

# Worker Involvement Programme in the Glass Industry

Alison Bettac Rodgers  
HR & Employment Manager



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## From Little Acorns.....

Define the Need

- Started with The Glass Charter
- Identified an area that required further work
- WSA Project supported the above need
- WSA Outcome highlighted "Worker Involvement" elements that worked



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## Experiences

- Reduced conflict between workers and managers on health and safety related issues.
- Replaced mistrust with mutual trust and common goals.
- Provided the competence to individuals to carry out new health and safety functions through e.g. a team approach.



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## Experiences

- Built on and supported the valuable work done by the Trade Union Representatives and Committees (where applicable).
- Developed a sustainable health and safety culture.
- Supported the collective challenging of existing health and safety practices and procedures.



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## Overall WSA Project Experience

Companies who effectively involved their workforce experienced a positive change in the organisational approach to health and safety. This often became a bottom up lead approach and seldom referred to the legal requirements as the leading force.



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## A Lesson Learned

What Had We Done.....

- Provided A Structure
- Provided Competency
- Provided Support Throughout
- Developed Sustainable Resources



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## The Industry Programme – The Developmental Stage

- Learn From Our Experiences From WSA Project
- Engage With Larger Organisations Who Had Existing Resources
- Set Up Worker Involvement Group
  - Industry Experts
  - Unions
  - Hse
- Gather Information And Resources



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## The Industry Programme – The Developmental Stage

- Develop Model
- Develop Roles & Responsibilities
- Develop Supporting Text
- Develop Practical Tool Kit
- Develop Competency Levels Required to Deliver Results
- Develop Monitoring & Evaluation Process



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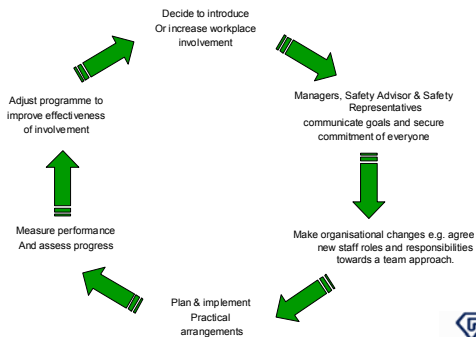
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## The Model



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## Roles & Responsibilities

### Safety Professional

- To provide a toolkit for implementation.
- To facilitate, help and support.
- Provide advice on how to implement the 'Partnership Model'.
- Ensure all team members have the right skills and knowledge.
- Take a full and active part in all safety team activity.



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## Roles & Responsibilities

### Board of Directors

- Overall responsibility for the implementation of the Health and Safety Policy.
- Nominate Director of Health & Safety.
- Formulate health and safety plan.
- Ensure necessary resources are available
- Ensuring safe and healthy working conditions for all the Company.
- Support, Monitor, evaluate & review the health and safety policy and strategies.



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## Roles & Responsibilities

### Management

- Provide support and resources for any hurdle to be overcome.
- Provide positive reinforcement of the team initiative.
- Provide an open and honest dialogue.
- Being conversant with relevant legislation so as to be able to apply the spirit as well as the detailed legal requirements.
- Ensuring that the procedures and arrangements for health and safety in the area under their control are reviewed according to any changed circumstances, and in any event, at least once every 12 months



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## Roles & Responsibilities

### Management

- Ensuring that all suggestions, advice, etc from employees or the Safety Department on safety and accident prevention matters receive proper consideration and suitable reply, whether acceptable or not.
- Ensure that all Supervisors are fully aware of their specific responsibilities to promote health and safety best practice by active leadership, direction and good example.
- Formulating by active participation when necessary, suitable communication networks to promote health and safety at all levels within their area of control.



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## Roles & Responsibilities

### Team

- To take all reasonable practicable steps to keep themselves informed of the legislations, hazards in the work place and the health and safety policy.
- To help change, promote and sustain a positive safety culture inc. checking effectiveness of measures.
- Actively participate in hazard identification and risk assessment.
- Actively participate in accident investigation and root cause analysis.
- Be familiar with problem solving and potential problem analysis techniques.
- Keep site management informed of unsafe practices and progress.



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## The Tool Kit

- Partnership Assessment Tools
- Awareness Raising & Communication Tools
- Agreement Templates
- Accident & Analysis Tools
- Risk Assessment Tools
- Tools to Make Safety More Fun
- Good Ideas & Case Studies
- Safety Posters & Flyers



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## Competency Levels

- Provide knowledge and skills to enable teams and individuals to fully understand how health and safety in the workplace protects both employees and business
- Provide an Understanding of the importance of team work, good communication skills and the ability to solve problems
- Ensure a thorough understanding of the concept of inspection and risk assessment
- Provide understanding of how individuals and teams can contribute to the strategic dimension of safety management
- Provide skills that will Assist with the engagement of the entire workforce in the safety agenda



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## Monitoring & Evaluation

- Each Company to produce and agree an action plan for a 12 month period
- Develop milestones for crucial stages
- Introduce an independent industry audit plan to monitor action plan to include quarterly feedback system
- Undertake final global survey on participants



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## The Industry Programme – The Implementation Stage

- Adopt The Pilot Scheme Approach
- Sign Companies Up
- Develop Materials
  - - CD Rom
  - - Training Course
- Brief Allocated Teams
- Nominate A Champion For Each Team
- Develop Action Plan



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## The Industry Programme – The Evaluation Stage

- Monitor Progress through Audit & Feedback System
- Final Global Survey
- Compile Industry Report on Overview of Programme
  - Successes
  - Failures
  - Outcomes
- Discuss Transferability of Programme with Sector Skills Council



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