Sesame findings: overview of practical approaches supporting OSH management in the construction and agriculture sectors

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A conference organised by the European Agency for Safety and Health at Work (EU-OSHA), 16 October 2019, Brussels
Research findings, how to design effective support to MSE

1. Tailor to sector and subsector

2. Relate to business goals
   - Owner-manager’s drive to be a decent person
   - Market requirements, supply chains, peers

3. ‘how to’ - not ‘how to find out’
   - Solutions better than risk assessment

4. Low cost
   - MSE don’t buy services, unless obliged

5. Personal
   - Personal network, trusted persons
   - Avoid criticism, focus on future possibilities
Good examples from the Sesame project

- **Aim**
  - To inspire and show what can be achieved
  - Analyse success factors and discuss pitfalls
  - Discuss how the strategies and content of the good examples have been adapted to suit the contexts and the target groups

- **Method for the analysis, Realistic evaluation**
  \[\text{what works, for whom and under what conditions}\]

- **Selection criteria, good examples**
  - Evidence of impact, improved OSH
  - Selection to achieve complementary examples
  - Sustainable examples were searched for (not limited campaigns)
  - Reflect strategies from many member states

1) Pawson and Tilley (1997) Realistic evaluation
What works, for whom and under what conditions

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How do we know that the examples are good?

- Documents, reports etc., when available

- Statistics on visits to websites, number of participating companies etc. has been collected

- People involved have been interviewed about:
  - their experience from working with the good example
  - the feedback they have got from the target groups of the good examples
  - changes and improvements made to improve the (outcome of the) good example
  - future plans
  - reflections on success factors and pitfalls
About the good examples

- There are many good examples (44 described in the Sesame project)

- There is usually limited evidence for success. Scientific evaluations of impact/effect are unusual

- The examples are adapted to the national context and resources available => there is no ”one size fits all”, not even on sector level

- Most examples focus on providing practical and concrete information on how to solve common problems in the sector (rather than suggesting routines and how to find out what risks are present and how to control risks)
The good examples: Topics

- Orchestration, complementary actions needed to improve OSH
- Increase awareness of and interest in OSH
- Strengthening OSH infrastructure, provide personal support
- Non-OSH intermediaries engaging in OSH
- Requirements from the value chain as a lever for OSH
- OSH training for MSEs, employers & employees
- Economic support for OSH improvements
- Provision of tools & methods
- Authorities supervision
## Good examples – agriculture

<table>
<thead>
<tr>
<th>Good example</th>
<th>Country</th>
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<tbody>
<tr>
<td>1. Prevention packages – economic support for improvement of OSH</td>
<td>Denmark</td>
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<tr>
<td>3. Safe forestry – a combination of activities to improve safety in forestry <em>(Tomas Gullberg will tell us more about this)</em></td>
<td>Sweden</td>
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<tr>
<td>8. Best workplace practices award for interest in OSH and for providing solutions to specific problems</td>
<td>Estonia</td>
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<tr>
<td>16. National programme: OSH training for agriculture advisors. OSH information days for agriculture in different regions</td>
<td>Estonia</td>
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<td>15. Consultancy service in OSH and face-to-face consultancy on site to increase employers’ OSH knowledge and support to OSH management</td>
<td>Estonia</td>
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<tr>
<td>23. National programme: a comprehensive OSH training programme for safety managers and senior managers of SMEs</td>
<td>Estonia</td>
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<tr>
<td>30. ISI-INAIL – incentives to companies for the implementation of interventions relating to health and safety at work</td>
<td>Italy</td>
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<tr>
<td>38. A framework for cooperation within sectors to stimulate, facilitate and share OSH management practices</td>
<td>Netherlands</td>
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## Good examples – construction

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<tr>
<td>5. Network activities and instruments in the construction sector – Initiative for a New Quality of Work (INQA) &quot;Advance good construction&quot; and its instruments</td>
<td>Germany</td>
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<tr>
<td>6. A broad programme aimed at improving safety and health in small construction companies</td>
<td>France</td>
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<tr>
<td>12. BAMBUS – the safety and health preventive service bus for the construction sector</td>
<td>Denmark</td>
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<tr>
<td>14. OSH advisors in the construction sector disseminating OSH knowledge and supporting construction companies, mainly MSE</td>
<td>Sweden</td>
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<td>21. The Olympic Park Legacy</td>
<td>United Kingdom</td>
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<tr>
<td>22. Compulsory OSH courses and identity cards to provide and control basic OSH knowledge in the construction sector</td>
<td>Sweden</td>
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<tr>
<td>25. OSH training for the construction industry in combination with OSH support for workplaces</td>
<td>Italy</td>
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<tr>
<td>26. Safety and health at work – a prerequisite for competitiveness. Regional seminars in Horeca &amp; construction sectors</td>
<td>Romania</td>
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<tr>
<td>31. Occupational safety management system in the construction industry (AMS BAU)</td>
<td>Germany</td>
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Some good examples cover several sectors or authorities

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<td>4. Weld right – a web platform for improving OSH and OSH management in welding</td>
<td>Sweden</td>
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<tr>
<td>20. VCA – ensuring safety for subcontracting companies carrying out work in high-risk industries</td>
<td>Belgium and Netherlands</td>
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<tr>
<td>28. Synergie – OSH instroduction for the newly employed</td>
<td>France</td>
</tr>
<tr>
<td>34. Checklists for sectors and 36. BeSmart.ie initiative</td>
<td>Sweden / Ireland</td>
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<tr>
<td>24. Subsidies for companies – free training courses for the staff in charge of companies in SMEs</td>
<td>Italy</td>
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<tr>
<td>44. Coordination between Danish public authorities when inspecting MSEs</td>
<td>Denmark</td>
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Conclusion

- Applying smart strategies, achievement of good coverage of the sector and useful OSH advice that support OSH improvements is possible even with limited resources

- **Smart strategies =**
  - Make use of existing networks of different kinds, personal contacts are valued by MSE
  - Orchestration, a way of pooling limited resources, unite around prioritised aims and combine the strengths of different actors
  - Focus on how to improve OSH, not in how to find out
  - Integrate with business goals
  - Strategies for sustainability, integrate in existing infrastructure (not only a time-limited campaign)
What are we aiming at?
Target group? Topic?

How can we organise sustainable interventions?
What are we aiming at? Target group

- MSE can be classified as avoiders, reactors and learners - which ones are we aiming at?
  - Those who are interested in OSH?
  - Those with huge need for OSH improvements?

- Avoiders are probably most difficult to reach and engage in OSH

- The good examples show different strategies to reach out to MSE
  - Voluntary approaches, provision of tools are very common
  - Integration in other activities (e.g. agriculture advisors) can reach MSE which otherwise are difficult to reach

- Voluntary approaches will mainly reach out to learners and some reactors
What are we aiming at? Topics:

- Orchestration, complementary actions needed to improve OSH
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- Authorities supervision
How can we organise *sustainable* interventions?

Good strategies according to Sesame:

- **Orchestration**
  - Conditions for cooperation between social partners and authorities vary between member states

- **Make use of existing networks (not only OSH networks)**
  - UK examples of OSH message transferred by non-OSH bodies

- **Long-term commitment, repeated evaluations and improvements**
  - Need to focus on strategic actions that will support OSH improvements
What works?

For whom and in what context?
Construction

- Mix of workers with and without vocational training
- Workers from different countries, different languages and safety cultures
- Long chains of entrepreneurs
- Industrial construction sites and private homes as construction sites
Agriculture

- Often small family businesses

- Agriculture includes a mix of work tasks requiring competence in many different fields

- Temporary workers from different countries, different languages and safety cultures

- Education? Probably varies a lot
What works? For whom and in what context?

- Results from the Sesame project: Adaption to target group and contexts is essential.

- OSH is often not recognised as a problem that needs attention.

- For recognised problems, most MSE ask for *concrete and practical advise* on how to provide a safe workplace.
What kind of actions can make a difference

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