The implementation of SOBANE strategy

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1. The company has a "problem"

- Absenteeism, instability of the personnel, claims
- Or problem "discovered" during a visit of company

- In case of an accident, occupational disease, harassement:
  - Direct and specific study: analysis of the causes, inquiry by the Occ physician, psychologist...
  - Workers individually treated
  - Specific cause and specific solution identified

1. The company has a " problem "

- But often
  - More indirect roots of the problem
  - Solutions too specific or personal
  - Solutions not at the roots of the problem
- Then decision of
  - Broader discussion (concertation bodies, trade unions, workers...)
  - Doing something to solve it at the base

What?

2. An OH practitioner is called in

- Detailed visit of the work situation by means of the Déparis guide as a checklist
  - With possibly consultation, but not participation of the workers
  - Concerning the major points of safety and health
- Proposal for a local meeting (workers - lower management)
  - To lay out the pieces of the problems
  - To re-examine the general context.

2. An OH practitioner is called in

- Possible compromises:
  - To choose rather a "favourable" case for the first application
    - Situation without open conflicts
    - Where already some commitment of the direction - hierarchy
    - Where some possibilities for practical improvements

3. The SOBANE strategy is presented at the direction

- The OH practitioner – facilitator
  - Introduces the basic principles
  - Describes the technicality of the approach
  - Underlines the advantages of the SOBANE strategy as an approach and of the Déparis guide
  - Alleviates possible fears with respect to the participative and global process
  - Illustrates the application.

3. The SOBANE strategy is presented at the direction

- The OH practitioner – facilitator
  - Describes the dynamic plan of risk management.
  - Demonstrates how SOBANE allows
    - Not only to answer these requirements
    - But to modify the relations in the company
    - To integrate the aspects of safety, health and wellbeing in the general policy of quality and effectiveness of the company.
    - To restructure this policy
    - To make it more continuous and more powerful
    - To integrate it into the economic objectives by reducing the costs

3. The SOBANE strategy is presented at the direction

- The direction
  - Agrees to discuss the question in social dialogue
  - Commits herself, with full knowledge of the facts
    - To clarify her objectives
    - To commit the hierarchy
    - To take account of the results.
- Progressive evolution in general
  - The direction and the hierarchy understand progressively that
    - It is not an additional legal task
    - But an action in the context of quality
    - It can help to achieve their immediate and long-term industrial goals.

3. The SOBANE strategy is presented at the direction

- Possible compromises:
  - At first, the direction
    - Accepts on a trial basis
    - Commits herself to consider the results within the limit of her temporal and financial possibilities

4. The direction informs of her intentions

- The concertation body
- The hierarchy
  - Of the objectives
  - Of her commitment to take account of the results of the meetings and the studies

5. The SOBANE strategy is presented at the concertation body

- 3 reasons to do it
  - Ethical
  - Strategic
  - Effectiveness
- The OH practitioner
  - Describes the guiding principles
  - Describes the way the Déparis meeting be going
  - Alleviates possible fears
  - Underlines the advantages of the SOBANE strategy and the Déparis guide

4. The SOBANE strategy is presented at the concertation body

- Clarification of the role of the concertation body and/or the trade-union delegation
  - To promote the follow-up and the good course of the local experiments
  - To integrate them in the general context of the company
- The partners
  - Become aware of the implications and the stakes of the strategy
  - Decide to "try" it

6. A "work situation" is identified

- It is decided to carry the study
  - Not only on the workstation with the starting problem
  - But on the group of the workstations around
    - That depend the ones on the others
    - That form a small functional unit
    - Same place: small workshop, conditioning chains, garage...
  - Number of workers concerned
    - In general < 10 if not too heterogeneous
  - Choice of "representative" work situations
    - Whose results can be used elsewhere

7. A coordinator is designated

- Role
  - To organize the Déparis dialogue meetings
  - To conduct them
  - To bring back the results
- Competences
  - Knowing the work situation perfectly
    - Foreman, head of the local service, local OH practitioner if available
  - Accepted without reservation by all
  - Knowing the philosophy of SOBANE and the Déparis guide
  - Enthusiastic in this respect
  - Able to run the meeting skilfully
    - Not too authoritative nor too weak

7. A coordinator is designated

- Qualities
  - Acquired gradually but rather quickly with experiences
  - Small errors at the beginning without consequence if goodwill and confidence
  - These small errors might be necessary
    - The group matures together
    - It adapts and adopts together the Déparis guide

7. A coordinator is designated

- Possible compromises:
  - The 1st time: coordination by the OH practitioner - facilitator
  - To see that a coordinator is designated in order:
    - To be trained in how to use the guide
    - To be trained in running a Déparis meeting
    - To ensure the task and the responsibility thereafter

8. The coordinator adapts Déparis to the work situation

- Adaptation of the general guide (sectoral) to the characteristics of the work situation
  - Some terms
  - Some headings
- Critical stage
  - Not to distort the guide while eliminating a priori aspects that could cause problem
- Possible compromises:
  - Adaptation of the terms by the OH practitioner - facilitator
  - Adaptation of the items with the coordinator designated

9. A working group is formed

- 4 to 8 people
- Key - workers
  - Knowing particularly well the activities and the physical and social working conditions
  - Accepted (selected) by their colleagues
  - Expressing the opinions and expectations of the group of workers.
  - At least a man and a woman if mixed work situation
- Technical staff chosen by the direction.

9. A working group is formed

- Representatives of the concertation body, young or temporary workers
  - Presence desirable
  - Not in place of key - workers
- Top management or personnel manager
  - To be avoided
- No people in open conflict
- Possible compromises:
  - The 1st time, participants designated by the local person in charge according to their availability

10. Organization of the group meeting

- Date: apart from the peaks of production or periods with little personnel
- Nominative convocation: date, place, objectives, procedure
- Room calm and convivial close to the places of work
- Duration: 2 hours: to be respected
  - Will to work in an organized and effective way.
  - Tiredness, decrease of the output of the meeting
  - Exaggerated cost for the direction and the hierarchy
  - The most significant points were approached

10. Organization of the meeting

Possible compromises:

- If meeting with 1, 2 or 3 people
  - Ok if the various partners are represented
- If meeting while the people work
  - Ok if not continuous work
  - If the immediate hierarchy takes part

10. Organization of the meeting

Possible compromises:

- If time available lower than 2 hours
  - Three possible attitudes:
    - To go through the whole of the guide and simply report the problems
    - To cover some headings with solutions to these aspects
    - To skim over all the headings with search for solutions
- If a meeting is not possible
  - Use of Déparis as a checklist
  - + collection of complaints, opinions and proposals by consulting the workers.

Introduction of the meeting

- Round of the table: each participant introduces himself
- Clear explanation of the objectives
  - Systematic review of all the aspects of the work situation
  - To improve the ease of work, its efficiency and the wellbeing
  - To give the problems flat, to set out again of zero
  - To define a practical action plan.
  - Will of the direction and the hierarchy to take account of the results.
- Clear explanation of the role of each one
  - His role and that of each participant
- Clear explanation of the procedure
  - Guide, duration, report/ratio, confidentiality
  - Measurements and quantification of the risks later on

The secretariat

- The coordinator animates
- The secretary appointed and involved note

Presentation of the headings

- To distribute the guide before the meeting
- To project the headings on a screen
- To read the key words
- To enrich the discussion

The order of the discussions

- 18 headings one by one
  - Not to carry a score
  - To determine the possible simple, direct and practical improvements
  - Their financial implications (0, €, €€, €€€)
  - Who, how and when
- If anticipations
  - To note under the appropriate heading
  - To announce when it will be dealt with specifically
  - To bring back the discussion on the points of the current heading
- Distinction between
  - Practical solutions
  - The points for which a thorough study is necessary
  - To know his limits

12. After the meeting, the coordinator writes the synthesis

- Short, practical and readable report
  - Synoptic table of the headings with total judgements (smileys)
  - Table with WHO does WHAT and WHEN and financial incidences
  - Detailed information arising from the meeting

13. Synthesis presented at the participants

- 2nd meeting
- Confirmations, additions...

– Possible compromises:
- Presentation of the results to each one or some participants

14. The synthesis is finalized

15. Presentation with the concertation body

- Discussions of measurements considered
- Decision of the complementary studies at the level 2, Observation of the SOBANE strategy

16. Continuation of the study for the unsolved problems (Level 2, Obs)

17. Action plans in the short, average and long terms

- Decided
- Implemented

18. The company adopts fully the strategy

- The adviser - facilitator launches
- The company assumes it directly in its dynamic management of the risks.

19. Periodically, the operation is repeated

Dynamics of management of health, safety and the wellbeing.

- The adviser in facilitator – prevention determines this convenient period to start again the process
- the process is renewed and maintained in the company

20. Health monitoring is organized