

# ***Creating Partnerships for Healthy Workplaces***

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## 1. Introduction

This paper describes the two-year European campaign in 2008/09, the rationale and objectives, and its context within EU policy. It identifies how we can work together as partners, areas of action for mutual benefit, and looks at ways to promote not only our campaign messages but also your interests through the campaign.

The European campaign is a decentralised campaign co-ordinated by the European Agency for Safety and Health at Work and its network partners in the EU 27 Member States and beyond. In 2008-09, the European campaign is dedicated to risk assessment under a single umbrella:

***Healthy Workplaces***  
***Good for you. Good for business.***

### The Agency:

- provides information in 22 languages via the campaign website,
- provides a funding package to stimulate and support activities at the national level,
- organises Good Practice Awards, several European events with key partners and the EU Presidencies as well as a Closing summit.

### The Agency's National Focal Points in the Member States:

- promote, stimulate and organise activities at national level – focusing their activities on the European Week for Safety and Health at Work which traditionally takes place in calendar week 43 (second half of October).

### And what can you do?

## 2. Objectives

The Agency wants to animate and help European and national stakeholders developing their own activities as part of the decentralised campaign, and in support of the general aim to support employers, trades unions, workers, safety representatives, practitioners, preventive services, policy makers and other stakeholders in improving risk assessment and creating Healthy Workplaces.

The Healthy Workplaces campaign is an opportunity for our partners to reach the extensive OSH community in Europe and their wider networks, and to reach those who advise and educate them, and promote their interests and their issues. This means that your messages, and your plans and activities, will reach a much wider audience and that those messages will be reinforced by your involvement in the campaign. The campaign also offers an opportunity to integrate ongoing, longer-term activities and to give high visibility to your work and specific projects, and for you to use the campaign to support and promote your own activities.

The objective is to establish a partnership that results in a **win-win-situation** for both sides:

- **You help us** to raise awareness about risk assessment and to give visibility to the Healthy Workplaces campaign.
- **We give you** visibility as a campaign partner and as an organisation dedicated to Occupational Safety and Health at work.

### 3. Partnerships at the EU level and beyond

#### a) You help us...: Get involved in the campaign

There are a number of ways for campaign partners to contribute to the European Week and to get involved in campaign activities. They include:

##### i. Through your network:

- Disseminate information to affiliated organisations and network partners
- Disseminate campaign materials (see chapter 4)
- Disseminate campaign press releases and news
- Promote the Good Practice awards and encourage nominations

##### ii. On your website:

- Promote the campaign by placing information on your website
- Provide a link to the Healthy Workplaces campaign website (Flash banner)

##### iii. At your meetings:

- Give visibility to the campaign
  - use the posters, PowerPoint presentations, NAPO cartoon films and
  - disseminate the fact sheets, checklists, reports and other campaign materials (see chapter 4)
- Discuss the campaign at your meetings
- Invite an Agency speaker to support it and/or ask the Agency for expert speakers

##### iv. Develop your own activities:

- Review your own health and safety policies, and risk assessments to make workplaces safer and healthier
- Engage with your own partners to get the message across
- Encourage your network members and affiliates to carry out activities during the Healthy Workplaces campaign and during the European Weeks in October 2008 and October 2009
- Encourage national network members to promote activities and partnerships in their Member State and to make contact with their national Focal Point
- **Ideas for action:**
  - Organise your own conference, seminar and workshop,
  - Organise trainings for your network members,
  - Produce a best practice video or multimedia DVD,
  - Launch a poster/photo competition or a create quiz,
  - Organise an exhibition or open day,
  - Let people know what you're doing

- through an advertising/promotion campaign,
- a press conference or other media activity.

## b) We give you....: Getting recognition for your efforts

The Agency has put in place a number of channels and actions to give visibility to the campaign partners and promote their contributions and campaign activities. There are two levels of involvement/recognition:

- i. **Certificate of Participation** for one of the above mentioned actions.
- ii. The **Partner Offer** goes further and provides an opportunity to benefit from an extensive range of promotion and to raise your profile in the OSH community and beyond through the high visibility of the Healthy Workplaces campaign. It is reserved for those engaging substantially (with *several* of the above mentioned actions) in the campaign *and* multiplying their efforts through their network members.

### i. Certificate of Participation:

- Everyone who participates in the Healthy Workplaces campaign and the European Week can tell the Agency what they have done through a simple **online questionnaire**.
- In return, they will have their participation recognised through a personalised **Certificate of Participation** which can be downloaded from the website to print and display, and an online flash banner for their website.

### ii. Partner Status

- **Partner Certificate:** It recognises you as an official partner of the Healthy Workplaces campaign and as an organisation dedicated to Occupational Safety and Health at work.  
Benefit: recognition as an organisation dedicated to Occupational Safety and Health at work (corporate social communication).
- **Partner web-section:** In this new campaign website section, your organisation will be recognised as an official partner of the campaign. Under your logo and contact details, we will give details of your actions taken and link to your website.  
Benefit: high profile, visibility and potential for positive media and PR
- **Event web-section:** Another new campaign website section, where all campaign activities will be presented in a 'Calendar of campaign events'. Your event will be promoted in this calendar along with a short description and a link to your website.  
Benefit: high profile, visibility and potential for positive media and PR
- **Website quote:** a quote from a senior figure in your organisation which is published on the front page of the campaign website, with a photograph.  
Benefit: high profile, visibility and potential for positive media and PR
- **Website link:** using the logo to provide a link between the organisation's website and the Healthy Workplaces campaign website, and vice-versa.  
Benefit: generate mutual website traffic
- **News releases:** the opportunity to promote relevant online press releases, reports and activities via the **News Section** of the Healthy Workplaces campaign website

and **OSHmail**, our electronic newsletter with over 35.000 subscribers with links to the original information on your organisation's website.

Benefit: high profile, visibility and potential for positive media and PR

- **Comprehensive Agency promotion:** Whenever the Agency presents and promotes the Healthy Workplaces campaign **at EU level** (European stakeholders, social partners, European Parliament, European Commission, EU Presidency events, Good Practice Awards, European closing summit, etc.) or **to the media** (European events with above mentioned partners, throughout the European Week, at the release of new campaign material and campaign press releases, at the closing summit, etc.), the Agency will communicate the official campaign partners.

Benefit: high profile and visibility towards European institutions and key players as well as the media

- **Resource Kit USB + NAPO DVD:** The 'Resource Kit' USB (which will include an introduction on 'How to use it?') contains all the campaign material in 22 languages and serves as the central tool for all partners to enrich your own activities and events. It is also the perfect tool to distribute the campaign material to your network members. The NAPO DVD contains a series of short video clips with our popular cartoon character NAPO. It complements the 'Resource Kit' USB (see Chapter 4).

Benefit: ready to use campaign material in 22 languages

### c) European partnership meeting

The European Partnership Meeting **in Brussels on 10 April 2008** is the perfect occasion to further discuss this partnership approach and explore if and how you want to join the Healthy Workplaces campaign on risk assessment and how we can work together.

## 4. Campaign material, Resource Kit USB and NAPO DVD

All the campaign material of the Healthy Workplaces campaign on risk assessment will be produced **in 22 languages** and will be available on the campaign website. In addition to that, the Agency will produce a 'Resource Kit'-DVD. It will include an introduction on 'How to use it?' and will be the ideal tool to enrich your events and to distribute the campaign material to your network members.

The '**Resource Kit**' **USB** includes:

- Introduction 'How to use it?'
- Campaign summary
- Powerpoint presentations (on the campaign and on risk assessment)
- Logos, images and photos
- Web goodies (email signature, internet banner, screen saver)
- Contact details

The **NAPO DVD** contains:

- a series of short video clips (0'30" to 1'30") with our popular cartoon character NAPO illustrating frequent hazards and risks at the workplace. It is the audiovisual complement to the 'Resource Kit' USB.

## 5. Background: Two-year campaign cycle

From 2008, the Agency's thematic campaigns will run over a **two-year cycle**, maintaining the annual **European Week in October each year** and embracing all the features which have contributed to the success of the European campaigns.

There are **advantages** in moving to a two-year cycle:

- **Time for preparation** - the initial phase of the campaign involves the planning and preparation of the campaign strategy, plans and materials including commissioning new materials, translation, production and wide distribution.
- **Time for partnership** - as a decentralised campaign relying to a very large extent on the support of intermediaries to stimulate activities in the Member States, preparation of the ground is crucial. In recent years, the Agency has taken steps in this direction by organising meetings with EU-level stakeholders and other potential campaign partners in Brussels at the beginning of each campaign. These efforts will be increased (more EU Presidency involvement and a higher quality and sustainability of partnerships through the Partner Status for key stakeholders) and mirrored at Member State level by National partnership meetings organised by the Agency's network of Focal Points.
- **Time for participation** - the proposal to maintain the annual European Week provides a focus for events and activities; in future we will refer to 'A European campaign on...' rather than the 'European Week' because participation runs over the whole period of the campaign.
- **Time for implementation** - follow-up and sustainability were identified as relative weaknesses of past campaigns. A two-year campaign enables the Agency to identify and recognise good practices in the first year and promote their implementation at national and workplace level in year two. There will also be a greater involvement of different the different social partner sectors in order to promote good practice and campaign results.

The following presents the **timetable and milestones** for the new two-year campaign:

### 2008

Q1/2 – Produce, translate and distribute campaign materials

Q2 – Stakeholder engagement meeting in Brussels (EU partnership meeting)

Q2 – Media launch with Commissioner Spidla and Slovenian EU Presidency in Brussels

Q2/3 – Campaign launches in 27 EU member states

Q3 – Promotion

Q3/4 – Stakeholder engagement meetings by FOPs (National partnership meetings)

Q4 – European Week

Q4 – FITS (Forum International Travail et Sécurité) – French Presidency

Q4 – Evaluation of Good Practice

Q4 – Distribution of reports, commissioned work etc...

Q4 – Planning of regional, local and sector focused activities

## 2009

Q1/2 – Conference and Good Practice Awards – Czech Presidency

Q2/3 – Topic based activities; local and sector focus

Q3 – Seminar/conference – Swedish Presidency

Q4 – European Week

Q4 - Closing event of the campaign

## 2010

Q1 – Reporting and evaluation begins

### Targeted campaigning

The Community strategy echoes the recommendations of external evaluators in encouraging the Agency to focus its activities on the promotion and dissemination of best practices on high-risk sectors and SMEs. It is not realistic or feasible to expect the Agency (with its total staff of 60 people) and its network to reach all of the EU's 25 million SMEs or its 220 million workers. The groups are too large and diverse. Risk not size should be the determining factor, focusing on high risk activities and high risk sectors.

### Network-based campaigning

Agency campaigns depend for their success on the active support and collaboration of its network: the focal points and their tripartite national networks. This is a core strength of the previous campaign strategy and remains at the heart of the current strategy.

The Agency's formal network (governing board and focal points) will maintain their central role in the definition of each campaign strategy and plan.

However, if the impact of our campaigning is to be increased, and in particular if we are to increase our reach to SMEs as the Community strategy requests, we need to look beyond this core network and seek out and engage other stakeholders at both EU and national level as proposed in the Community strategy. For each campaign, there is a need to secure the engagement of stakeholders/partners to tackle effectively SMEs, micro-firms and priority/high risk sectors to ensure achievement of the objectives of the OSH Strategy.

Therefore stakeholder/partner involvement is paramount at both EU and national level.

The **Enterprise Europe Network (EEN)**, formerly Euro Info Centres (EIC), will play a very important role at national level in helping to reach SMEs. The Agency and its network also seeks to focus attention on organisations, enterprises and institutions who can reach out to their suppliers, contractors and neighbours, as a vector for getting the key messages across and encouraging participation in the European campaign.

**Large enterprises** do not face the same resource issues as smaller companies in tackling their health and safety concerns, and have often developed and implemented solutions which can be shared with others. There is a symbiotic relationship between large and small companies through the supply chain and sub-contracting. Large companies often depend on small companies for products and services and, in turn, small companies rely on larger ones for work. There is a shared and mutual interest in working together to improve OSH performance.

An extension of this relationship exists on a geographical basis. Clusters of companies, large and small, can work together to share experience and expertise. Large companies can adopt the role of 'Good Neighbour', and their smaller neighbours can benefit too. Engaging large companies and multinational companies in the European campaign can have a multiplier effect far beyond their factory gates or national boundaries.

## 6. Background: Why a campaign on risk assessment?

Risk assessment is one of the main pillars of the framework and other directives on occupational safety and health (OSH). Investing in awareness raising and communication of resources, information and good practice is of clear value.

A prevention approach based on risk assessment is the cornerstone of the European approach to OSH. This is for good reasons. If the risk assessment process - the start of the risk management approach - is not done well or not done at all, the appropriate preventive measures are unlikely to be in place. Too often, organisations do not adequately assess the risks in their workplaces. It can be a challenge for some, especially for micro-firms and SMEs, but this need not be so. Risk assessment is part of a good management approach; EU legislation, including amongst others the Framework Directive, is in place along with some guidance, information and good practice resources.

What is needed is an integrated risk assessment approach that takes into account the different steps of risk assessment, the different needs of individual employers, and the changing world of work.

The Agency will focus on communicating the general principles of integrated risk assessment, its importance for effective prevention, and that risk assessment is both necessary and feasible.

***Risk assessment is the start of the risk management approach.  
A first step towards systematic OSH management.***

### Why is this an EU issue?

The need for improvement in risk assessment was identified in the Communication from the Commission on the practical implementation of the provisions of the Framework Directive and its five first individual directives (COM (2004) 62 final)...

The review found that:

- The tasks of risk assessment, documentation and supervision are not universally spread
- There is general lack of awareness, in particular among SMEs, of what is required and how to carry out a risk assessment
- Risk assessment is often considered a 'one-off' action and is not sustained
- Risks are not analysed and evaluated collectively; as a result, separate measures are being set in place, but there is no integrative approach for the analysis of the conditions at the workplace
- In the course of conducting superficial risk assessments the focus is put on identifying "obvious and immediate risks"; long-term effects such as those caused by chemicals are being neglected
- Psychosocial risks and work organisation factors are rarely considered
- The efficiency of the measures taken is not sufficiently supervised by employers

## Campaign objectives

The main objectives of the risk assessment campaign are to:

- encourage stakeholders at all levels to actively participate in a decentralised pan-European campaign
- raise awareness of the legal responsibility and the practical need to assess risks in the workplace
- promote a simple stepwise approach to risk assessment
- demystify risk assessment and the process of carrying out risk assessment
- encourage enterprises (particularly micro-firms and SMEs) to carry out their own risk assessment (in-house)
- promote the involvement of everyone in the workplace in risk assessment (participatory risk assessment). Risk assessment is inclusive; it is the responsibility of everyone in the workplace not solely the concern of employers (or experts)
- support employers, workers' safety representatives, workers, practitioners, preventive services, policy makers and other stakeholders in improving the RA prevention at workplace level (by improving knowledge and information on RA; by improving access to good practices as regards RA tools and resources, ...)
- communicate that risk assessment is the first step towards systematic OSH management

## Target audiences

### CORE TARGET AUDIENCES

The campaign will be targeted primarily at the workplace level and at those involved in the implementation of OSH measures:

- Employers, workers, safety representatives, OSH practitioners, OSH prevention and insurance services, and others providing assistance and information at workplace level
- SMEs and in particular micro-firms are a key target group.

### INTERMEDIARIES

Intermediaries are an important secondary audience including:

- Policy makers (European and national)
- Social partners (employer associations, worker/professional federations)
- Focal Points and their networks
- European institutions and their networks
- NGOs

## Campaign messages

Risk assessment is **not an objective in itself** but a powerful tool for identifying the need for preventive measures. It is not just a matter of checking off a list of recognised hazards; it has to take into account the less visible ones and the interactions between different factors.

Everybody has an interest in an evaluation of the risks and corrective measures to be put in place, and everyone in the workplace has a valuable contribution to make; assessing OSH risks is in the **interest of both companies and their workers**. It is a partnership approach and should be carried out with the active involvement of the whole workforce; **workers have to be involved** and consulted in the risk assessment process.

Risk assessment is a **moral and legal obligation** for any company or organisation in Europe. However, there is also a **strong business case**: As the first step towards less sickness, illness and accidents at work effective risk assessment **saves money** and **improves workers' productivity and satisfaction**.