

# The introduction of SOBANE strategy into the company

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- The direction
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- The OH practitioner - facilitator

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## The position of the direction (1/4)

- **Explicit and clear objectives**
  - The safety, health, well-being and, in corollary, the economic wellbeing of the company
- **No ambiguity**
  - No risk to lead to job suppressions
  - The workers do not take part in their own dismissal
- **Explicit consideration of the compatibility between:**
  - The objectives of safety, health, well-being
  - The economic objectives
- **Explicit adoption of the principle of participation**
- **Coherent policy**

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## The position of the direction (2/4)

- **To bring the policy into play**
  - Direct implication of the hierarchy
  - Access to all information about the working conditions
  - Time allocated for the workers and the hierarchy
  - Same interest for the improvements of the working conditions and of the productivity
  - Provision of *some* financial resources
  - Rapid implementation of the improvements
  - Recognition of the value of the contributions
  - Valorisation of the correct functioning of the participation

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## The position of the direction (3/4)

- **Role of OHS practitioner – facilitator**
  - To alleviate the fear of the employer
    - Flood of embarrassing questions
    - Expensive measurements
    - Calling into question of the scale of competences and the responsibilities within the company

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## The position of the direction (4/4)

- Most significant points to be managed by the direction**
- The coherence of her social and economic policy
  - The transfer of this policy towards the hierarchy
  - A clear, complete information, at the appropriate time, towards the workers, in order to avoid rumours, incomprehension, mistrust and oppositions

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## The position of the hierarchy (1/3)

- Nearer the work situations
- **Must**
  - Translate the general objectives into practical, realistic, flexible and measurable objectives
  - Assume the temporal and financial constraints
  - Imply herself directly, in practical terms and personally in
    - The organization of the debates
    - The debates themselves
    - The development of prevention measures
    - Their presentation to the direction
    - Their implementation

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## The position of the hierarchy (2/3)

- **Resistance of the intermediate management: main cause of failures**
- **Negative attitudes**
  - Use of the participative process for personal objectives of power
  - Use of their formal authority to impose their views and extinguish any initiative or any suggestion
  - On the contrary, total refusal to take part due to fear of losing face, her statute, her prerogatives, her power

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## The position of the hierarchy (3/3)

- **Role of the OHS practitioner – facilitator**
  - To neutralize these fears and attitudes
  - To make perceive the participative process as a mean of:
    - Approaching the workers
    - Developing human relations more favourable for the optimal physical, human and economic wellbeing of the company
  - To form the hierarchy to listen, dialogue and synthesize

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## Representatives of the workers (1/3)

- **Sometimes, at the beginning, mitigated enthusiasm for the active direct participation**
  - Fear of being short-circuited
  - Will to be the only interlocutor
  - Fear that new problems be highlighted to which they should have thought
- **Sometimes position of withdrawal, similar to that of the hierarchy**

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## Representatives of the workers (2/3)

- **Fears not justified that lessen progressively**
- **Contributions**
  - Vision of the problems from the point of view of the workers
  - Knowledge of the company history
  - Overall picture
  - Mission in the concertation bodies
  - Training and experience in health and safety

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## Representatives of the workers (3/3)

- Not only recipient
- But implied directly in the participative process
- **No short-circuiting of the concertation bodies**
  - Serious ethical error: no respect of the structures and the elected representatives
  - Serious strategic error: local trust, relay to the workers
    - Reinforce the feeling that the direction "divides and rules"
  - Serious efficiency error: overview of the whole company

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## The worker in particular (1/6)

### Problems with respect to himself

- Choice to take part or not
  - Structural reasons
    - Field of participation limited
    - Decisions remain taken elsewhere unilaterally
    - Relation problems
    - Bad communication with his hierarchy

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## The worker in particular (2/6)

### Problems for himself

- Choice to take part or not
  - Personal reasons
    - Fear that the responsibility and expectations overtake his capacities or his field of influence
    - Difficulties
      - To express his knowledge
      - To clarify his ideas of solutions
      - To put words on the problems
      - To argue
- But iterative process
  - Insurance, confidence and motivation develop if a first action is crowned with success

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## The worker in particular (3/6)

### Problems with respect to the colleagues

- Calling in question of the position of the worker within his group
- Highlighted
- Subjected to questioning, jealousy, disputes, rejection if insufficient or inadequate results.
- Essential that the process of selection be clear and accepted

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## The worker in particular (4/6)

### Criteria for key-workers:

- Thorough experiment of the various work circumstances
  - Thus some seniority
- Representativeness recognized by the colleagues
- To speak in the name of the group rather than on their personal behalf

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## The worker in particular (5/6)

- Role of the OH practitioner - facilitator
  - To "advise, supervise" the process of designation
  - To avoid blockings by those who could not take part
  - To avoid the refusal of some people or groups to take part
  - To attenuate the individual competitions
  - To avoid judgements like elite, privileged people, even "collaborator" with exclusion of the group

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## The worker in particular (6/6)

### In the practice of Déparis:

- Often designation by the direction according to other criteria of selection
- In the majority of the cases, if the company accepted (cautiously!) the principle of participation using the Déparis guide
  - The phenomenon starts
  - The choice of the participants is confirmed or improves in the course of time

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## The OH practitioner – facilitator (1/4)

- **Motor of the participative process:**
  - To make aware the direction to adopt the described position
  - To make aware the hierarchy and make it take part
  - To alleviate possible fears of the trade unions
  - To coordinate the first meetings
  - To train the Déparis coordinators
  - To control false hopes, fears, mistrusts, disappointments
  - To help the partners to recognize their limits
  - To identify the appropriate moment to start again the process
  - To start again the process...

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## The OH practitioner – facilitator (2/4)

### Effectiveness function of:

- Characteristics of the company
  - Standard of management
  - Experience of the social dialogue
  - "Climate", "culture"

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## The OH practitioner – facilitator (3/4)

### Effectiveness function of:

- Personal characteristic
  - His personality and his capacity of influence
  - His experience and his credibility
  - His equity and his independence
  - His competence in health, safety and wellbeing
  - His capacity to listen to and direct a discussion
  - His presence in the company and his knowledge of the social climate
  - His capacity to determine this appropriate moment to start again the process

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## The OH practitioner – facilitator (4/4)

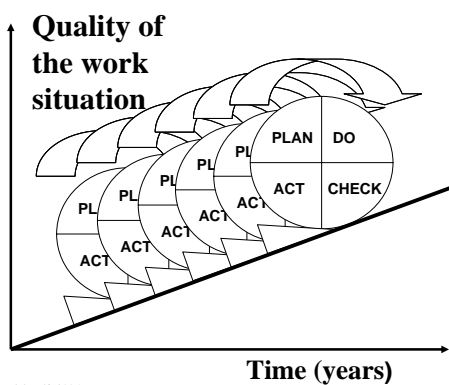
- **Facilitator and not responsible for success**
  - External role:
    - To smooth the difficulties over
    - To train the people to assume the full responsibility for the process
    - To make so that the partners jointly manage gradually their problems
- **Facilitator of the relationship with the external experts or consultants**
  - To supervise the evolution of the company
  - To ensure the recourse to external assistances when necessary

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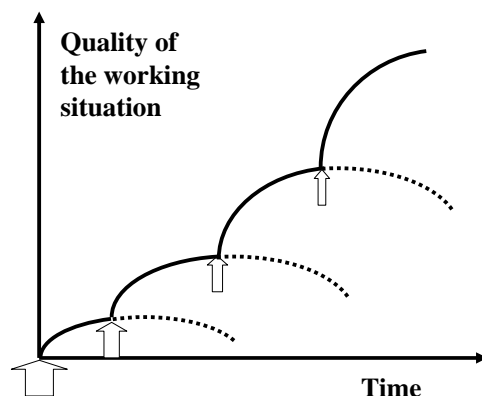
## Deming wheel



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## The energy

- **Inertia**
  - Lack of understanding
  - Lack of confidence
  - Resistance to change
  - Fear of the unknown
  - Procrastination
  - Lassitude
  - Laziness
- **Frictions**
  - The urgent one overrides the significant one
  - Return towards the initial state of improvisation



## Sources of energy

- **Someone outside the system, but not too much:**
  - **Internal OH practitioner**
    - If outside the system
    - If influence on direction and workers
  - **Occ. Physician**
    - If he get involved
- **NOT**
  - Labour inspectorate
  - External specialized practitioners

