



A SUCCESSFUL PROJECT OF IMPROVING OSH MANAGEMENT BY TRAINING AND COACHING SMES



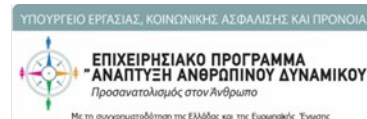
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12 April 2018



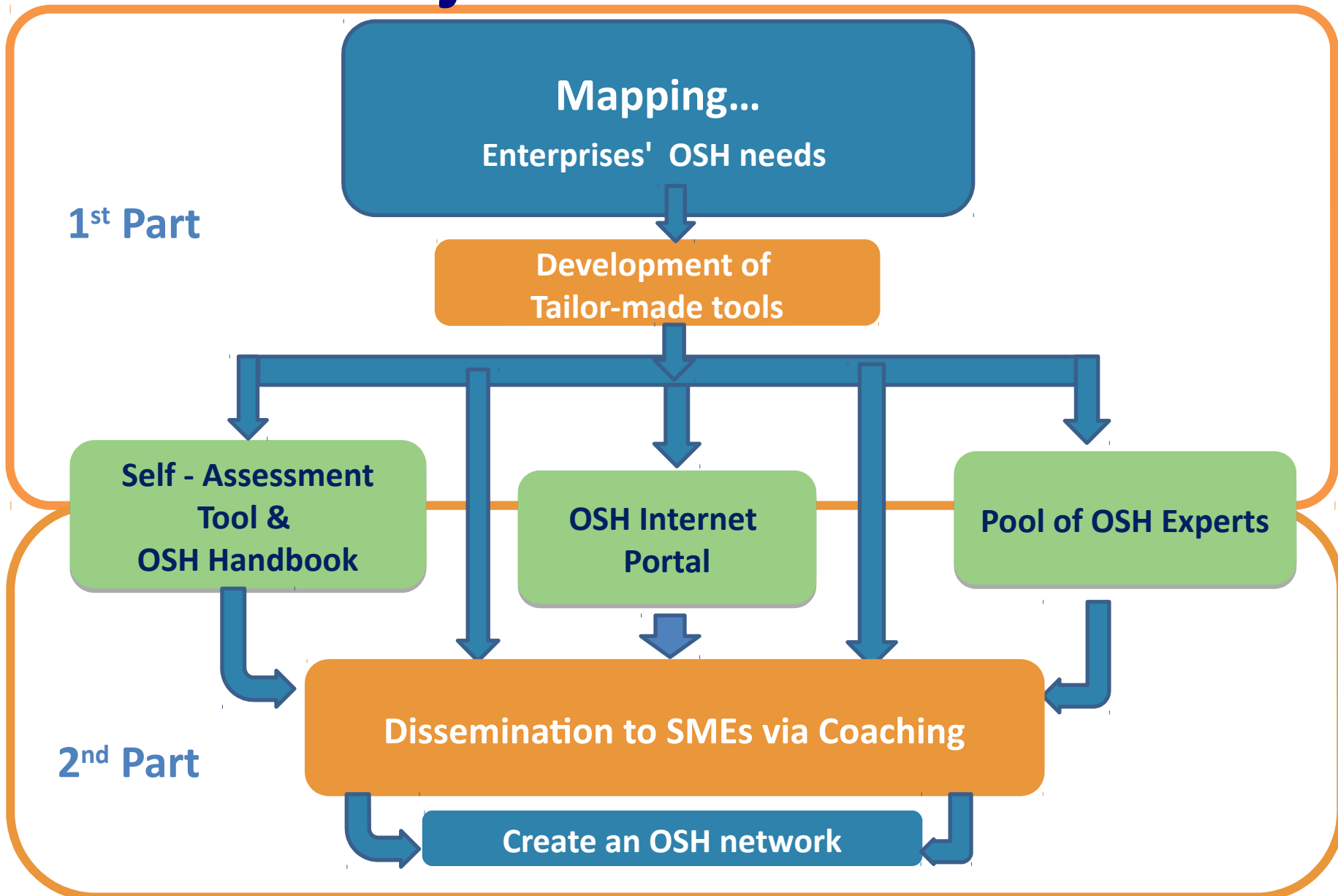
Project Objectives

- 1st Project/Part Objective-Diagnostic Control
 - ✓ Identifying OSH Company needs
 - ✓ Project Lay-out and tools
 - ✓ Experts
- 2nd Project/Part Objective-Dissemination
 - ✓ Train the trainers
 - ✓ Coaching tools
 - ✓ Networking
 - ✓ Follow up
 - ✓ Statistics

Funding by:



Projects Interaction



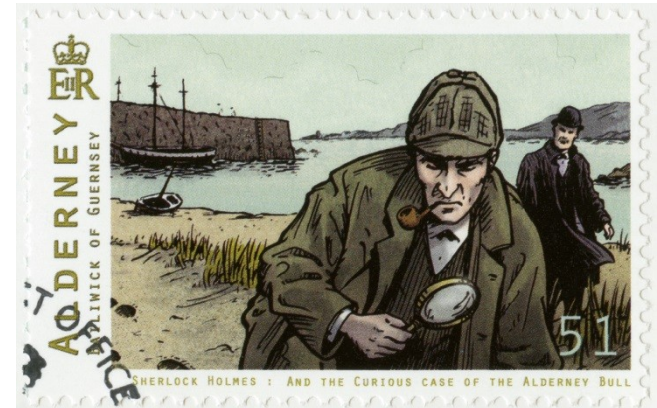
1st Part Objective

Investigation of...

- OSH status of Greek companies
- Implementation National and European legislation of OSH
- Best Practices (applicability & cost)
- Guidelines for the systematic approach of OSH management systems (OSHMS)
- Expertise in OSH

Aiming...

The development of tailor made tools and actions for the promotion of practices for the upgrade of the working environment via OSH management system.



OSH Needs

SMEs

(10 to 250 employees)

VS

Large Enterprises

(>250 employees)

- Find the Legislative framework **complex**
 - Face problems of **poor risk identification**
 - Lack on the culture of **prevention** and **awareness**
 - Adopt OSH management measures only if they belong to **high risk category**
 - Are **unwilling to share** OSH data
- **Implement** legislative requirements and OSH Management Systems
 - Set **measurable goals** and **monitor** OSH indicators
 - Require their **contractors** to implement OSH legislation
 - Focus mainly on **accident prevention** and tend to neglect occupational diseases
 - Develop and **share Best Practices** for OSH

Self – Assessment Tool & OSH Handbook

- **Self-assessment tool**
- **Handbook for the implementation of Occupational Safety and Health Management System**
- **Guidance on Risk Identification and Response Instructions**
- **Recording & Decoding National Legislation**
- **Best Practices per risk**

OSH Internet Portal



Διαδικτυακή Πύλη Υγείας και Ασφάλειας στην Εργασία



Pool of OHS Experts

**Health & Safety
Director**



**OSH
Physician**



**Health & Safety
Manager/ISO
Inspector**



**General
Manager at
Greek Mining
Enterprises
Assosiation**



**Social
Affairs
Department
Director**

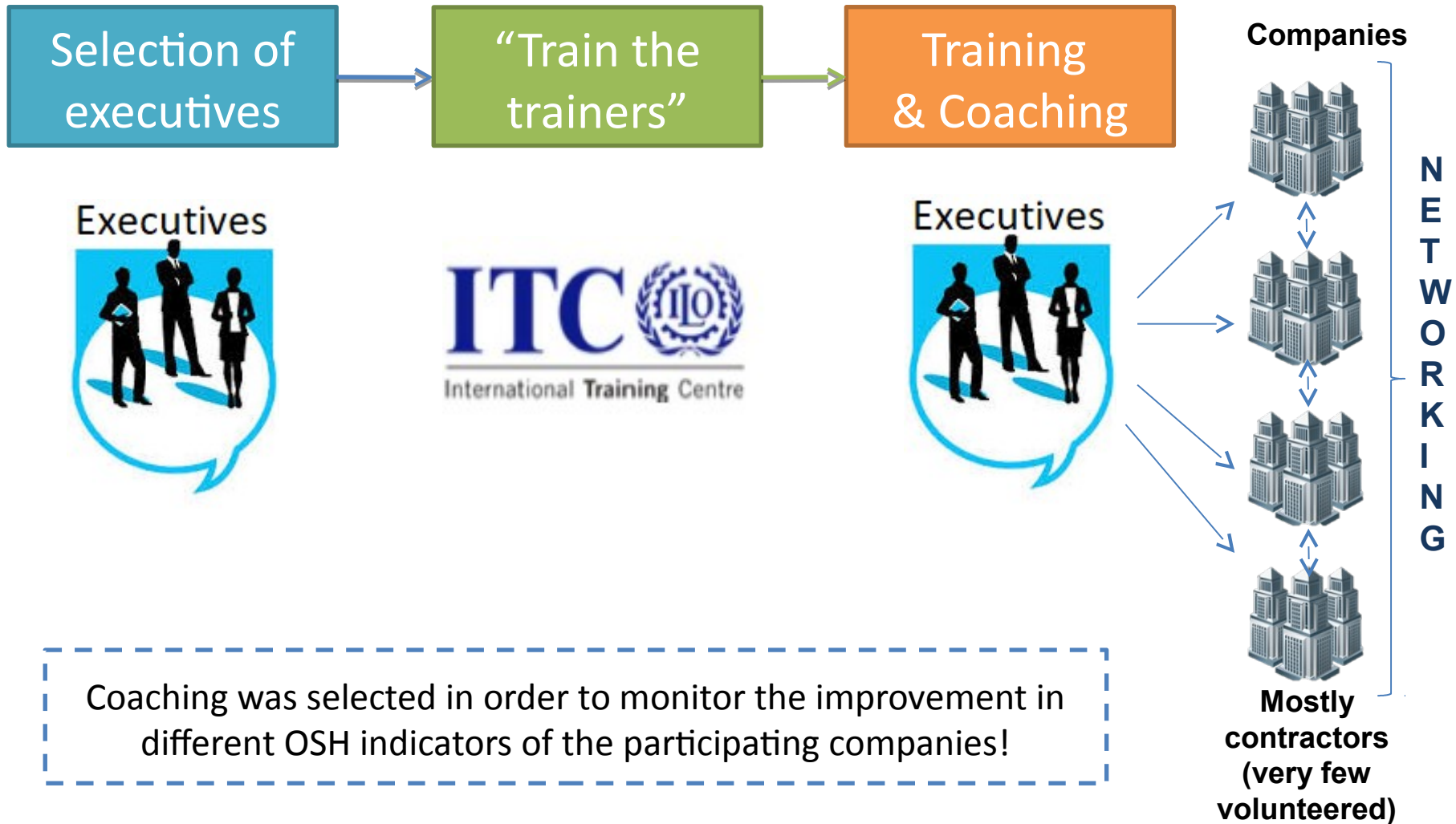
**Representative from
competent Authority**



**Safety
Engineers**

Academics

2nd Part Lay-out



Selection of OSH executives

Some of the criteria used:

- High level of personal interest in OSH
- Field of expertise
- Company professionals
- Highly educated individuals
- Years of experience
- Availability
- Participation as Speaker to seminars
- Experience in coordination of contractors



“Train the trainers”

- ILO was selected as the most appropriate organization for addressing OSH
- 40 h training program
- Study visit at a cement factory
- The program provided useful material and ideas on how to address OSH
 - Concepts and principles
 - Motivation strategies
 - Coordination activities
 - Cost of OSH

Contents of the ILO training Program

- Contractors
- Management Standards HSE
- OTHERS
- 01 Introduction to the course
- 02 Concepts and principles
- 03 OSH Management
- 04 Economics and Motivation strategies
- 05 OSH in SMEs
- 06 WISE
- AR 6 Coordination of activities
- Exercise 1 The perfect facility
- Exercise 2 Costs Worker Injured After Falling 3 Metres

Training material

Preparation of the training material according to participating companies' needs:

- Use training material from ILO
- Plan 18h training course
- Assist the trainer in organizing the course
- Provide motives
- Cost evaluation of accidents
- Solid Presentations for OSH systematic approach
- Videos
- e-learning platform for easy access



Coaching tools

Coaching Guidance document

Design according to company needs

Defining objectives and planning

Review results

Supporting actions and interventions

Self-assessment Questionnaire as coaching tool

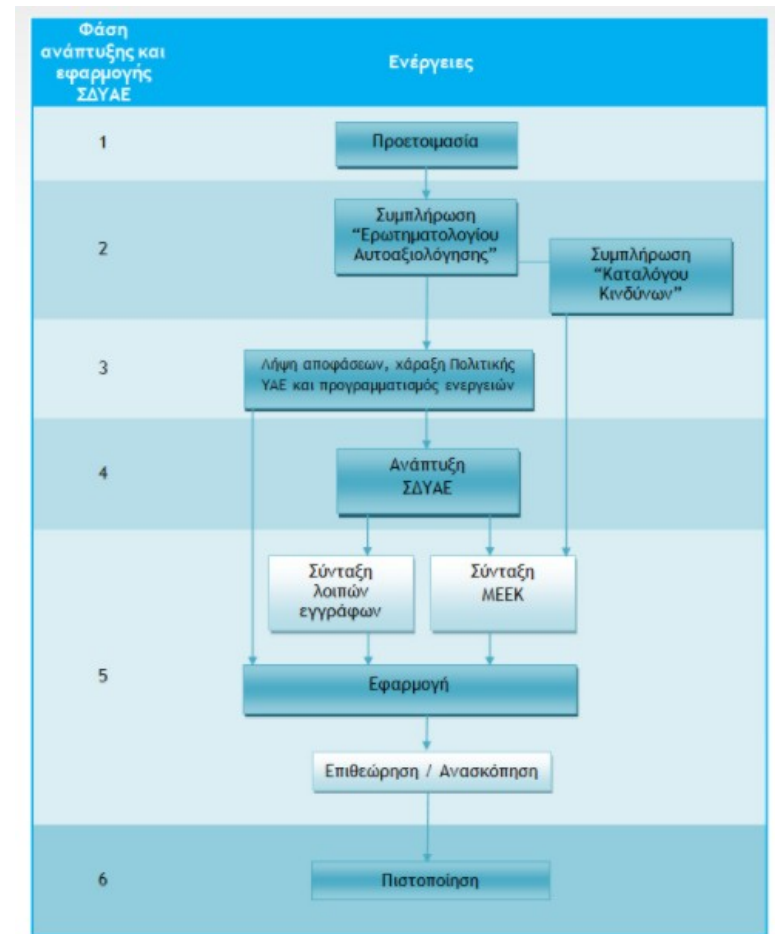
- Diagnose OSH needs
- Set goals according to company's needs
- Detailed catalogue for risk identification
- Easy evaluation of legislative requirements via Likert scale
- Plan and prioritize actions according to OSH gaps
- Use OSH Internet Portal

Απαιτήσεις	Ανταπόκριση στις απαιτήσεις					Σχόλια -- Απολόγηση
	1 Dys	2 Med	3 Med	4 Med	5 Eleg	
4.- ΕΠΙΚΟΙΝΩΝΙΑ ΚΑΙ ΣΥΜΜΕΤΟΧΗ						
4.1. Έχει η επιχείρηση καθιερώσει διαδικασίες για την αμφίδρομη πληροφόρηση και επικοινωνία σε θέματα ΥΑΕ μεταξύ διαφορετικών ιεραρχικών επιπέδων και διαφορετικών δραστηριοτήτων, καθώς και με τυχόν εργολάβους;						
4.2. Υπάρχουν και έχουν γνωστοποιηθεί στο προσωπικό όλες οι απαραίτητες πληροφορίες για θέματα ΥΑΕ, όπως είναι: - Ειδικές οδηγίες της επιχείρησης ή τρίτων (π.χ. προμηθευτών); - Εγχειρίδια κατασκευαστών του χρησιμοποιούμενου εξοπλισμού;						
Κίνδυνος (Συμπληρώνονται τυχόν άλλοι κίνδυνοι που δεν περιλαμβάνονται στον κατάλογο)	Υφίσταται ο κίνδυνος αυτός στην επιχείρηση; (σημειώνεται ✓ στην περίπτωση που η απάντηση είναι καταφατική)					Σχόλια
2.- Μηχανικοί κίνδυνοι						
2.1. Έκθεση σε δονήσεις						
2.2. Χειρωνακτική μεταφορά φορτίων						
2.3. Χρήση ανυψωτικών μηχανημάτων και ανελκυστήρων						
2.4. Εργασίες σε ύψος						
2.5. Εργασίες πάνω σε φορητές κλίμακες						
2.6. Εργασίες σε ή κοντά σε ανοιχτά φρεάτια ή σκάμματα						

Use Handbook for OSH implementation for Action Plan

The Handbook contains ...

- Generic OSH Principles
- Decision-making methodology
- Step-by-step process
- Examples (emergency plans, risk assessment, instructions etc.)
- Decision-making and Action Plan Diagrams
- Selection of Thematic Modules-Actions Guide
- Specific Guidelines for the implementation of procedures



Important overall actions...

- ILO training
- Use large company relationships
- Use experts with strong interest to promote OSH
- Coaching (goal setting)
- Use easy tools such as E-learning & Training material to promote awareness
- Increase networking via trainer-trainee relationship & cooperation among companies
- Improvements in OSH of Contactors

Some numbers...(Statistics)

- 23 executives were trained by ILO (Trainers)
- 108 company executives received training by the trainers
- The evaluation score of the expectations of the training program/material was 93%
- OSH knowledge was improved at 35% per company executive
- **Goals that were set for hazard identification were improved at 57% within 6 months of coaching**
- **50% adopted systematic approach of OSH within 6 months**
- **Out 400 specific goals for a total 101 executives more than 289 were achieved (more than 70%)**

What did we achieved?

- Transferred know-how in OSH from large companies to SMEs
- Improved OSH in more than 101 SMEs in 6 months
- Developed 5 new best practices
- Increased cooperation for OSH between all stakeholders
- Promoted OSH expertise & excellence





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