Danish Crown

Hvordan sikrer vi ledelsens engagement i arbejdsmiljøarbejdet

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Pete Kines, NFA

- Vision Zero tankegangen
- Ledelsesengagement

Peter Sønderkjær & Pernille Thau

- Hvordan engagerer vi topledere i Danish Crown?
- Eksempler på værktøjer

Gruppediskussion

- Hvad skal der til for at engagere min ledelse i arbejdsmiljøarbejdet?

Vision Zero familien

- Miljø, forurening, affald osv.
- Nul tolerance: mobning, chikane, skader, vold, trusler, osv.
- Patientsikkerhed, selvmord
- Mad og drikke (sukker, fedt, kalorier)
- Planlægning og produktion - Zero defects, just-in-time osv.
- Brandsikkerhed
- Trafiksikkerhed
- Krig

Det Nationale Forskningscenter for Arbejdsmiljø

Traditionel AM tilgang og 'Vision Zero'

AM **kontrol**strategi	AM **forpligtigelse**sstrategi
AM er **målrettet**	AM er en **rejse**, en **proces**
Forebyg skader & sygdomme	**Skab** sikkerhed og sundt arbejde
AM **programmer**	AM er en **integreret** del af forretningen
AM **styring**/management	AM **lederskab**
AM ejet af **få**	AM ejes af **alle**
Benchmark på **skader** og **sygdomme**	Benchmark på **god praksis** og **positive** og **proaktive AM indikatorer**
AM er en **omkostning**	AM er en **investering**
Medarbejdere en del af **problemet**	Medarbejdere en del af **løsningen**
AM hændelser er **nederlag**	Hændelser er **muligheder for læring**
AM **systemer**	AM **kultur og læring**

Vision Zero for arbejdsmiljø

1. **Tag lederskab, og vis engagement**
2. Identificer farer, og kontroller risici
3. Definer målsætninger, og udvikl programmer
4. Skab et sikkert og sundt system, der gør dig velorganiseret
5. Sørg for optimal sikkerhed og sundhed i maskiner, udstyr og arbejdspladser
6. Opgrader kvalifikationer, og udvikl kompetencer
7. Invester i mennesker, og motiver gennem deltagelse og involvering

Det Nationale Forskningscenter for Arbejdsmiljø

http://visionzero.global (Guide 12+ sprog)
Materialer på dansk: COWI, Human House, Joblife, Rambøll, osv.

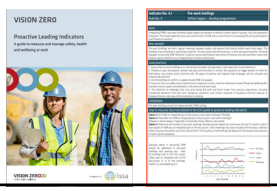
Det Nationale Forskningscenter for Arbejdsmiljø

14 Proaktive mål for sikkerhed, sundhed og trivsel

1.1 Synligt ledelsesengagement	**1.2 Kompetent lederskab**
2.1 Evaluering af risikostyring	2.2 Læring af hændelser
3.1 Arbejdsplads- og job instruktion	3.2 Evaluering af arbejdsmiljø-indsatser
4.1 Kommunikation / briefings	**4.2 Planlægning og organisering af arbejdet**
5.1 Innovation og forandring	5.2 Indkøb
6.1 Grunduddannelse og instruktion	6.2 Opfølgende uddannelse og instruktion
7.1 Forslag til forbedringer	7.2 Anerkendelse og belønning

http://visionzero.global (Rapport og faktakark på 8 sprog)

Materialer på dansk: COWI, Human House, Joblife, Rambøll, osv.

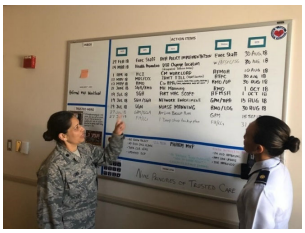


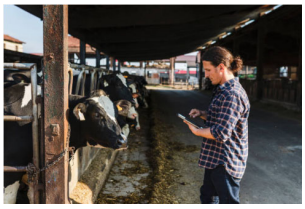
Proaktive mål
fx tavlemøder og sikkerhedsrunderinger

- ✓ Politik/kontrakter: Integrer AM i tavlemøder
- ✓ Uddannelse
- ✓ Træning
- ✓ Afholdelse (antal, frekvens)

- ✓ Opfølgning
- ✓ Handling
- ✓ Evaluering
- ✓ Læring

Objektive





Subjektive

Det Nationale Forskningscenter for Arbejdsmiljø

Option 1, the YES / NO checklist

	Safety		Health		Wellbeing		Total
	YES	NO	YES	NO	YES	NO	YES
1. Are SHW an integrated part of discussions in pre-work meetings?	√		√		√		3
2. Is the promotion of SHW included in procurement processes?	√		√			√	2
3. Are SHW covered in refresher training?	√			√	√		2
Etc. for all 14 indicators	…	…	…	…	…	…	…
"YES" total	12/14 (86%)		6/14 (43%)		4/14 (29%)		22/42 (52%)

Det Nationale Forskningscenter for Arbejdsmiljø

Option 2, Frequency estimation

To what degree are the following questions met? Use the following ratings: Always or almost always = 4; Frequently = 3; Occasionally = 2; Rarely = 1; Never or very rarely = 0	Safety	Health	Wellbeing	Total
1. How often are SHW an integrated part of discussions in pre-work meetings?	2	3	1	6
2. How often is the promotion of SHW included in procurement processes?	3	2	2	7
3. How often are SHW covered in refresher training?	4	3	3	10
Etc. for all 14 indicators	…	…	…	…
Total	46/56 (82%)	32/56 (57%)	34/56 (61%)	112/168 (67%)

Det Nationale Forskningscenter for Arbejdsmiljø

Option 1

Option 1. Proactive leading indicator/key activity checklist	Safety		Health		Wellbeing		Total
	YES	NO	YES	NO	YES	NO	YES
1.1 Do leaders visibly demonstrate their commitment to SHW in their work processes and behaviour?	√			√		√	1
1.2 Are new leaders selected based on their intrinsic motivation for or proven record in SHW?	√		√			√	2
2.1 Are SHW risk reduction measures evaluated?	√			√		√	1
2.2 Are reported unplanned SHW events followed-up by leaders for investigation, SHW learning/improvement, and feedback to those directly involved?	√		√			√	2
3.1 Are SHW an integrated part of induction processes?	√		√		√		3
3.2 Are targeted programmes and their SHW improvement goals evaluated?	√			√	√		2
4.1 Are SHW an integrated part of discussions in pre-work meetings?		√		√		√	0
4.2 Is the organization systematically considering SHW when planning and organizing work?	√			√		√	1
5.1 Are technological or organizational innovations used to reduce SHW hazards and risks in the design stage?		√		√	√		1
5.2 Is the promotion of SHW included in procurement processes?	√		√			√	2
6.1. Are SHW covered in initial training?	√		√		√		3
6.2 Are SHW covered in refresher training?	√			√		√	1
7.1 Are worker suggestions for improving SHW followed-up adequately?	√		√			√	2
7.2 Are workers given recognition for excellent SHW performance?	√			√		√	1
"YES" total	12/14 (86%)		6/14 (43%)		4/14 (29%)		22/42 (52%)

Option 2

To what degree are the following questions met? Use the following ratings: Always or almost always = 4; Frequently = 3; Occasionally = 2; Rarely = 1; Never or very rarely = 0	Safety	Health	Wellbeing	Total
1.1 How often do leaders visibly demonstrate their commitment to integrating SHW in their work processes and behaviour?	2	3	1	6
1.2 How often are new leaders selected based on their intrinsic motivation or proven record in SHW?	3	2	2	7
2.1 How often are SHW risk reduction measures evaluated?	4	2	3	9
2.2 How often are reported unplanned SHW events followed-up by leaders for investigation, SHW learning/improvement, and feedback to those directly involved?	3	1	2	6
3.1 How often are SHW an integrated part of induction processes?	4	4	3	11
3.2 How often are targeted programmes and their SHW improvement goals evaluated?	2	2	2	6
4.1 How often are SHW an integrated part of discussion in pre-work meetings?	4	2	0	6
4.2 How often are SHW systematically considered when planning and organizing work?	3	3	4	10
5.1 How often are technological or organizational innovations used to reduce SHW hazards and risks in the design stage?	3	2	3	8
5.2 How often is the promotion of SHW included in procurement processes?	4	2	0	6
6.1. How often are SHW covered in initial training?	4	3	3	10
6.2 How often are SHW covered in refresher training?	3	3	4	10
7.1 How often are worker suggestions for improving SHW followed-up adequately?	4	1	3	8
7.2 How often are workers given recognition for excellent SHW performance?	3	2	4	9
Total	46/56 (82%)	32/56 (57%)	34/56 (61%)	112/168 (67%)

EHS

Sustainable Production

50% reduction in CO2-equvivalents pr. kilogram food

Reduce organic load of waste-water with 30%

Reduce water consumption with 40% in 2030

Reduce the quantity of combustible waste from our factories by 40% and recycle 80% of our waste in 2030

Good Jobs for Everyone

Accidents - Reduce our frequency rate to 20 in 2025, sites with a frequency of 20 have to deliver a 20% reduction in 2025
Near Misses x10 for each accident

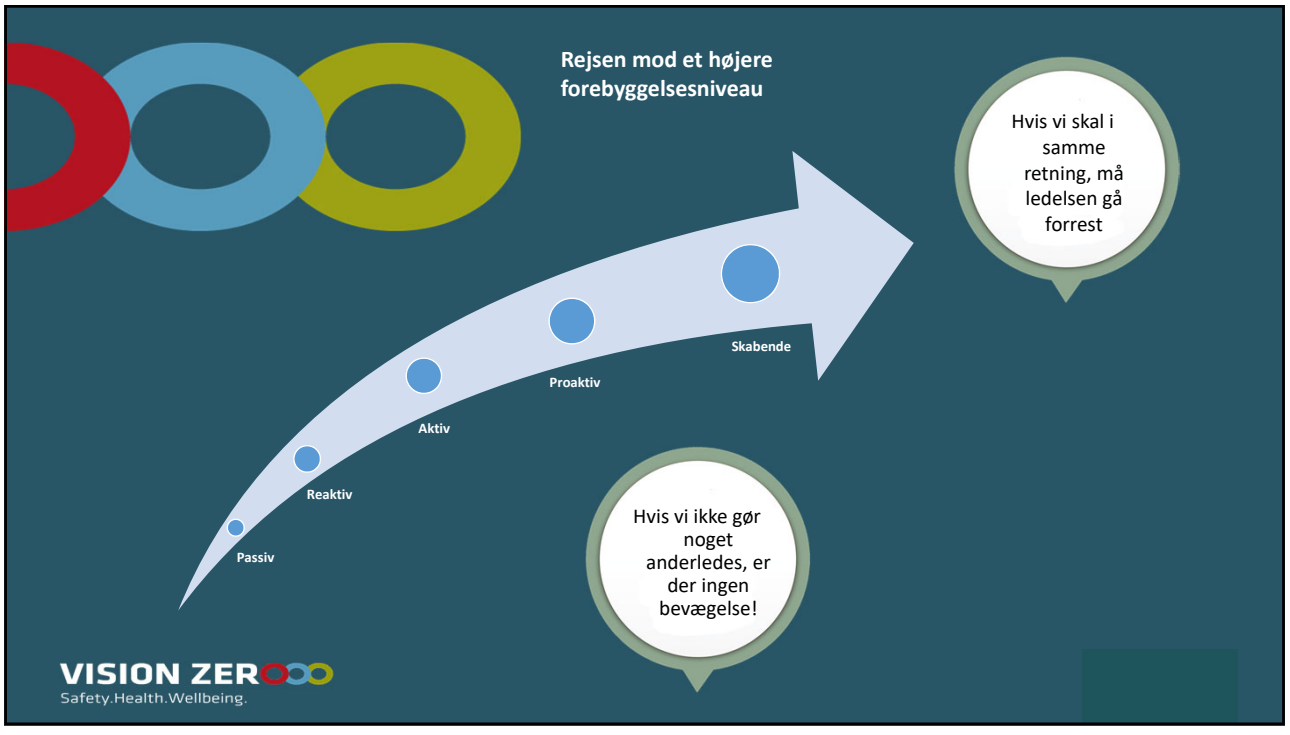
Noise - Reduce our employee's daily exposure to/or below 82 dB(A) in 2030

Reduce the Muscular Skeleton Disorder (MSD) burden on our employees

Psychological ill-health
Create good well-being through credibility and trust

EHS & Sustainability

11



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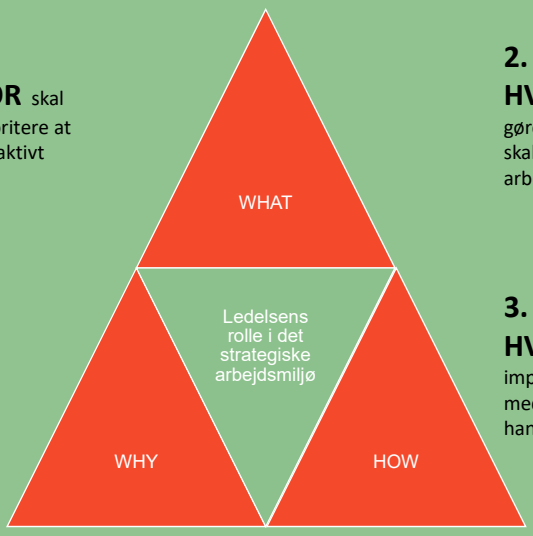
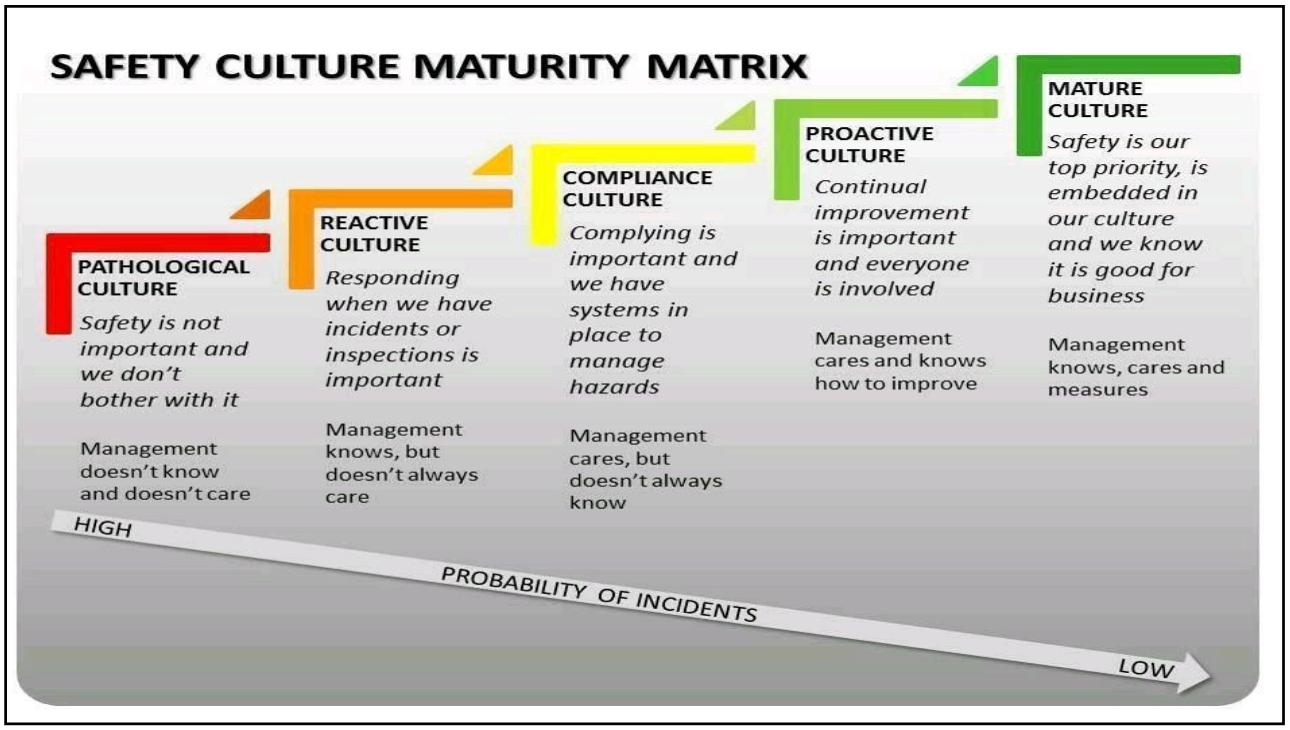
Ledelsens rolle i det strategiske arbejdsmiljø

1.
HVORFOR skal ledelsen prioritere at skabe et proaktivt arbejdsmiljø



2.
HVAD skal ledelsen gøre anderledes for at skabe et proaktivt arbejdsmiljø

3.
HVORDAN skal ledelsen implementere egne ændringer – så medarbejderne oplever, at ord og handlinger stemmer overens



MODUL 1

Rejsen mod et højere forebyggelsesniveau

- Arbejdsmiljø som en del af forretningsstrategien
- Ledelsens roller og ansvar I arbejdsmiljøet
- Vision Zero tankegangen

- Hjemmearbejde: Selv-evaluering af egen ledelse i forhold til arbejdsmiljøet

MODUL 2

Synligt ledelsesengagement

- Resultat af selv-evalueringen
- Lederværktøjer
- Personlig handlingsplan

- Hjemmearbejde: Arbejdsmiljøgennemgange og møder

MODUL 3

Færdiggørelse af personlig handlingsplan

- Dilemmaer og muligheder
- Planlægning af indsatser

- Hjemmearbejde: Evaluering af egne ændringer af ledelse i forhold til arbejdsmiljøet

MODUL 4

Evaluering og opfølgning

- Evaluering af forløbet
- Evaluering af egen ledelse i forhold til arbejdsmiljøet
- Yderligere behov og ønsker
- Næste skridt

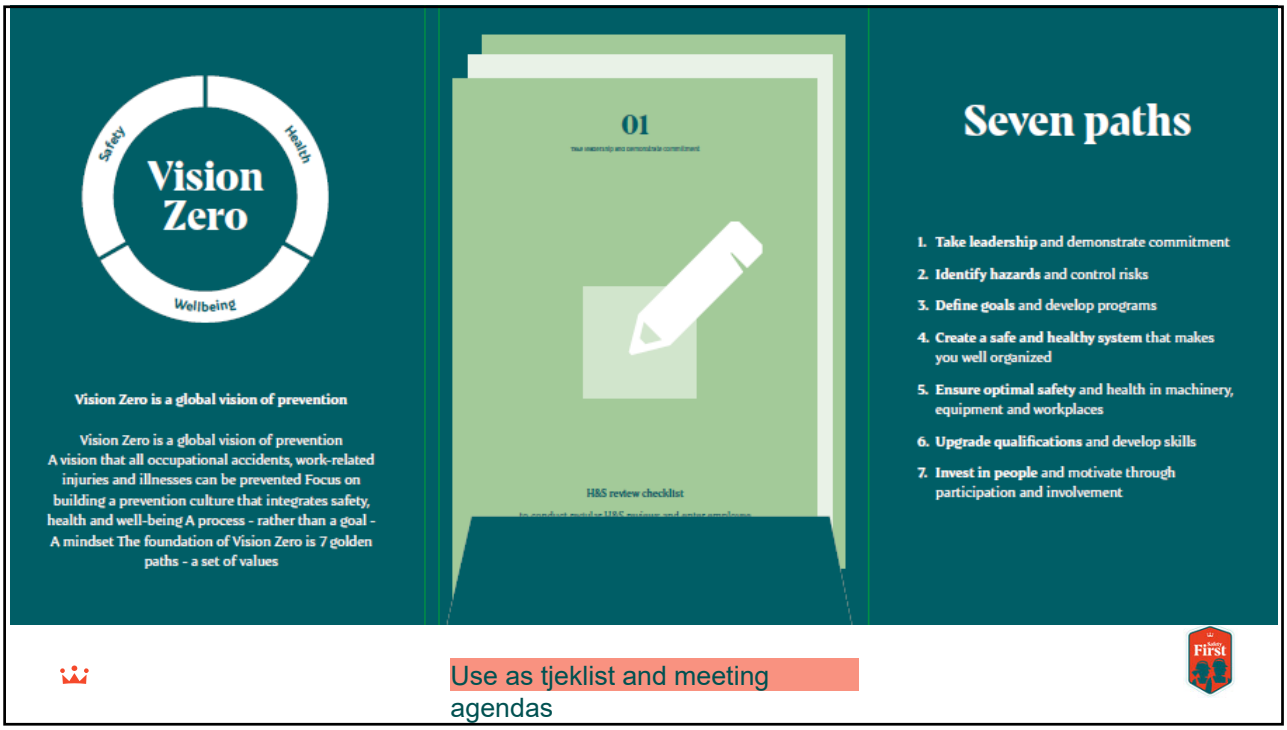
Spørgeskema: **Vision Zero-English. - new version**

Afdeling: **Alle** Fra dato: Til dato:

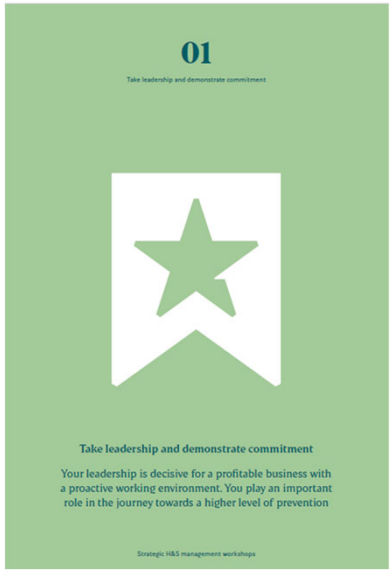
- Forholdene er helt i orden
- Forholdene er i orden
- Forhold bør ændres
- Forhold skal ændres

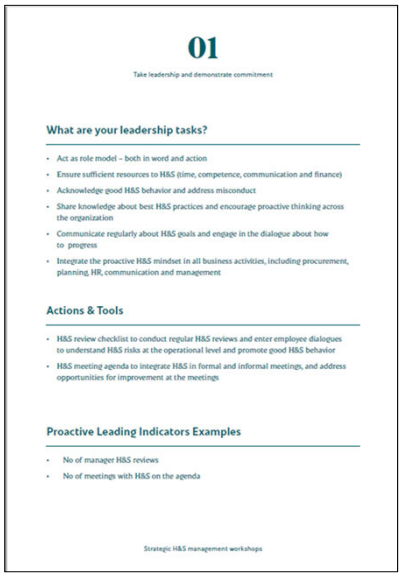
Management tasks	110	17,3	46,4	33,6	2,7	2,22	1 - 4

Spørgsmål	Svar	Fordeling (%)				Score	Udfaldsrum
I have an overview of what the most significant security risks are within my area of responsibility.	10	10	70	20	0	2,1	1 - 4
I have an overview of how we can minimize the most significant security risks within my area of responsibility.	10	0	70	30	0	2,3	1 - 4
I perform regular work environment reviews.	10	0	50	50	0	2,5	1 - 4
I ensure that the working environment is an integrated part of all relevant meetings.	10	30	40	30	0	2	1 - 4
I make sure that the working environment is involved when planning new work processes.	10	20	40	30	10	2,3	1 - 4
I have focus on thinking work environment across the organization. What you do in one department can have consequences in another department.	10	30	20	50	0	2,2	1 - 4
I regularly evaluate the work environment efforts within my area of responsibility - do they work as they should?	10	0	40	60	0	2,6	1 - 4
I am always looking for new ways to improve security	10	10	50	40	0	2,3	1 - 4
If an accident happens, I focus on uncovering the cause, not the guilty persons.	10	50	50	0	0	1,5	1 - 4
I ensure that the work environment is an integral part of all business activities, including procurement, planning, communication and management.	10	20	30	50	0	2,3	1 - 4
I emphasize the importance of safety in our workplace for contractors, partners, suppliers and customers.	10	20	50	10	20	2,3	1 - 4



Use as tjeklist and meeting agendas





01

Take leadership and demonstrate commitment

H&S review checklist

- Evaluation on new prevention measures as follow-up on accidents and incidents
- Employee input on main H&S risk factors and their suggestions for improvement
- Evaluation on quality of employee H&S instruction
- Dialogues on general wellbeing of employees

Proactive Leading Indicators Examples

- No of manager H&S reviews
- No of manager H&S reviews including safety
- No of manager H&S reviews including health
- No of manager H&S reviews including wellbeing

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01

Take leadership and demonstrate commitment

H&S meeting agenda

- Status, learnings and next step from H&S reviews
- Status on risk assessments of new processes
- Status on goals and action plans
- General wellbeing of managers/employees

Proactive Leading Indicators Examples

- No of meetings with H&S on the agenda
- No of meetings including safety
- No of meetings including health
- No of meetings including wellbeing

Strategic H&S management workshops

01

Take leadership and demonstrate commitment

1-1 H&S conversations agenda

- Employee input on own main H&S risk factors and their suggestions for improvement
- Evaluation on quality of employee H&S instruction
- General wellbeing of managers/employees
- Follow-up on relevant Proactive Leading Indicators

Proactive Leading Indicators Examples

- No of meetings with H&S on the agenda
- No of meetings including safety
- No of meetings including health
- No of meetings including wellbeing

Strategic H&S management workshops

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Take leadership and demonstrate commitment	Personal actions	Next step
Act as **role model** – both in word and action		
Ensure sufficient **resources** to H&S (time, competence, communication and finance)		
Acknowledge good H&S **behavior** and address misconduct		
Communicate regularly about H&S goals and engage in the dialogue about how to progress		
Integrate the proactive H&S mindset in all **business activities**, including procurement, planning, HR, communication and management		

Themes covered through the 4 workshops

- Return on Prevention
- Vision Zero 7 Golden Rules and Proactive Leading Indicators
- Top Management tasks in relation to H&S
- H&S Roles and Responsibilities
- Control vs Commitment strategies
- Psychological safety
- NFA latest research on accident prevention
- Cheese-model, systematic risk control
- 'Doing the right things right' and 'paper world vs real world'

Factory Manager Guest Talk
Summary of main points

- Willingness to change
- H&S organization is expected to show value for money
- Safety first at meetings
- Safety first as culture? Food safety, Environmental safety and H&S at same level
- Manager presents accidents at meetings
- Local leader is responsible for near misses – to find solutions before going to maintenance
- We should be better at sharing knowledge/best practice across DC
- Results can be obtained by focusing on culture and behavior – not only a question of more resources
- Ergonomic specialist employed
- KPI catalogue

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Hvad skal der til for at engagere min ledelse i arbejdsmiljøarbejdet?