

**Qualification concept adapted to  
the national conditions  
Curriculum for trainer**

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## A Introduction

Labitas is a Transfer of Innovation project with partners from Germany, Ireland and Austria. The main objective is to develop a qualification concept for an advanced training in both, health & safety management and occupational health management (OHM). Important preliminary work has been done by the German NOAH project (**N**eed **O**riented **A**dvanced **H**ealth & safety management in crafts) which was funded by the German Federal Ministry of Education and Research. This work is the base on which now can be built on.

The project is based on the awareness that implementation of national health & safety directives is not taking place in enterprises with less than 10 employees in practice. Furthermore aspects of an occupational health management are often not enough considered in enterprises of this size. Part of the Labitas project is to offer advanced qualification training “Health & safety and occupational health management in SME”. The qualification for employers consists of a training which contains several workshops. The workshops are created for 10 – 20 enterprises and allow group monitoring and common training regarding health & safety and occupational health management. The benefit of such a pool mentoring is at least due to the fact that the employers have the possibility to exchange their own experiences regarding health & safety and OHM. Cost reduction and the reduction of administration expenses are further key benefits. The aspired maintenance of pool mentoring in excess of the training and qualification period is intended to be a permanent supporting structure which results into an increasing commitment of SME’s in the field of health & safety and OHM.

In the context of Labitas the involved project partners have made a survey about existing health & safety measurements and OHM measurements in SME from Germany, Austria and Ireland. Based on the survey those measurements have been adapted to country-specific features and characteristics.

Based on these empiric results, extensive research and interviews with experts a curriculum has been developed for trainers as a manual for the advanced training of employers.

## **B Summary of available data and survey of demand**

The special needs and requirements of participants from Germany, Austria and Ireland have been investigated separately. The most important investigation tool was the NOAH short check questionnaire which was developed during the NOAH project in Germany. Additional country-specific research was taken as a basis for the development of the curriculum

### **B.1 Germany**

In Saxony Anhalt (Germany) pool mentoring according to the NOAH concept has been further established. Enterprises participating the pool mentoring have been extensively interviewed about commitment, behavior, measurements, participation, investments and most notably the needs and requirements in respect of health & safety and OHM (see appendix A.1).

Generally there are very positive commitments regarding health & safety and OHM. Pure work safety measurements are widely spread but there are obviously no schedules regarding measurable objectives. Much less established is OHM. Also demographic change with its medium-term and long-term consequences is rarely considered.

The NOAH project has clearly drawn interests. The enterprises have a high demand on information and knowledge about work protection and occupational health management. Probably the NOAH project had the effect that this demands are verbalized increasingly clear. Additional to this effect the analysis has shown further potential for development in communication between enterprises.

### **B.2 Austria**

In Austria work protection is regulated in detail. Enterprises with less than 50 employees are able to engage the prevention service of the AUVA (Austrian Workers' Compensation Board) free of charge. About 60% of the Austrian SME accept this offer. In this respect work protection in Austria can be certified as high formal quality.

Unfortunately this framework doesn't support the own initiative of both, companies and employees. Important analysis such as risk assessment and work place evaluation will be established in operational practice of small enterprises.

At formal inspections those documentations are presented which means that the target is met and from the companies' view there is no further need of action.

A modern occupational health management has less space within this structure. The operational reality is clearly focused on classic aspects of work protection only. But the significant demand for OHM measurements can be already recognized at the days of disability from work which are continuously increasing during the last years<sup>1</sup>. A pool mentoring offer would be a real innovation for Austrian enterprises.

A fundamental raise of awareness, educational advertising and introduction regarding health-related themes should come to the fore. The implementation of pool mentoring could promote a sustainable interest and the acceptance of own responsibility.

### B.3 Ireland

In Ireland work protection and occupational health management are result of the idea of private-sector responsibility<sup>2</sup>. Only the inspection of enterprises is state-controlled and organized by the HSA (Health & Safety Authority). Especially in the construction sector work accidents remain at a high level during years despite of well existing safety regulations which did not unfold the effects hoped for. For this reason in 2010 the HSA in cooperation with private accident insurers and the Construction Industry Federation have established a low-threshold and reasonable work protection program: SMP 20 (Safety Management Pack for Contractors Employing 20 or less Employees). SMP 20 is a combination of theoretic learning units and practical trainings in companies or construction sites and has achieved acceptance as mandatory safety standard also at awarding authorities and building owners. First results regarding the number of work accidents are heartening. Self-employed construction craftsmen and specialized staff could also not be reached by SMP 20.

27 employees from construction sector enterprises have been interviewed with the NOAH short check. The results have shown that work protection has high awareness and is part of corporate objectives as a matter of principle. But these objectives are regularly not substantial or set into operation. They remain diffuse and global. This is the reason why the interviews hardly show results regarding explicit measurements implemented in the companies, occupational health management much less than

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<sup>1</sup> The average period of disability per employee has increased from 11.5 days in 2006 up to 12.9 days in 2010 ([www.statistik.at](http://www.statistik.at))

<sup>2</sup> Which find its expression in an extremely high percentage of self-employed work in Ireland compared with other countries in Europe

work protection. The situation offers potential to pick safe and healthy work as a central theme in companies and to set priorities how employees can take part in the implementation precisely. There is also organization of work environment required which comply with special needs of employee groups (e.g. older employees, handicapped employees, apprentices etc.).

A special benefit of the Labitas qualification concept is the extension of topics: The existing predominant one-dimensional emphasis of work protection could profitably be extended by qualification content regarding occupational health management. Within this frame the identified requirements can be met by placement of methods and possibilities to strengthen the own capacity to act. Also in this environment the implementation of permanent pool mentoring is an attractive chance to sensitize for relevant topics and to keep interest and commitment sustainable.

## C Content and definitions

### C.1 Safety at work

Safety at work is intended to avoid work accidents and job-related diseases. Safety at work is determined to concrete hazards. If hazards are unavoidable additional safety measurements occur such as personal protective equipment. When PPE is not enough to avoid hazards operating processes have to be eliminated in particular. According to this safety at work is a strongly administrative and regulation oriented issue which reach its limits at the attendance of the employees to participate. If they take risks or if they evade mandatory safety measurements (e.g. to accelerate working processes) safety at work is to suffer the loss of effectiveness.

### C.2 Occupational health management (OHM)

#### 1. Basic idea

OHM as part of a modern corporate strategy will be more and more important. Only with healthy and powerful employees companies have the ability to exist in a global competition. Healthy and powerful employees are a basic requirement for economic success which has to be stimulated even in times of rapid economic changes. In this sense an active health management means a sustainable investment into a company's social and human capital and can activate unexploited capacities which are beneficiary to both, employees and companies.

Apart from safety at work there is a more integral approach in occupational health management. Its goals are to strengthen individual health and overall to preserve work. According to this all work conditions shall be designed to strengthen the employee's health. OHM targets to corporate governance, corporate culture, working atmosphere, soft skills, working conditions and health behavior. Health and wellness of employees will be promoted which raises quality of work and effectiveness as well as operational long-term competitiveness. Investments in this factor return better the longer the review period is.

OHM is most notably a leadership task. It is indispensable to develop health strategies and targets together with all operational management levels. Employees should participate in the analysis of exposures and the development of interventions to

achieve a higher acceptance. This participation yields tailor-made measurements regarding the situation of persons concerned.

## 2. Methodology of operational health management

The most effective way to realize targets and principles is the following proven procedure:



This procedure is a base for operational project plans and these five steps guarantee a high employee participation level which is essential to establish a successful and long running OHM.

## 3. Occupational health management in SME

### 3.1 Specifications

SME have to be considered separately. Characteristics of SME especially are often short a short decision making process and a flat hierarchic structure. SME often have a very friendly, even familiar atmosphere where all employees know each other and hold a close contact to the management. Characteristic for employees in SME is the capacity to take over all kind of work. There is no division of work in the sense of well-defined or well-differentiated. The central role of the management can be described in the way that personality traits, norms, values and targets of the owner are constitutive for corporate culture.

## **3.2 Benefit for SME**

A positive working atmosphere with satisfied and more motivated employees is already a short / medium term result. Long-term thinking, however, makes sense and this benefit should not be forgotten over this term. On long-term view statistics show less lack of work, older employees remain more capable and are longer applicable for the company.

## **3.3 Solutions for SME**

This specific conditions result in specific challenges regarding the realization of occupational health management. In SME with less human and time resources occupational health management has to respect more than in bigger companies the potentials and available (human) resources as well as existing roles and tasks – often concentrated in one single person. A solution has to attach the importance of an un-bureaucratic procedure. The process is based on analysis but „simple“ methods like structured interviews and short questionnaires are used. The process is focused on a low-threshold master concept with easy to realize measurements like coaching for the back, ergonomics advice, stress recovery training, nutrition consultancy etc. added by support in human resources management and work organization in relevant workshops. It is important for a successful and sustained procedure that the owner or the management is confident that investment into occupational health management will return economically.

### **3.3.1 Pool mentoring**

With regard to SME characteristics described above Labitas will introduce pool mentoring in the framework of this project as a successful model for SME and micro enterprises. 10-15 SME with objective to strengthen their activities in occupational health and safety meet periodically at pool events and workshops. Joint mentoring reduces costs and administrative work. All companies participating in the pool will get support from a mentor who is responsible. The mentor adopts and presents ideas or themes, makes contacts and gives support to the SME regarding the realization of concrete measurements. Additional to this support in workshops the mentor is available for any request and for visits in companies if needed. Networking with other companies helps SME to look beyond their own nose and to benefit from other experiences. Previous practical implementation clearly shows that those companies value the procedure and have great interest to participate<sup>3</sup>.

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<sup>3</sup> The pool mentoring concept is successfully implemented by the Training Association of Home Automation Saxony Anhalt (Germany)

## D Target groups and learning objectives

### D.1 Overall Learning goals

The training is aimed at entrepreneurs from all countries involved. The content focuses on teaching safety at work and its implementation at the work space by maximizing operational risk management. Through reflection on the collected experiences from the lessons a better awareness regarding a safe and healthy working environment should be created. From this a health-oriented lifestyle can be achieved, which is particularly important due to the unique status of entrepreneurs in small businesses. Active participation is promoted throughout the training process. In the last workshop session the course is set to the pool guidance which is provided through "on the job training" so that further implementation of the acquired methods can be monitored, discussed and applied to the businesses.

The **learning goals** for all the participating countries:

- Knowledge about legal regulations regarding safety at work and occupational health management is available.
- Technical terms of safety at work and occupational health management are clear.
- The participants gained the meaning of holistic and resource oriented terms of health.
- The participants gained knowledge of aspects of safety at work and occupational health management with regard to content.
- The issue of health will be addressed as a high priority and consulted with experts.
- The meaning and the basic methods about participatory action should be known.
- The participants will be enhanced from the training to identify relevant issues, and to address them properly. The training give tools to the participants to act independently after the completion of the training and to initiate a change process.

- Participants will be able to explain and demonstrate the advantages of the support net.
- Also after the training there is a coach available to continue support.

## **D.2 Specific learning objectives for Germany**

The existing pool mentoring will get benefit from a successful qualification performance. The workshop experiences and good practice examples return as knowledge. In this way the currently used NOAH concept can be developed and enriched.

## **D.3 Specific learning objectives for Austria**

In Austria the basic principles of work protection are widely spread. However, the practical implementation lies in the hands of external experts. External supervision inheres the danger of a complete turn over of responsibility which is expressed by a low degree of own initiative. Similar to Ireland knowledge about occupational health management is marginal. Thus in Austria a special focus point should be the illustration of relevance and benefits of an accurate implemented OHM. Consequently implementation of pool mentoring is essential.

## **D.4 Specific learning objectives for Ireland**

In Ireland the SMP 20 (Safety Management Pack for contractors employing 20 or less employees) is a simple yet highly effective system for workplace safety in small and medium businesses. It serves as a good base to build upon. The main target groups are skilled craftsman and construction workers.

Occupational health management, however, has still no base in Ireland. This is a chance to sensitize the participants for occupational health management and to give them a strong idea about the benefit to accomplish the SMP 20 learning modules.

## E Framework information

The training course consists of four individual workshops. Due to the interactive mode of operation the number of participants is limited to 20 persons. The participants are business men and women as well as executives from construction-related trades. Fluctuation of participants during the training course should be avoided whenever possible. The participants should have already acquired substantial everyday experience in the sphere of work safety and occupational health management. This constitutes an important base for all further steps in the experiential learning.

The curriculum is aimed at trainers of Labitas Training Seminars. The following experience profile is required for trainers from all countries:

- Fundamental knowledge in health and occupational science,
- Extensive knowledge in safety at work issues and occupational health management,
- Business consulting experience ideally in SME,
- Experience in adult education, preferably with interactive working methods,
- Facilitation, presentation and moderation experience

The methodological approach is comprised of four aspects, all of which are essential for successful learning:

- **Communicate content** – As a preparation to the mediation of the content, it is necessary to clarify the participants' expectations and experiences. This makes it possible to establish thematic priorities in the workshops.
- **Asking questions** – The mediation of the content is based on the participant experience. For this reason it is useful to ask the participants appropriate questions such as:

- Which positive experiences and accomplishments regarding the safety at work and occupational health management already exist in my company?
- Which risks and hazards are recognizable for me and my employees?
- Which resources can I generate to solve the problem?
- Which ideas have already been developed in my organization to address the risks and hazards?
- How can my staff become involved in the process of change, so that these processes will become more participatory and motivating (Additional questions can be found in Section F in the description of the specific learning contents).

This approach ensures that the participating entrepreneurs develop a relation to the contents and themes and apply them to every-day trade reality. Country and company specific characteristics are easily recognized and taken into account.

- **Secure results** - the responses of participants are properly grouped and written on a board. The final results are photographically documented.
- **Get feedback** - at the end of each workshop, the trainers ask the participants to comment briefly and without further discussion on the subjective learning success and individual satisfaction. This can be either spoken, or by a poll whose results are documented on the moderator's board. In addition, the participants are asked to fill out a short questionnaire (see Appendix A.3). For each item of the questionnaire, the average value of the ratings will be calculated. Higher average values indicate a higher satisfaction of the participants with content, teaching method and trainer.

This approach requires that each workshop has at least 3 moderation boards.

## F Modules of the qualification training

### F.1 Qualification course

Workshop 1: Basics		
1.1	<b>Welcome, round of introductions, participant expectations</b>	<p>The trainer (TR) introduces himself and then asks each participant (PT) in turn to introduce them self and their company. Then, the TN will be asked to express briefly both his expectations of the training and his past experiences in the areas of safety and healthy working regulations. This includes the following questions:</p> <ul style="list-style-type: none"> <li>• Which efforts regarding safety at the workplace took place in your company up to now?</li> <li>• Do you already have any experience with occupational health management</li> <li>• What must happen in this workshop so that it will be beneficial for you?</li> </ul> <p>The TR summarizes the most important answers on some presentation cards and also points out if some PT has expectations which can not be met in the workshop.</p>
1.2	<b>Information regarding the organizational aspect</b>	<p>The TR presents the organizational framework. The workshop dates are announced and the TN is asked to attend all meetings if possible. The participants are also asked to take responsibility for the timing and above all for the observance of breaks.</p> <p>Finally the TR explains the participatory work flow model: Only through active participation and incorporation of personal experiences and ideas can the customized approach be effective.</p>
1.3	<b>The Labitas project</b>	<p>The project supports the professional development in occupational health management and safety at work of construction-related micro-enterprises.</p> <p>Labitas is the adaptation of the NOAH concept which already exists for Germany and has been tried out there with great success in the national conditions in Austria and Ireland. The goal is to develop an approach that is transferable to even more European countries.</p>
1.4	<b>Employer questionnaire No. 1</b>	<p>The TR asks the PT to complete the employer questionnaire. The questionnaire is briefly explained and the</p>

		TR also stresses the fact that participation in the survey is voluntary and the questionnaire is anonymous. 15 minutes should be scheduled for this.
<b>1.5</b>	<b>Daily experience in health</b>	<p>This module aims to raise the awareness of the entrepreneurs to the issues of healthy working regulations, and to increase the will towards duty fulfillment. Every person has comprehensive experiences with health, illness and other hazards in the workplace. These experiences accompany our everyday lives and influence our personal health and work performance. Reflection based on a personal experience promotes intentional action with health-related goals.</p> <p>The PT's are presented the following questions for discussion:</p> <ul style="list-style-type: none"> <li>• Which experiences do you have with health and illness?</li> <li>• When you feel healthy? What contributes to this feeling?</li> <li>• How well do you manage to conduct a healthy life style on a daily basis?</li> <li>• How does your own health awareness affect your company?</li> </ul>
<b>1.6</b>	<b>Terminology</b>	The concepts of safety at workplace, occupational health management and the underlying basic comprehension are discussed and identified (see Section C). This establishes a base for discussion about everyday experiences related to health.
<b>1.7</b>	<b>Health resources</b>	<p>The individual and corporate health resources are discussed. This includes the following question: "What keeps us healthy?" This is more important than the following: "What makes us sick?"</p> <p>The PT's discuss the following questions in smaller groups:</p> <ul style="list-style-type: none"> <li>• What positive experiences and accomplishments do you have in your company in terms of occupational health management and safety at work?</li> <li>• What aspects in your company are beneficial to a healthy work flow? (<i>Consider aspects of work organization, stress management, nutrition, rest, ergonomics, communication, etc.</i>)</li> <li>• Which resources can you contribute to this end?</li> </ul>

		After the group sessions have been finished each group presents its results to the other participants.
1.8	<b>Challenge: a healthy future</b>	<p>The physical and mental health of older people deteriorate more rapidly than that of younger people. Therefore, the workshop illuminates the issue of future health as well:</p> <ul style="list-style-type: none"> <li>• Mental illnesses - the common disease “burnout”,</li> <li>• Health endangering lifestyles</li> <li>• Age-appropriate work and its significance: an open conversation about the skills and decreasing performance of each individual employee.</li> </ul>
1.9	<b>Participant feedback</b>	The participants fill out a short questionnaire (see Appendix A.3). This questionnaire will require about three minutes. In addition, each PT can issue a brief spoken feedback in the form of one sentence which remains commented on.

## Workshop 2: Methodology

2.1	<b>The approach in safety at work</b>	The TR explains in a compact representation the main features of occupational health and safety. In particular, the country-specific health care system is discussed, as far as it is largely free of charge (see Section B.2).
2.2	<b>Self-assessments regarding the state of the occupational health management and safety at work issues in the own company.</b>	<p>The starting point is the situation in each participant's company. For a better assessment of the situation, a short questionnaire is used::</p> <ul style="list-style-type: none"> <li>• How reasonable do you consider the legal requirements? Not reasonable-----very reasonable</li> <li>• How well does your company meet the legal requirements? absolutely not-----completely</li> </ul> <p><i>(Place your sign at the places where you rank your company.)</i></p> <p>The participants talk about their own experiences. Resources and difficulties constitute the focus. Possibilities for improvement also play a role.</p> <ul style="list-style-type: none"> <li>• What do you think is the current greatest health threat for you and your staff?</li> </ul>

2.3	<b>The operating principles of occupational health management</b>	<p>The TR and the PT's discuss the importance of occupational health management. The following basic steps are introduced, which will be motivated and discussed in detail in the workshop 3 and 4 (see Chapter C1): Education strategy - How do we proceed?</p>
		 <pre> graph TD     A[Strategy – How to form?] --&gt; B[Current state analysis]     B --&gt; C[Dialogue – What could be done jointly?]     C --&gt; D[Intervention – realization of measures]     D --&gt; E[In-house evaluation – Everything is fine?] </pre>
		<p>The participants come together in small groups and discuss the following questions:</p>
		<ul style="list-style-type: none"> <li>• Why would it be worth committing to healthy working regulations in a SME?</li> <li>• Why would it make sense to involve the employees?</li> </ul>
		<p>The results are then presented, discussed and amended.</p>
2.4	<b>Participant feedback</b>	<p>The participants fill out a short questionnaire (see Appendix A.3). The completion of this questionnaire requires about three minutes. The PT's give also a brief verbal feedback, if possible in one sentence, which remains uncommented.</p>

### Workshop 3: Strategy and analysis

3.1	<b>Forming a strategy</b>	<p>It is important in the early stages of any change to define your goals. In particular, the objectives of the occupational health management should be negotiated and formulated systematically in the first phase.</p> <p>In safety at work issues, there are numerous external targets being set, but still here a correct approach is very effective.</p> <ul style="list-style-type: none"> <li>• Which health objectives do you have for yourself?</li> <li>• Which health objectives do you have for your employees?</li> <li>• How much are you willing to invest in health ob-</li> </ul>
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		jectives?
<b>3.2</b>	<b>Analysis</b>	<p>It is common, especially for small companies, that the analysis of safety at work and occupational health management is done by external staff. Therefore, in Labitas qualification courses, special emphasis is put on the development of analytical skills in SMEs. For this reason it is important to know the typical problems in order to become sensitive to typical deficiencies and their proper treatment.</p> <p>The main instrument is the NOAH quick check (see Appendix A.2), which is in this case filled by the PT and discussed in detail.</p> <p>Ideally, further analysis is performed in a participatory fashion, which means that everybody who is concerned becomes an active participant in the analysis process. In small businesses, the analysis is especially based on one-to-one and group discussions. In one-to-one discussions, real situations are enacted with the help of the PT.</p>
<b>3.3</b>	<b>Participant feedback</b>	<p>The participants fill out a short questionnaire (see Appendix A.3). The completion of this questionnaire requires about three minutes. The PT's give also a brief verbal feedback, if possible in one sentence, which remains uncommented.</p>

#### Workshop 4: Measures and case studies

<b>4.1</b>	<b>Interventions</b>	<p>There is a large number of possible interventions regarding safety at work and occupational health management.</p> <p>The course covers some common, effective and particularly well-accepted measures that have proven to be successful. Individual elements, for example from the areas of ergonomics, workplace design or compensation practices in the workplace, are tested in practice. Typical mistakes are pointed out, and workplace checklists are run through. In addition, relaxation methods such as</p> <p>“Progressive Muscle Relaxation” will be exercised and trained.</p>
<b>4.2</b>	<b>Case studies</b>	<p>Based on the previous contents, concrete examples of the practical work in micro-enterprises are introduced. In the final discussion with the PT, success factors and</p>

		<p>potential obstacles will be analyzed.</p> <ul style="list-style-type: none"> <li>• What has prevented you so far from getting involved in healthy working regulations?</li> <li>• What could prevent you from getting involved in healthy working regulations? in the future?</li> <li>• Which obstacles could stand in your way?</li> <li>• What could the successful implementation of occupational health management look like?</li> </ul> <p>By discussing potential problems doubts from the side of the PT's will be minimized and ideally eliminated. The workshop content is related once more to company practice in order to motivate the introduction and the maintenance of occupational health management by being part of the pool.</p>
4.3	<b>Participant feedback</b>	<p>The participants fill out a short questionnaire (see Appendix A.3). The completion of this questionnaire requires about three minutes. The PT's give also a brief verbal feedback about the entire training, if possible in one sentence, which remains uncommented. Finally the participation certificate will be handed over (see Appendix A.5).</p>

## F.2 Qualification training Austria

The approach in Austria is based on the unified concept presented above. The course methodology ensures high participant orientation. That means that country-specific strategies, action plans and measures are identified by questions and subsequent discussions. In connection with the issue of labor protection (see Workshop 2.1) the trainer explains in a compact representation the main features of safety work in Ireland. This in particular concerns the extensive and large cost-free support systems (see section B.2).

## F.3 Qualification training Ireland

The approach in Ireland is based on the unified concept presented above. The course methodology ensures high participant orientation. That means that country-specific strategies, action plans and measures are identified by questions and subsequent discussions. In connection with the issue of labor protection (see Workshop

2.1) the trainer explains in a compact representation the main features of safety work in Ireland. This in particular concerns the extensive and large cost- free support systems (see section B.2). The participants are informed of the framework and necessary requirements. In this module the participants have the opportunity to learn about the necessary steps that lead to the attainment of a Safe-T-Cert.

## G Evaluation

Basic data have been collected by a baseline study made in the involved countries. The training starts with the Entrepreneur questionnaire 1 to collect more detailed and individual from the target group (see Appendix A.1).

Each workshop ends with an additional short questionnaire completed by the PT to evaluate the workshop benefit and their satisfaction (see Appendix A.3). The PTs give also a brief verbal feedback about the entire training, if possible in one sentence, which remains uncommented.

The trainer is asked to give a short feedback in written form (see Appendix A.4). A comprehensive evaluation concept will be developed by the Labitas project as a result of the work package 8.

## Appendix

### A.1 Entrepreneur questionnaire 1

#### Innovation transfer project LEONARDO DA VINCI

##### **Labitas – Health & Safety qualification in SME**

We kindly ask you to answer the following questionnaire to describe the current status in your company regarding Health & Safety. Please answer in impulse. The results of this survey help us to detect requirements and measurements in view of Health & Safety promotion in SME. Thank you very much!

<b>Your name</b>	<b>Date</b>
<b>Company</b>	
<b>Address</b>	
<b>Number of employees</b>	<b>Thereof apprentices</b>

	Full consent		Partial consent	No consent	
	<input type="checkbox"/>				
01 Safety at work is of high importance in our company.	<input type="checkbox"/>				
02 Health promotion is of high importance in our company.	<input type="checkbox"/>				
03 Appreciation and estimation play a major role in our daily work role.	<input type="checkbox"/>				
04 Measurements for health promotion make sense, although they cost time and money.	<input type="checkbox"/>				
05 I am satisfied with offerings regarding health promotion in Ireland.	<input type="checkbox"/>				
06 We pay attention on age-based working environment.	<input type="checkbox"/>				
07 We already have established measurements for health promotion (e.g. healthy nutrition, stress management).	<input type="checkbox"/>				
08 We promote our employee's personal development.	<input type="checkbox"/>				
09 We set measurable goals in safety at work (e.g. wearing ear protection, protective gloves).	<input type="checkbox"/>				
10 We set measurable goals in health promotion (e.g. zero tolerance regarding alcohol at work, raise of the non-smokers rate).	<input type="checkbox"/>				
11 Employees participate actively in safety at work issues.	<input type="checkbox"/>				
12 Employees participate actively in health promotion issues..	<input type="checkbox"/>				
13 In our company safety at work training is held during working hours.	<input type="checkbox"/>				
14 In our health promotion measurements are held during working hours.	<input type="checkbox"/>				
15 Knowledge about safety at work is satisfactory in our company.	<input type="checkbox"/>				
16 Knowledge about health promotion is satisfactory in our company.	<input type="checkbox"/>				
17 We have regulations and procedures about safety at work measurements.	<input type="checkbox"/>				
18 We have regulations and procedures about health promotion measurements.	<input type="checkbox"/>				
19 In our company a risk assessment is available.	<input type="checkbox"/>				
20 Programs regarding health promotion have a long-term effect.	<input type="checkbox"/>				
21 All necessary regulations (e.g. emergency exits, special area and equipment are marked) are known by the employees and/or are posted visibly.	<input type="checkbox"/>				
22 We are successful in deploying our employees according their skills.	<input type="checkbox"/>				
23 We define our working processes (e.g. bid proposal management) with regard to safety at work issues (e.g. asking about special risks at contract fulfillment, calculation of required protection measurements).	<input type="checkbox"/>				
24 Prior to new work put into execution our employees get a briefing or training.	<input type="checkbox"/>				

	Full consent		Partial consent		No consent	
25 All employees get an annual briefing about safe and healthy work.	<input type="checkbox"/>					
26 We encourage our employees to place own ideas to enhance working conditions.	<input type="checkbox"/>					
27 New safety at work regulations are generally executed by our employees.	<input type="checkbox"/>					
28 Our employees take less risk at work if they had a safety at work training.	<input type="checkbox"/>					
29 Our employees behave more health-conscious through our health promotion measurements.	<input type="checkbox"/>					
30 We are a good example for our employees in healthy work behavior.	<input type="checkbox"/>					
31 We enforce the compliance of safety at work regulations.	<input type="checkbox"/>					
32 We arrange a risk assessment for transient work places on our own (e.g. construction sites).	<input type="checkbox"/>					
33 We often discuss about safe work and what could be done to work safe in our company.	<input type="checkbox"/>					
34 We work with external service providers regarding safety at work (e.g. HSA, CIF).	<input type="checkbox"/>					
35 We work with external consultants regarding health promotion.	<input type="checkbox"/>					
36 We adapt work conditions to special terms of employees (e.g. protection goals for women, adolescent and older employees).	<input type="checkbox"/>					
37 We promote work-family balance.	<input type="checkbox"/>					
38 Our employees are safety-conscious.	<input type="checkbox"/>					
39 Our employees are health-conscious.	<input type="checkbox"/>					
40 We have a high employee turnover.	<input type="checkbox"/>					
41 We attach importance to social responsibility (e.g. environmental protection measurements).	<input type="checkbox"/>					
42 We change safety at work experiences with other companies.	<input type="checkbox"/>					

43 I take frequently part at safety at work trainings.	<input type="checkbox"/>				
44 Our employees get first aid training.	<input type="checkbox"/>				
45 Our safety at work measurements are kept to records.	<input type="checkbox"/>				
46 All required means of production have operating instructions available.	<input type="checkbox"/>				
47 Demographic change has a special impact to our business.	<input type="checkbox"/>				
48 I am aware about the impact of demographic change on our company.	<input type="checkbox"/>				
49 HSA offers regarding safety at work and health promotion are attractive to our company.	<input type="checkbox"/>				
50 Our employees know the person(s) to be asked about safety at work issues.	<input type="checkbox"/>				
51 In general, deficiencies and defects are announced to us by our employees.	<input type="checkbox"/>				
52 Also employees from non-english/irish language areas have safety at work training in a way to be able to understand and to pay attention.	<input type="checkbox"/>				
53 Our company is frequently inspected by a health and safety officer.	<input type="checkbox"/>				
54 Our company ensures that the work to be done by the employees complies with their qualification.	<input type="checkbox"/>				
55 If I look at the employee's work places I pay attention to possible hazard sources (e.g. ladders, tripping hazards).	<input type="checkbox"/>				
56 If work has to be done quickly we turn a blind eye to safety at work.	<input type="checkbox"/>				
57 I am frequently informed about new safety at work regulations and rules.	<input type="checkbox"/>				
58 I would like to have more information regarding safety at work.	<input type="checkbox"/>				
59 I would like to have more information regarding health promotion.	<input type="checkbox"/>				
60 In our company we frankly discuss health restrictions.	<input type="checkbox"/>				
61 In our company we frankly discuss about failing.	<input type="checkbox"/>				

---

**Who is mentoring your company regarding safety at work so far?**

---

**Who is mentoring your company regarding health promotion so far?**

---

**What annual budget do you plan for safety at work and/or health promotion measures/trainings as per employee?**

- <sub>1</sub> 0 €
  - <sub>2</sub> approx. 100 €
  - <sub>3</sub> approx. 200€
  - <sub>4</sub> approx. 300€
  - <sub>5</sub> approx. 400€
- 

**Do you use HSA/CIF offers regarding safety at work?**

- <sub>1</sub> Yes
  - <sub>2</sub> No
- 

**If yes, what offers?**

---

**Is there a systematic register for all devices and equipment which require inspection or surveillance available in your company?**

- <sub>1</sub> Yes
  - <sub>2</sub> No
- 

**In our company a documentation file for safety at work reports is available.**

- <sub>1</sub> Yes
  - <sub>2</sub> No
- 

**What ideas and wishes do you have regarding safety at work?**

---

**What ideas and wishes do you have regarding health promotion?**

---

Thank you for your participation!

## A.2 Entrepreneur questionnaire 2 (NOAH short check)

### NOAH short check

(Need Oriented Advanced Health & safety management in crafts)

Correct implemented health & safety management which includes also health promotion leads to a concrete benefit both, for employees and the company. Essential for this benefit are the will (commitment) of the company owner / managing director and the employees, a systematic proceeding and an active participation of employees.

A need and benefit optimized and cost reducing health & safety management will not be implemented automatically or along the way. A company interested into an effective health & safety management (e.g. more healthy and powerful employees, reduced unnecessary costs factors like times absent or accident resulted costs) should be part of a pool mentoring to establish a specific tailor-made systematic “advanced health & safety management”.

The first step is to take an inventory and to assess the need for action. The following NOAH short check shall support companies interested to have a health & safety management being implemented.

The following 32 questions are the essential characteristics result of a successful systematic advanced health & safety management. Please rate your company along those questions. Be aware that this shall be just a rough evaluation und – first of all – a decision whether there is need for action (“it could be better”). By answering the questions please make a note of spontaneous ideas HOW the situation could be better.

#### 1 Structural company data

Company: .....

Branch: .....

Numer of employees: total: .....

converted to full-time positions: .....

Thereof working outside  
(e.g. construction plants, rigging, etc.) .....

in normal working hours ..... in shift work .....

Age and gender structure:	Age	Number	male	female
	Up to 35 years	.....	.....	.....
	35 to 50 years	.....	.....	.....
	over 50 years	.....	.....	.....

Shape of health & safety mentoring  Owner  Own safety officer  External service provider  HSA Safety officer

Shape of medical mentoring  Owner  External medical officer  HSA medical officer

Cooperation with medical service provider?  HSA  Health insurance  Fitness-studio  .....

Number of work accidents with off time of one or more days Last year: ..... 2 years ago: .....  Information not available

Injury or accident related times absent Last year: ..... days 2 years ago: ..... days  Information not available

Absence due to illness (total) Last year: ..... days 2 years ago: ..... days  Information not available

Who made the short check? .....

Date of the check .....

## 2 Visible impact of health & safety management including health promotion

Statements to the operating health & safety management incl. health promotion (subsequent titled as HSM)	Statement applies ...			Need of action	
	full	partial	not	yes	What to do (first ideas)?
1 It is transparent for all my employees and external persons that maintaining good health, promoting a health-conscious work and promoting wellness of employees are highly important to us.	☺	☹	☹	<input type="checkbox"/>	
2 It is transparent for all my employees that their personality and their competences are well recognized and valued by the management.	☺	☹	☹	<input type="checkbox"/>	

Statements to the operating health & safety management incl. health promotion (subsequent titled as HSM)	Statement applies ...			Need of action	
	full	partial	not	yes	What to do (first ideas)?
<p>3 In our company HSM is commonly understood not only to avoid accidents but amongst others:</p> <ul style="list-style-type: none"> <li>▪ Employment of employees regarding their physical and mental skills,</li> <li>▪ Age-based work environment,</li> <li>▪ Health promotion measurements (e.g. healthy nutrition, fitness and stress management)</li> <li>▪ Promotion of personal development.</li> </ul>	☺	☹	☹	<input type="checkbox"/>	
<p>4 It is transparent for all my employees and external persons that avoiding accidents, safe and healthy working conditions and health promotion are essential business objectives.</p>	☺	☹	☹	<input type="checkbox"/>	
<p>5 We set measureable targets for health &amp; safety management (e.g. 25 % less accidents with more than 1 day off compared to the last 3 years etc.), communicate the target and track the achievement visibly.</p>	☺	☹	☹	<input type="checkbox"/>	
<p>6 We operate health &amp; safety management as a joint task. All employees participate actively.</p>	☺	☹	☹	<input type="checkbox"/>	
<p>7 We allocate required financial funding and time to operate health &amp; safety measurements.</p>	☺	☹	☹	<input type="checkbox"/>	

Statements to the operating health & safety management incl. health promotion (subsequent titled as HSM)	Statement applies ...			Need of action	
	full	partial	not	yes	What to do (first ideas)?
8 Knowledge is available for an effective and operation of HSM according to law. Otherwise external provider (e.g. safety officers, health insurance) give their support	☺	☹	☹	<input type="checkbox"/>	

### 3 Establish health & safety management incl. health promotion

Statements to the operating health & safety management incl. health promotion (subsequent titled as HSM)	Statement applies ...			Need of action	
	full	partial	not	yes	What to do (first ideas)?
9 It is transparent for all my employees and external persons that the head of the company takes care of an effective HSM establishment.	☺	☹	☹	<input type="checkbox"/>	
10 We have defined what persons are responsible and what procedure has to be operated (e.g. risk assessment, instructions, health promotion).	☺	☹	☹	<input type="checkbox"/>	
11 Hazards emerged by our work processes are detected and evaluated. Unacceptable hazards lead to safety measurements and rules of conduct. The risk assessment is kept into record.	☺	☹	☹	<input type="checkbox"/>	
12 We prevent health injuries through adequate measurements (e.g. by avoiding heavy work, noise reduction, regard for individual characteristics and load shifting).	☺	☹	☹	<input type="checkbox"/>	
13 All required instructions (e.g. operational instructions, emergency exits, marking special areas and equipment) are available and are pub-	☺	☹	☹	<input type="checkbox"/>	

Statements to the operating health & safety management incl. health promotion (subsequent titled as HSM)	Statement applies ...			Need of action	
	full	partial	not	yes	What to do (first ideas)?
lished respectively.					
14 We have regulations about what has to be recorded (e.g. screening examinations, hazardous substances index, instructions), who has recorded and where the record files have to be stored and how long.	☺	☹	☹	<input type="checkbox"/>	
15 If we assign tasks we pay attention that employees are not overextended or below their capabilities, that they have enough time for their work and that they can perform according their skills.	☺	☹	☹	<input type="checkbox"/>	
16 We define our working processes (e.g. bid proposal management) with regard to safety at work issues (e.g. asking about special risks at contract fulfillment, calculation of required protection measurements).	☺	☹	☹	<input type="checkbox"/>	
17 We verifiably operate with qualified and well instructed staff: <ul style="list-style-type: none"> <li>▪ New employees or employees new to work will get an instruction or training before.</li> <li>▪ All employees get an annual briefing about safe and healthy work.</li> </ul>	☺	☹	☹	<input type="checkbox"/>	
18 Participation: our employees have the opportunity to implement ideas and proposals to avoid accidents, to improve work conditions and for health promotion. We encourage and promote them.	☺	☹	☹	<input type="checkbox"/>	
19 Our management lead visibly. By working safe and health-conscious they are example, they recognize and eliminate weak points, motivate their employees and enforce compliance with instructions.	☺	☹	☹	<input type="checkbox"/>	
20 We offer measurements for occupational health promotion (e.g. nutrition counseling, non-alcoholic drinks free of charge, prevention of addiction, back therapy training, sport activities and stress management). Those of-	☺	☹	☹	<input type="checkbox"/>	

Statements to the operating health & safety management incl. health promotion (subsequent titled as HSM)	Statement applies ...			Need of action	
	full	partial	not	yes	What to do (first ideas)?
fers are used frequently.					
21 We often discuss about safe and healthy work conditions and what we can do jointly to achieve.	☺	☹	☹	<input type="checkbox"/>	
22 We use the offers of external service providers (e.g. medical officers, health insurances, HSA).	☺	☹	☹	<input type="checkbox"/>	
23 We adapt work conditions to special terms of employees (e.g. protection goals for women, adolescent and older employees) and promote work-family balance.	☺	☹	☹	<input type="checkbox"/>	
24 We want to improve our health & safety management continously. On this we assess frequently the effectiveness of measurements and – if needed – improve the measurements.	☺	☹	☹	<input type="checkbox"/>	

#### 4 Benefit result of health & safety management including occupational health management

Statements to the operating health & safety management incl. health promotion (subsequent titled as HSM)	Statement applies ...			Need of action	
	full	partial	not	yes	What to do (first ideas)?
25 We have minimized health risks (impacts and hazards) which evolve from our performance and products for our employees and employees of our partners.	☺	☹	☹	<input type="checkbox"/>	

Statements to the operating health & safety management incl. health promotion (subsequent titled as HSM)	Statement applies ...			Need of action	
	full	partial	not	yes	What to do (first ideas)?
26 We have safety-conscious employees who work safe and according to safety at work regulations.	☺	☹	☹	<input type="checkbox"/>	
27 We have health-conscious employees who work health and who use offers for health promotion.	☺	☹	☹	<input type="checkbox"/>	
28 Our employees obviously feel comfortable working for us and associated with the company.	☺	☹	☹	<input type="checkbox"/>	

Statements to the operating health & safety management incl. health promotion (subsequent titled as HSM)	Statement applies ...			Need of action	
	full	partial	not	yes	What to do (first ideas)?
29 Due to good working conditions our employees are powerful, motivated and effective.	☺	☹	☹	<input type="checkbox"/>	
30 Our health & safety measurements have positive effects to our company result (e.g. due to an uninterrupted working process, avoid of unnecessary costs).	☺	☹	☹	<input type="checkbox"/>	
31 We comply with health & safety requirements of our customers, the state and the HSA – this is the reason to operate without unpredictable legal risks.	☺	☹	☹	<input type="checkbox"/>	
32 We are suitable to our social responsibility (e.g. by employment of reintegrated men and women, third party risk prevention for local residents, partner companies, customers, contractors).	☺	☹	☹	<input type="checkbox"/>	

## A.3 Participant questionnaire

### Labitas qualification workshop „Health & Safety Management“ - participant feedback

#### Workshop 1: Basics

<b>Trainer:</b>	<b>Date:</b>				
<b>Applies ...</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>Not at all</b>				<b>absolute</b>
All in all the workshop has met my approval.	<input type="checkbox"/>				
This workshop has motivated me to engage myself into safety at work and occupational health management.	<input type="checkbox"/>				
<b>Workshop content</b>					
This workshop improved my interest regarding safety at work and occupational health management	<input type="checkbox"/>				
My previous knowledge was extensive.	<input type="checkbox"/>				
I have got a good summary about the workshop content.	<input type="checkbox"/>				
The workshop could have benefit for me with regard to the announced content.	<input type="checkbox"/>				
The content meets my expectations.	<input type="checkbox"/>				
The difference between safety at work and occupational health management was made clear.	<input type="checkbox"/>				
A conscious and dedicated health behavior is also in responsibility of the company.	<input type="checkbox"/>				
Future challenges have been discussed which I was not aware of before.	<input type="checkbox"/>				

**Comments:**

**Please use also the back sheet.**

Applies ...	1	2	3	4	5
	Not at all				absolute
<b>Content placement</b>					
Contents have been placed descriptive.	<input type="checkbox"/>				
Different placement methods have been used (e.g. group work, discussion, presentation).	<input type="checkbox"/>				
The workshop was delightful.	<input type="checkbox"/>				
I could give my input actively.	<input type="checkbox"/>				
I could exchange my opinion with other participants.	<input type="checkbox"/>				
<b>Attention: category change!</b>	<b>Too fast</b>				<b>Too slow</b>
How did you feel the learning speed?	<input type="checkbox"/>				
<b>Attention: category change!</b>	<b>Too much!</b>				<b>Too little</b>
How do you assess the extent of the learning content?	<input type="checkbox"/>				

**Comments:**

**Please use also the back sheet.**

Applies ...	1	2	3	4	5
	Not at all				absolute
<b>Trainer evaluation</b>					
The trainer was pleasant.	<input type="checkbox"/>				
The trainer answered also more profound questions.	<input type="checkbox"/>				
The trainer was open-minded regarding our proposals and wishes.	<input type="checkbox"/>				

**Comments:**

**Please use also the back sheet.**

## General comments

What did you like in particular with regard to the workshop?

---

Do you have suggestions for the workshop?

# Labitas qualification workshop „Health & Safety Management“ - participant feedback

## Workshop 2: Methodology

Trainer:

Date:

Applies ...	1	2	3	4	5
	Not at all				absolute
All in all the workshop has met my approval.	<input type="checkbox"/>				
This workshop has motivated me to engage myself into safety at work and occupational health management.	<input type="checkbox"/>				
<b>Inhalt der Veranstaltung</b>					
This workshop improved my interest regarding safety at work and occupational health management	<input type="checkbox"/>				
My previous knowledge was extensive.	<input type="checkbox"/>				
I have got much help regarding legal conditions and regulations D of safety at work.	<input type="checkbox"/>				
I was astonished how many guidelines we already comply with.	<input type="checkbox"/>				
I recognized room for improvement.	<input type="checkbox"/>				
The presented methods are well applicable in my company.	<input type="checkbox"/>				
My attendance was enhanced by the workshop to initiate the fairly long-term process in my company.	<input type="checkbox"/>				

Comments:

Please use also the back sheet.

Applies ...	1	2	3	4	5
	Not at all				absolute
<b>Content placement</b>					
Contents have been placed descriptive.	<input type="checkbox"/>				
Different placement methods have been used (e.g. group work, discussion, presentation).	<input type="checkbox"/>				
The workshop was delightful.	<input type="checkbox"/>				
I could give my input actively.	<input type="checkbox"/>				
I could exchange my opinion with other participants.	<input type="checkbox"/>				
<b>Attention: category change!</b>	<b>Too fast</b>				<b>Too slow</b>
How did you feel the learning speed?	<input type="checkbox"/>				
<b>Attention: category change!</b>	<b>Too much!</b>				<b>Too little</b>
How do you assess the extent of the learning content?	<input type="checkbox"/>				

**Comments:**

**Please use also the back sheet.**

Applies ...	1	2	3	4	5
	Not at all				absolute
<b>Trainer evaluation</b>					
The trainer was pleasant.	<input type="checkbox"/>				
The trainer answered also more profound questions.	<input type="checkbox"/>				
The trainer was open-minded regarding our proposals and wishes.	<input type="checkbox"/>				

**Comments:**

**Please use also the back sheet.**

## General comments

**What did you like in particular with regard to the workshop?**

---

**Do you have suggestions for the workshop?**

## Labitas qualification workshop „Health & Safety Management“ - participant feedback

### Workshop 3: Strategy and analysis

<b>Trainer:</b>						<b>Date:</b>					
<b>Applies ...</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>						
	<b>Not at all</b>					<b>absolute</b>					
All in all the workshop has met my approval.	<input type="checkbox"/>										
This workshop has motivated me to engage myself into safety at work and occupational health management.	<input type="checkbox"/>										
<b>Inhalt der Veranstaltung</b>											
This workshop improved my interest regarding safety at work and occupational health management	<input type="checkbox"/>										
My previous knowledge was extensive.	<input type="checkbox"/>										
The sense of a systematic target tracking regarding occupational health management could be placed to me.	<input type="checkbox"/>										
An important entrepreneurial competence is to locate the company's situation through analysis.	<input type="checkbox"/>										
NOAH short check is a helpful analysis tool.	<input type="checkbox"/>										
The exercises for single and group communication will support my daily work.	<input type="checkbox"/>										
I feel myself capable to operate analysis by my own.	<input type="checkbox"/>										
I will operate an own analysis in my company.	<input type="checkbox"/>										

**Comments:**

Please use also the back sheet.

Applies ...	1	2	3	4	5
	Not at all				absolute
<b>Content placement</b>					
Contents have been placed descriptive.	<input type="checkbox"/>				
Different placement methods have been used (e.g. group work, discussion, presentation).	<input type="checkbox"/>				
The workshop was delightful.	<input type="checkbox"/>				
I could give my input actively.	<input type="checkbox"/>				
I could exchange my opinion with other participants.	<input type="checkbox"/>				
<b>Attention: category change!</b>	<b>Too fast</b>				<b>Too slow</b>
How did you feel the learning speed?	<input type="checkbox"/>				
<b>Attention: category change!</b>	<b>Too much!</b>				<b>Too little</b>
How do you assess the extent of the learning content?	<input type="checkbox"/>				

**Comments:**

**Please use also the back sheet.**

Applies ...	1	2	3	4	5
	Not at all				absolute
<b>Trainer evaluation</b>					
The trainer was pleasant.	<input type="checkbox"/>				
The trainer answered also more profound questions.	<input type="checkbox"/>				
The trainer was open-minded regarding our proposals and wishes.	<input type="checkbox"/>				

**Comments:**

**Please use also the back sheet.**

## General comments

**What did you like in particular with regard to the workshop?**

---

**Do you have suggestions for the workshop?**

## Labitas qualification workshop „Health & Safety Management“ - participant feedback

### Workshop 4: Measures and case studies

<b>Trainer:</b>						<b>Date:</b>					
<b>Applies ...</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>						
	<b>Not at all</b>					<b>absolute</b>					
All in all the workshop has met my approval.	<input type="checkbox"/>										
After having had this training it is much easier for me to establish and strengthen occupational health management in my company.	<input type="checkbox"/>										
This workshop has motivated me to engage myself into safety at work and occupational health management.	<input type="checkbox"/>										
<b>Inhalt der Veranstaltung</b>											
This workshop improved my interest regarding safety at work and occupational health management	<input type="checkbox"/>										
My previous knowledge was extensive.	<input type="checkbox"/>										
I have got a good summary about intervention possibilities.	<input type="checkbox"/>										
Measurements have been discussed which I did not know before.	<input type="checkbox"/>										
It is quite realistic to operate some measurements in our company.	<input type="checkbox"/>										
The case studies made it easier to transfer the workshop content into my own operational practice.	<input type="checkbox"/>										
The case studies have improved my intention start activity.	<input type="checkbox"/>										

**Comments:**

Please use also the back sheet.

Applies ...	1	2	3	4	5
	Not at all				absolute
<b>Content placement</b>					
Contents have been placed descriptive.	<input type="checkbox"/>				
Different placement methods have been used (e.g. group work, discussion, presentation).	<input type="checkbox"/>				
The workshop was delightful.	<input type="checkbox"/>				
I could give my input actively.	<input type="checkbox"/>				
I could exchange my opinion with other participants.	<input type="checkbox"/>				
<b>Attention: category change!</b>	<b>Too fast</b>				<b>Too slow</b>
How did you feel the learning speed?	<input type="checkbox"/>				
<b>Attention: category change!</b>	<b>Too much!</b>				<b>Too little</b>
How do you assess the extent of the learning content?	<input type="checkbox"/>				

Comments:

Please use also the back sheet.

Applies ...	1	2	3	4	5
	Not at all				absolute
<b>Trainer evaluation</b>					
The trainer was pleasant.	<input type="checkbox"/>				
The trainer answered also more profound questions.	<input type="checkbox"/>				
The trainer was open-minded regarding our proposals and wishes.	<input type="checkbox"/>				

Comments:

---

**Please use also the back sheet.**

**General comments**

**What did you like in particular with regard to the workshop?**

---

**Do you have suggestions for the workshop?**

## A.4 Trainer questionnaire

### Labitas qualification workshop „Health & Safety Management“ - trainer feedback

<b>Workshop No.:</b>					
<b>Trainer:</b>			<b>Date:</b>		
<b>Applies ...</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
	<b>Not at all</b>				<b>absolute</b>
<b>Preparation</b>					
My preparation by using the trainer manual was quite adequate.	<input type="checkbox"/>				
<b>Performance</b>					
The extent of the learning content was suitable for the performance.	<input type="checkbox"/>				
The participants were active and dedicated tot he workshop (questions, contributions and group work).	<input type="checkbox"/>				
In my opinion there was learning success.	<input type="checkbox"/>				
The participants plan to transfer the learning content into practice (reports and plans).	<input type="checkbox"/>				
There was a big turnout and exchange between participants.	<input type="checkbox"/>				

**Motivation for your estimations:**

Please use also the back sheet.

**General comments**

**What did you like in particular with regard to the workshop?**

---

**Do you have suggestions for the workshop?**

---

## A.5 Certificate sample for participants of the qualification training



Leonardo da Vinci – transfer of innovation project  
Labilas – Labor et sanitas

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### ***Certificate about the Health & Safety Management qualification for SME***

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<b>Mrs./Mr.</b>	<b>Company</b>
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**The qualification had a coverage of 12 hours with the following content:**

- Basics of safety at work issues and occupational health management
- Methodology of safety at work issues and occupational health management
- Strategy forming and analysis
- Measures and case studies

---

**Date, place**

---

<b>Trainer's signature</b>	<b>Signature and seal of the institution</b>
----------------------------	--