledge	10	Through training and coaching 1 st line management and OHS reps

