



Birmingham Health, Safety & Environment Association

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Newsletter

February 2014

Monthly Meeting 10th February 2014

**BHSEA GETS GOLD
for the second year running!**



Mark Hoare and Liz Prohett posing with the **Gold** Alan Butler Award, at a presentation held at the House of Lords on 27th January 2014. London Eye in background!

Tim Prestage, BHSEA Chair, gave thanks to Mark and Liz for their hard work in providing the necessary information to the Awarding Body, the Royal Society for the Prevention of Accidents (RoSPA).

Tim went on to welcome Members present and extended a particularly warm welcome to our invited Guests John and Phillip Grigg, and to Members new to BHSEA including Sarah Newman, Health, Safety and Quality Manager for CPC Civils Ltd., (previously with Balfour Beatty), and Ken Davies from the Lean Academy at Wolverhampton.

Apologies were received from Gerry Mulholland, Richard Habgood and Neil Boon.

Tim went on to introduce today's Speakers and topics.....

(Don't forget to check BHSEA website www.bhsea.org.uk for the slides/notes covering today's presentations).

'Lessons for Health & Safety Practitioners from Organisational Development (OD)'

***Les Wright, Assistant Director Human Resources
University of Birmingham***



Our Guest Speaker, Les Wright went on to give a very interesting lecture drawing upon the social science discipline of organisational development (OD), and outlining how safety professionals might be able to influence organisations. Les has been Assistant Director of Human Resources responsible for Workplace Wellbeing at the University of Birmingham over the past year. He has also worked in consultancy for a number of

years both here and abroad and was at Sheffield Hallam University in charge of H&S for 8 years.

Human Resources & Organisational Development:

Les has long been observing how organisations engage with health and safety, and has developed a model to challenge the culture within organisations, believing that there are specific rules and expertise to apply. Les maintains that there is a relationship between Human Resources (HR) and OD, and that OD is in fact, a hybrid. Les commented that there is no single set of dominant beliefs across the field of OD. And if we look at history, we can see how OD becomes more and more relevant. As far as health and safety is concerned, Les believes that OD has a shared heritage with health and safety.

Management Styles & OD:

Insecurity, in terms of management style, (e.g. Taylor's Scientific Management), came in with car manufacturing, and the old models espoused by Harvard Business School etc. were soon shown to be ineffective, suggesting that we need to look beyond the obvious. Economists of the 50's and 60's looked at issues scientifically whereas lately, human factors have been introduced and people have been put at the 'centre'.

Maslow, Herzberg and McGregor:

Reference was made to the theorists Maslow, Herzberg and McGregor whose tools help us to understand behavioural characteristics, and Les explained that it was necessary to challenge these theories and not to believe in them absolutely. He questioned whether we, as H&S professionals, have followed these early thinkers as far as we should/could? We make legislation, we tell workers what it is and we expect change to take place. But is this really what happens?

One very good tool, in Les's opinion, is HSG65 which provides a good fit between H&S and OD and this, plus HSG48 and the Management Regulations are useful references to assist the safety professional in making a difference.

Organisational Culture:

Organisations are more complex and dynamic than they first appear, with formal and informal structures (which aren't written down) and their own culture. A point made by the audience was that cultural values cannot be imposed but that they evolve. Attempts to impose cultural values can sometimes become counter-productive. And job descriptions do not necessarily reflect the roles that people perform. In fact their rigidity can often stifle the flexibility required in today's environment. The rapid development of some organisations means that the structured processes are sometimes unable to keep pace and can become out of date. This leads to "chaos management".

Organisational Change & Leadership:

It is often the worker and not the manager that determines the fate of organisation's, and the world of work is likely to change dramatically over the next 10 years with people expecting to have greater autonomy. Relationships will change between the employer and the employee and either for the better or for worse! Les suggested that leadership will be very important and that good safety leaders are critical to the organisation. Leaders will come and go but it will

be important to invest in the followers, to distribute power and to appreciate the workers' perspective.

'Authentic Safety Leadership':

Les went on to talk about 'Authentic Safety Leadership' and the mantra 'Do as I Say, not as I do'. This is where the manager claims that he stands for good safety practice and then goes on to the building site without a hard hat.

The benefits of Safety Committees and risk assessments are well known but people need to understand them and apply them in context as they relate to their own roles.

Resistance to Change:

Les suggested that resistance to change may be something that is:

- Behavioural
- Emotional
- Political

It nevertheless needs to be understood and countered. Although there is often a resistance to change, it is necessary for survival. Facilitators of change or 'change agents', through process management, will help people to diagnose and solve their own problems in the future. And this 'self-diagnosis' and self-resolution approach is far more successful than if it is left for the health and safety professional to identify the problems and implement the solutions alone.

Double Loop Learning:

Les said that we need to challenge underlying assumptions. He referred to **PLAN DO CHECK ACT** and with double loop learning you don't fall into the trap of thinking that you know it all. You challenge, check, reflect etc.

Stress:

Social scientists are now aware of phenomena that are difficult to measure or prove but which may be making the organisation dysfunctional, such as work related stress and how it affects an individual. Everyone will have a different experience and react to internal and external stimuli in a way that is unique to them.

It should be remembered that behaviour at work is an extension of life that takes place within organisations. We need to understand people's motivations, give them respect and enable them to collectively resolve issues.

Command and Control Model:

It is now believed that the command and control model probably doesn't represent the most effective form of leadership, but we cannot dismiss it as in emergency situations this is the best method. However, to attain the right balance in the future, we need to blend the transactional and the transformational ways of leadership.

Continued.....

Members' Questions

David Hughes, Honorary BHSEA Member, commented that culture is key. David reflected on his own work experiences and his personal insights. David believes that the partnership between the worker and the manager is vital to forming a positive organisational culture. He said that we should never underestimate the value of simply talking to workers on the shop floor, and using it as a means of finding solutions. Les agreed with David and added that engaging with people on an individual level is crucial for good safety management.

Anu Spratley, EHS Manager at Cathedral Hygiene, mentioned the WISH (Waste Industry Safety and Health <http://www.hse.gov.uk/waste/wish.htm>) Forum, has developed a leadership tool. Anu said that she could see the similarities here regarding leadership and engagement.

George Allcock, BHSEA Council Member, asked about the value of formal management systems e.g. 18001 and 14001. Les suggested that these systems provide a formal framework that can be used to take that organisation to somewhere that it wants to be.

Tim thanked Les for his excellent presentation and wished him the very best with his dissertation. Tim went on to introduce our Speaker filling the Members' Corner 'slot' today, our very own Steve Parton, BHSEA Vice-Chair. Steve has been taking the lead in a BHSEA sub-group, established last year, to review recruitment, publicity and advertising issues.

Members' Corner

Steve took the opportunity to update us on membership matters and future plans to raise the BHSEA profile.

Steve confirmed that spending had historically been low on publicity, which was mainly by word of mouth. A mailshot sent in the middle of last year had elicited very little response. A further 30 meeting invitation letters sent out in December had resulted in one new member - Blakemores of Willenhall. As the conversion rate had been only 5% Steve questioned the effectiveness of this form of publicity.

In an effort to promote BHSEA, Steve had asked the Secretary of the Chartered Insurance Institute, Birmingham to promote the Driving to Work lecture on their website, and there is now a permanent link to BHSEA. To make full use of this link BHSEA has to provide them with topics related to Health and Safety and Insurance. Members were asked to advise Steve of any other similar organisations that could be useful and to provide him with contact details accordingly.

In November 2013 there had been a successful Working Well Together event in West Bromwich, with over 100 people in attendance, mainly from construction companies. A few members had joined as a result. Liz Prohett will be contacting Dee Welsh at the HSE with a view to them advertising Annual programme meetings on their Events Calendar.

The advertisement on 21st January in the Express and Star had been successful with a couple of the six sponsors already reporting good feedback. The Express and Star has a business award for the “Outstanding Not-for-Profit Organisation” which has been running more than 5 years and BHSEA will be putting themselves forward this year to further promote the organisation.

In his line of business Steve regularly visits insurance policyholders to overview their health and safety systems. He uses these visits as opportunities to promote BHSEA membership and is getting a very good response. Current membership is approximately 290. BHSEA has lost some members (e.g. through retirement, the recession, lapsed membership etc.). Promisingly though, the membership level has remained fairly stable overall due to some recent additions. The target for 2014 is 330 and Steve asked the audience to help promote membership by using their contacts. If each member here today introduces ONE new Member, we could more than hit our target!

BHSEA has recently introduced a new category of member which is a ‘Student Member’. This is for those currently studying for a Health and Safety qualification. Student Members are entitled to free BHSEA membership until first renewal. Following a presentation by Steve to the Lean Academy, Ken Davies has introduced five of his students to the Association. BHSEA should be encouraging colleges and course/training providers to promote to their students.

Finally, Steve mentioned that he was in discussion with the Birmingham Branch of IOSH with regard to promoting BHSEA events and membership.

(Don't forget to check BHSEA website www.bhsea.org.uk for the slides covering today's presentations).

Addendum.....

Members will recall that Samantha Peace, HSE Divisional Director, Wales, Midlands and South West, gave a presentation at BHSEA AGM in January. Please note the following amendments to the notes in the January Newsletter:

- Page 6: ‘Illness’ **The top health risks that have not changed during the past year include asbestos disease in construction trades and damage caused by exposure to isocyanates during spraying.**
- Page 7: ‘Safer Construction Sites’ **Delete 644 Notices issued.**
- Page 8: ‘Triennial Review’ **Insert “HSE received near universal praise as a regulator.....and the review concluded”.**
- Page 9: UK Safety Record. **“.....the UK has the third lowest rate of fatal injuries in Europe. The other two are Slovakia and The Netherlands”.**

Hot off the Press....

Job Opportunity:

- EC Harris is currently recruiting CDM Coordinators to join their Construction Assurance team in Birmingham/Midlands at both Consultant and Senior level. Additional experience/competence in Site Health, Safety & Welfare and/or Fire/Asbestos Risk Management would be welcome. Midlands base with nationwide opportunities for someone who can demonstrate best practice through a consultative approach.
Contact: Andrew Hornby, Business Assurance Service Leader, EC Harris, 500 Avebury Boulevard, Milton Keynes. MK9 2BE
Mob: +44 (0) 7703 161118

Announcements:

Get these dates in your diary.....

- **SHADs 2014 (free events arranged by the HSE and BHSEA under the Working Well Together - WWT - Campaign):**

TOPIC:	DATE:	VENUE:
Temporary Works in Construction & Refurbishment	1 st May 2014	National Metal Forming Centre
Roof Works & Fragile Roofs	June 2014	TBC
Mock Trial	September 2014	TBC
Worker Involvement	September 2014	TBC
Refurbishment & Occupational Health	18 th Nov 2014	National Metal Forming Centre

- **2014 BHSEA Programme Meeting Dates for your Diary:**

10 th March 2014 Construction – scaffolding	8 th September 2014 Safety Software
14 th April 2014 Changing Times in H&S	13 th October 2014 Construction–CDM & HSE Policy
12 th May 2014 Workplace Health	10 th November 2014 Respiratory Sensitisers
9 th June 2014 Legal Update/Open Members Forum	8 th December 2014 Face Fit Testing & Respirators

- **Sun Safe Work Place Event on 11th March being hosted by Deb Ltd**
Fulfil your duty of care and find out everything you need to know when it comes to UV exposure and employee protection for outdoor workers.

Date: Tuesday 11th March 2014

Venue: Deb Ltd, Denby Hall Way, Denby, Derbyshire DE5 8JZ

Time: 09:30 – 13:30 (including buffet lunch)

- **Posturite:**

Posturite became a sponsor of UK Safety Groups this year. Posturite is the UK's leading authority on workplace ergonomics, and has teams of Assessors and Account Managers around the UK who can answer any queries you might have. If you want to find your local Posturite Account Manager, find a list of them at: <https://www.posturite.co.uk/index.php/accountmanager>

To kick start their association with UK Safety Groups members, Posturite is offering:

- 15% off First Aid and Fire Safety face to face training courses
- 20% off AssessRite e learning courses when you move your DSE assessing from paper based to online systems .

These discounted rates apply to all Safety Groups UK members and are valid throughout 2014. If you have any queries about this or want to talk to them, contact either Jamie Hall or Matt Tickle on:

jamiehall@posturite.co.uk

matttickle@posturite.co.uk

Date of Next Meeting

2.00 pm Monday 10th March 2014

at the Birmingham Medical Institute

Keynote Presentation:

**‘Scaffolding Safety Update
Including
NASC TG20’**

**Ray Johnson BSc,
Joint Managing Director
Safety & Access Ltd.**

Don't forget the buffet lunch at 1.15 pm