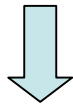


From HSE Consulting to Organizational Development



Role Change in the
Operational Health & Safety
Management
From Technical Advice
to System Information and
Organizational Development

Arrangement of the Lecture

➤ Germany Changes to a Service Economy



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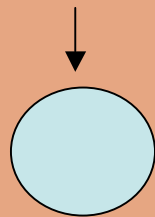


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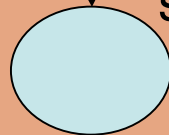
Consulting Authority in Health and Safety Management

➤ Technical Consulting

Consultant defines the problem



Consultant supplies directly the solution

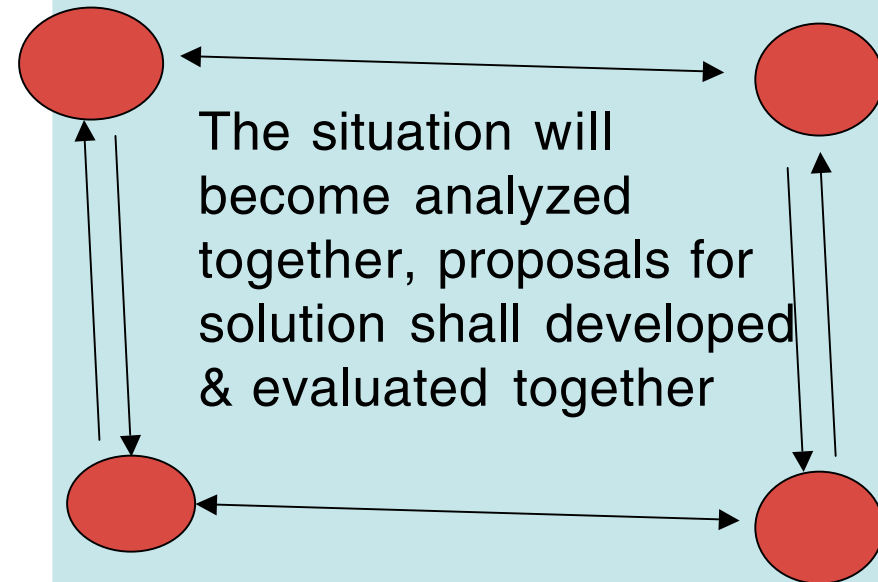


Technical solution

➤ Process Consultation

Enterprise has consulting need

Advisor as moderator in the sozio technical system



Roles Expectation from View of the Entrepreneur at the Industrial Health & Safety Experts

old

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new

- Court-firm industrial safety
- Assumption of the authority contacts
- Downsize the number of accidents
- Quick solutions to a technical problem
- Motivation to the safetyfair behavior
- Exculpate the management

- Safety-management as apart of an integrated operating health management
- Reduction of all damage and incidents in the workflow
- Improvement of customer and employees satisfaction
- Cost and effect-conscious employment of resources
- Improvement of the climate / the culture by presentation and development of together carried solutions

Roles expectation from view of the shop committee at the industrial safety & health experts

old

+

new

- Conversion of all industrial safety regulations
- Support & assistance during the conversion
- Participation with all safety questions
- Consultation with the evaluation and documentation of work-conditioned health risks

- Cooperation with all, which plan and design work contents & conditions and arrange with those, which advise in crises
- To judge the loads and demands of the persons employed sensibly and take their complaints seriously
- Initiate health-promoting processes



In Europe we have much better hard ware conditions but ...

Drama in eight Parts

1.

A Call Centre with the corresponding working places is being equipped. In doing so, Ergonomic aspects are also taken into consideration by the IT department and the safety experts. Only, the planners would never consider to ask the employees, who will be working on precisely these working places, how they get along with the hard- and software . (The planners were never taught to, as it turned out to be). The planning work is being judged by the superiors after criteria that do not include such things as involvement of employees. In addition to that, at first only provisional equipment of the Centre is installed, later on planning to pay attention to further details when there is more time.

2. After a short time, employees detect considerable defects. (i.e., after a series of difficult customers employees had the urge to move and felt the constant working position with headphones was a real burden). Some of the braver ones (and courage seems necessary) tell their superior as she goes past straight times – in hurry -..
3. The overloaded superior has hardly time to listen. Maybe she informs the planners, if they meet by coincidence. For the superior applies the same as to the planners- she has never learned to listen really to the employees. More important for the superior of the superior is, that in the line for customers no waiting signals arise. The department manager again knows nothing of the enormous consequential costs arising for the company; No one tells him / her, and even if so he or she would not hear it most probably.

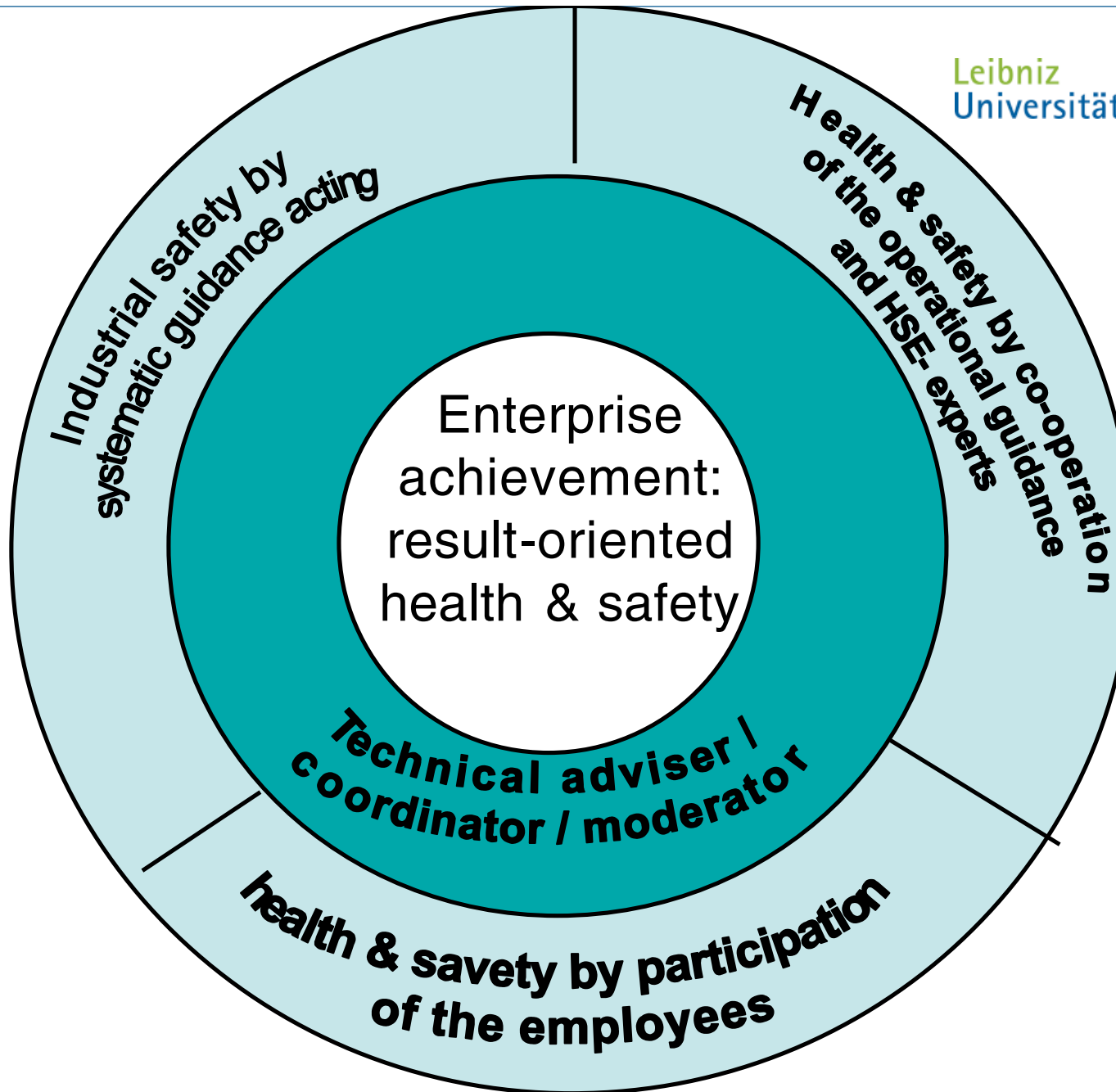
4. The still overloaded planners may listen to the superiors` report or may be not, but in any case they would blame the other one and postpone any further actions. Nothing happens. And neither planner nor superior at least inform the employees that it will take some time.
5. The employees themselves do not consider asking why nothing is happening. According to motto: Better keep your mouth shut instead of making waves and ending up with a worse working place.
6. The employees think: “This is a typical situation. We simply do not count”. The perception of “No one listens to us” is getting stronger and eventually becomes a self fulfilling prophecy. Resentments mount to indifference. The quality of the work (customer friendliness and quality of given information) gets worse, as well as order and cleanliness at the workplace. Above all, the number of calls per shift and employee is declining. This again prolongs the waiting loop of customers, which complain about the quality of this call center.

7. The IT planner and safety- experts agree>. “ It wasn’t that important after all” and the superior comes to the conclusion “I need to check the employees even more, to increase quality and quantity of the workload once again” and finally “I knew it- only pressure assures efficiency”

8. but not last

The employees more or less get used to the working conditions. At some point, shoulders, arms and neck start hurting. When that’s the case two possibilities open up: either clenching one’s teeth and continue working or or run to the doctor taking the “yellow” medical certificate and staying at home.

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Quelle:
„Ergebnisorientierter
Arbeitsschutz -
Bilanzierung und
Perspektiven eines
innovativen Ansatzes zur
betrieblichen
Arbeitsschutzökonomie“
T. Langhoff ; Prospektiv -
Gesellschaft für
betriebliche
Zukunftsgestaltung, mbH,
Dortmund 2002

At the End

Danke
Thanks

Thank you for your attention

I be pleased on questions and a
constructional discussion