

#EUmanagestress

# Benchmarking & exchange of good practices in OSH Healthy Workplaces Campaign Partner event

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# Future challenges and solutions in health and safety reporting

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# I. Indicators in H&S management



*Grasp the key HS values of the organisation ...*

*...and formulate it in comprehensible and action oriented way*

## H&S reporting system based on indicators

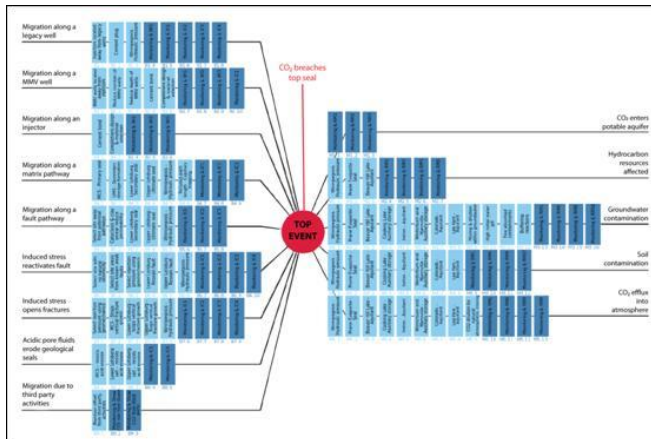


*...and formulate them in a way that shapes workers everyday actions*

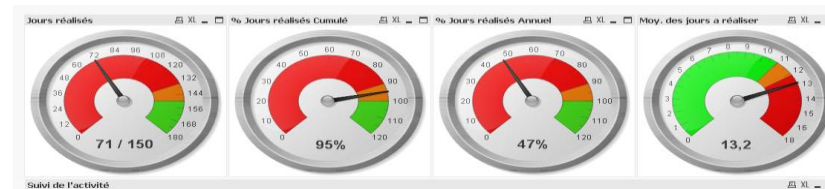
*Grasp the richness of a complex and moving reality...*



## II. Challenges: complexity



Facing complexity of HS issues with a few numbers?



*Gradual investigation of complexity based on a set of leading signs!*

## II. Challenges: Managing by the numbers



**Resist the temptation of locking HS performance into numbers**

*Comparing achieved performance to predefined norms : fail or success?*

*Using indicators to trigger relevant and enlightening discussions :  
What needs to be better done?*



*Illusion of safety*



*Discouragement and rejection*



*Adhesion*



*Legitimacy*

## II. Challenges: Updating H&S indicators

### MANAGING IN TURBULENT ENVIRONMENTS

Igor Ansoff's Strategic Success Model



The key challenge in the 1990's is competitiveness for their companies in turbulent environments. Never in history has change in the business been as rapid as it is today. Developments such as the opening of the marketplace, the opening of Europe, the Gulf Crisis, the world economy in Singapore, the new political formation of the "Gros" increasing costs of production compounded by labour force real challenges have made it increasingly difficult for companies to succeed in a turbulent environment. Over the years, consultants and academics have suggested various prescriptions. One of them is to "maximize market share economies of scale and

## Readapting to turbulent environments and evolving systems



- H&S performance result from complex and evolving dynamics
- Readapt H&S indicators to system's evolutions.

### III. Solutions: develop your own recipe!

- No recipe works for all.
- Be sure that the set of indicators serve your safety model.

**The set of means you consider when acting on and controlling H&S in your organisation.**

- Safety culture and leadership;
- Individual attitudes and human error;
- Organisational (pathogenic) factors;
- Learning form incidents;
- Management of change;
- ...



### III. Solutions: Encourage workers participation

- Selecting H&S indicators is not a manager's concern only.
- Create opportunities to regularly discuss:
  - the relevance of existing H&S indicators
  - the opportunity of adding new ones, replacing old ones
  - Interpretations of numbers and lessons learned
  - Ways to move forward
  - ...





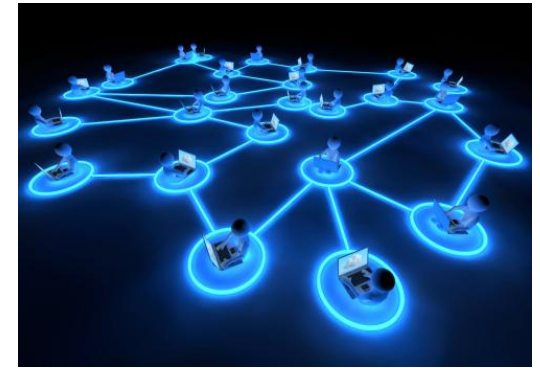
### III. Solutions: Combine performance assessment tools

- Indicators are not the only means to measure performance.
- Audits, questionnaires, self evaluation or organisational diagnostics are complementary means
  - Diversity of tools secure performance assessment
  - Combine strengths and compensate weaknesses



### III. Solutions: Rely on ICT to reduce H&S indicators costs

- Increase capacities of information treatment.
- Secure data exchange.
- Facilitate communication about indicators and their importance for the organisation.
- Enhance workers participation by Simplifying bottom up information flows.





**Many thanks for your attention**