
Model for qualification

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1 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. What makes the following concept remarkable is the fact that the qualification is integrated into pool mentoring. 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 during the pool mentoring.

2 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 to adapt it to the specific situation of each participating country. As a result the Entrepreneur questionnaire (Appendix 1) has been created for Germany and Austria.

2.1 Germany

Since more than 3 years (as of 2012) the Training Association of Home Automation Saxony Anhalt has been mentoring a pool of small and medium sized enterprises in the Saxony Anhalt region regarding health & safety according to the NOAH concept.

Knowledge and experiences of the practical test has been consistently researched and integrated into this curriculum. During an evaluation workshop enterprises participating the practical test 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). The evaluation workshop has shown the great potential of the concept.

By a practical constellation exercise changes in health & safety based on pool mentoring should be identified in the companies. For presentation purposes participants have been asked to position themselves regarding two health & safety statements contrasting the situation before their participation in pool mentoring and – after three years – the current situation. Both statements had a range between 100 % (no claims after health & safety inspection) and 0 % (greatest possible claims after health & safety inspection). Some results are shown in the following fig. 1:

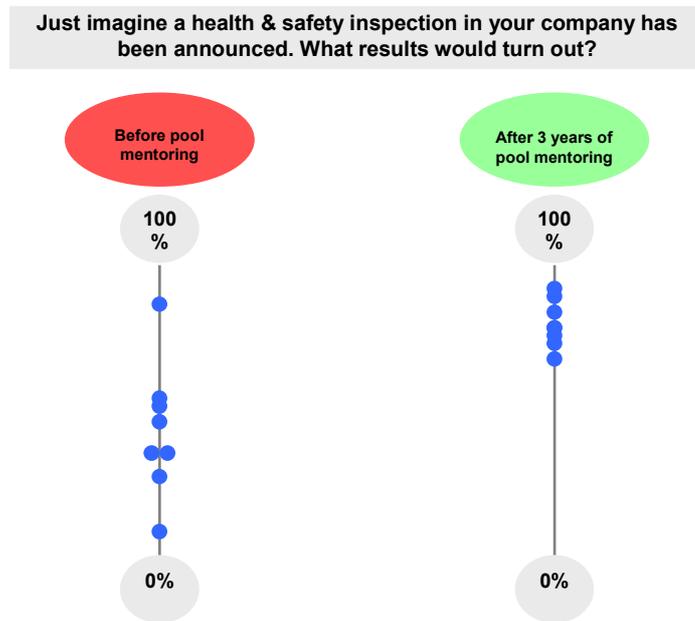


Fig. 1 approximately mirrors the response style of the interviewed persons

The chart shows that the participants assess their health & safety competences much better after 3 years of participation in the pool mentoring as before. The participants explain this enhancement first and foremost by periodic joint exchange, continuous sensitization for health & safety issues, the direct single mentoring within the pool and learning effects by viewing other companies. The NOAH project has raised their interest and awareness clearly. Mutual consent is to observe health more extensive than from a prospect of safety at work only. The participants expressed a big demand for information and knowledge regarding OHM measurements what suggests an expansion of topics.

Special interest topics are shown in fig. 2:

Which of the following measurements and topics you want to examine during pool mentoring ?

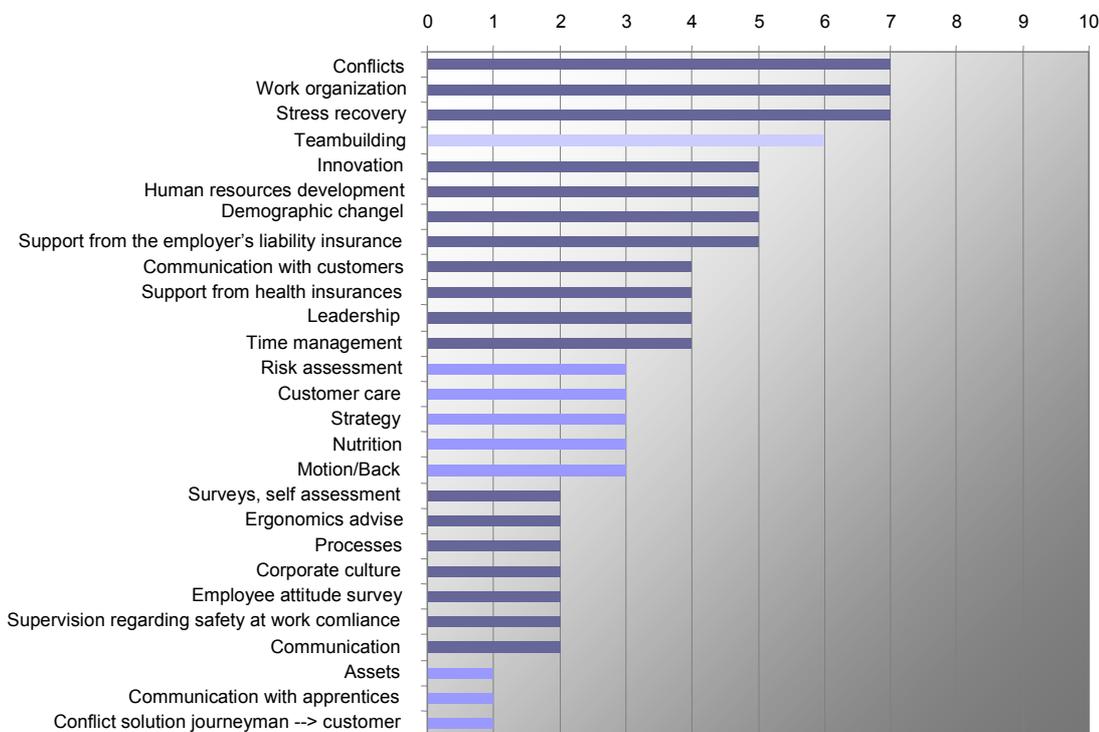


Fig. 2: Favoured measurements

In a closing panel discussion the participants again pointed out the importance of pool mentoring and expressed their further demand of such mentoring. Continuous pool mentoring has been requested.

2.2 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 are accepting 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.

Discussions with experts from the Federal Ministry of Labour, Social Affairs and Consumer Protection show that all those many materials and offers regarding health & safety are hardly used by SME. Training courses are poorly attended and voluntary activities are rare. Due to a lack of human resources Austrian SME's are rarely visited and advised. All experiences also show that guidelines and recommendations in the context of health & safety are not accepted at all but treated as ostensible fulfillment of duties.

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 years¹.

The experts underline the strengthening of operational health awareness as essential prerequisite for a successful advancement of health & safety in Austrian SME. 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.

2.3 Ireland

In Ireland work protection and occupational health management are result of the idea of private-sector responsibility². 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

¹ 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)

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

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 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.). One-on-one interviews show clearly that the polled Irish employers face the concept of pool mentoring open minded and interested.

A special benefit of the Labitas qualification concept is the extension of topics: The existing predominant one-dimensional emphasis of work protection could be profitable 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.

3 Content and definitions

3.1 Pool mentoring

The pool mentoring approach

Since more than 3 years the Training Association of Home Automation Saxony Anhalt has been successful mentoring SME from the region of Halberstadt regarding health & safety topics. This concept of joint meetings covering specific topics is well known as „pool mentoring“.

10-15 SME targeting to enhance their activities in operational health & safety meet periodically (twice a year as minimum) for pool events. These events can be organized as e.g. workshops, seminars, lectures or presentations. The pool mentor is one responsible individual, the „pool-mentor, who acts on and presents relevant topics, creates contacts and supports SME's to implement health & safety measurements. The “pool-mentor” himself/herself will be supported with professional input by an occupational health practitioner, a health & safety officer and by professional trainers. In addition to those organized events the „pool-mentor“ anytime is available in case of questions regarding work protection and operational health management which in-

cludes also a company visit if required. Creating a network with other companies helps also to look beyond one's own nose and to benefit from other experiences.

Benefits of pool mentoring participation are shown below in table 1:

Pool mentoring benefits
<ul style="list-style-type: none">• Joint introduction, organization, funding and implementation of...<ul style="list-style-type: none">... activities to fulfill the legal requirements of health & safety... an OHM, including an extensive analysis... informational events and introductory courses... intervention activities (stress, motion, etc.)... qualified seminars• Experience exchange and co-operation of participating companies• Reduction of organizational, time and financial expenses• Sensitization for health & safety topics and for OHM• Pool mentoring has been developed as an instrument which can easily be adapted to different general conditions, target groups and topics.

Table 1: Pool mentoring benefits

Potential topics and content for pool mentoring

During the course of the Labitas project it had become clear that SME are hardly to achieve. Especially short time resources make acquisitions more difficult. For this reason the original content-oriented NOAH concept following a process-oriented learning approach has been developed to an open participative project. In other words: participants have the possibility to determine the content and topics of safety at work and OHM by their own in a big extent. This maximizes benefit awareness and raises the attendance of contribution (see also chapter 3.4).

Pool mentoring participants have a choice between the content and topics shown in table 2. The proposals for topics are based on interviews regarding interests and demands which were made during the Labitas project:

Possible topics and content for the second and third workshop off he qualification course

- Safety at work / employee protection
- Risk assessment / evaluation
- SMP20/Safe-T-Cert (Ireland)
- Stress recovery
- Communication with apprentices
- Communication with customers
- Conflicts
- Team building
- Time management
- Ergonomics advise
- Back therapy training
- Motion therapy courses
- Nutrition
- Work process organization
- Of course SME's are offered to make contributions with own proposals for topics

Tabelle 1: Possible topicsand content

3.2 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

3.3 Occupational health management (OHM)

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.

3.4 SME specifications

Characteristics

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.

The 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.

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.

Based on the SME specifications described above pool mentoring will be introduced in the context of Labitas as a reliable model for micro enterprises and SME from different branches.

3.5 OHM and safety at work procedures

The most effective way to realize targets and principles is the following proven procedure. Figure 3 shows the participating approach of the ZAGG model. The 5 step procedure allows a tailored strategy and has been approved as exceptionally effective in long-term trials:



Fig. 3: OHM procedure

4 Target groups and learning objectives

4.1 Target group

Due to the interactive training procedure the number of participants is limited to 15 persons. Participants are employers and management staff from construction related industry sectors. A fluctuation of participants should be avoided during the qualification training period. All interested individuals should be clarified that signing the memorandum of understanding³ means a binding participation. The pool mentor has the right to cancel the mentoring contract in case of violation.

4.2 Overall Learning goals

The pool mentoring objective is not to qualify experts for safety at work and OHM topics. Ziel der Poolbetreuung ist es nicht, Experten für die Themen Arbeitsschutz und BGM auszubilden. The content focuses on motivation and activation of SME from Ireland, Germany and Austria to take part at pool mentoring. In this framework content and measurements of individual choice will be integrated in the training. Moreover, awareness about safe and healthy work shall be created by a reflection of own experiences. Also the development of a health-oriented lifestyle is eligible which is of great importance due to the employer's role model. By the fact of self-determined choice of topics the participating companies see a direct benefit and the attendance for participation and to take over own responsibility can be increased. The last workshop is intended to set the course to continue pool mentoring with the goal to accompany and to advise the companies in the further implementation process.

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

- Knowledge about legal regulations regarding safety at work and occupational health management is available.
- Sensitization for OHM and safety at work topics.
- The participants gained the meaning of holistic and resource oriented terms of health.

³

A detailed description of the memorandum of understanding and the regulations regarding the participation you will find in the ECVET concept created during the Labitas project.

- The participants observe their employees in the focus of the process. An intense examination with the employee's requirements and suggestions has been achieved.
- Pool mentoring participants are in lively exchange.
- The participants gained knowledge of legal regulations, guidelines, processes and general terms and definitions regarding safety at work and OHM.
- The participants gained attendance to act self dependent regarding safety at work and OHM.
- The pool mentoring participation is trusted beyond the training workshops.

4.3 Specific learning objectives for Germany

The existing pool mentoring will get benefit from a successful qualification performance. The procedure described in chapter 6 will be used also in Germany with the aim to take stock. It has to be ensured that also in a routine process the requirements of the participating companies are met. Further the workshop experiences and good practice examples from Ireland and Austria return as knowledge. In this way the currently used NOAH concept can be developed and enriched.

4.4 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, companies are less open minded regarding OHM activities. Thus in Austria a special focus point should be sensitization and the illustration of relevance and benefits of an accurate implemented OHM. The pool mentoring participation and the active integration of companies shall raise the self-interest and the individual responsibility.

4.5 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. The learning objectives regarding safety at work have to build upon this base. 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.

5 Procedure

The learning objectives clarify that the training concept does not intend to impart interrogative knowledge as much as possible. The objectives are sensitization, motivation and to support the readiness to act regarding safety at work and OHM topics. The approach is a process-oriented training to achieve the objectives which is complied with conditions and training situations specified by the training group. Trainer and group make equal decisions regarding the topics (see table 2), the methods and the time which are required to learn. Right from the beginning the trainees are self-dependent and self-reliant involved into a process-oriented learning environment which has positive influence on motivation and attitude related to the learning topics. The trainees are no passive consumers of learning matters but „designer“ and „decision-maker“ of thematic focuses within a defined framework.

Individual practical orientation imparts both, sense and learning experience affection. The participants recognize the fact that the training is about their own topics and that they have own influence about what content they want to deepen or to neglect. In this way potential resistance or a passive learning attitude will be more unlikely. Center point for participants is a specific occupational practice. Theoretical knowledge will fade to practical skills by an active experience-driven course.

The following aspects are essential for systematic procedure:

- **Imparting content:** Before imparting content the participant's expectations and experience should be clear which will bring the workshop content to focus. The trainer has to pay attention to keep the content understandable by using

examples and to present it by using different media (e.g. flip chart, pin board, power point).

- **Participant inclusion:** Imparting content is based on the participant's experiences. For this questions will be presented by the trainer generally. The participants will discuss their answers within the group or quote them on moderation cards or the flip chart. This procedure ensures that the participants will achieve a reference to the content and the topics and that they will be able to transfer both to operational reality. Country and company specific characteristics can be covered and considered.
- **Save results:** All participant input will be recorded on presentation boards, categorized and finally photographic documented.
- **Assigning transfer tasks:** Transfer tasks ensure that the workshop content will be transferred and implemented into operational context in a sustainable way. The pool mentor and/or trainers will support this transfer process. Tasks should comply with the following requirements:
 - Inclusion of employees
 - Signaling effect for employees: „Your health is important to us!“
 - Engagement with topics beyond the on-site attendance
 - Implementation of workshop content into operational routine
 - Traceability

For the first pool event a sample problem could be designed as follows: The employers or managers will get sensitization for safety at work and OHM topics during their first workshop. They already have had a first critical look at resources and burdens in their company and identified potentials. A task for transfer could now be: *„Get an image about your employees, if applicable also from company related externals. What do your employees think about health? Where do you see potential for activities and where could you recognize resources? What changes, activities or measurements do you wish? You can have discussions with your employees or perhaps realize a written questionnaire. If you need support please contact us.“*

Another task regarding safety at is: *„Create a folder to collect all documents and activities you can find in your company. Make an appointment with your pool mentor and compile a risk assessment jointly.“*

- **Get feedback:** At the end of each workshop the trainer asks all participants to give a short feedback without further discussion about the course, the subjective learning success and how satisfied they are. This could happen in free

speech or by a guided questionnaire on the moderation board. Furthermore the participants are asked to answer a short questionnaire (see appendix A.1). For each item the arithmetic average of the participants rating will then be calculated. The more satisfied the participants are the higher is the arithmetic average per item.

- **Materials:** The procedure described above has the requirement of 3 moderation boards, pins, 1 flip chart, pens and moderation cards.



Fig. 4: Setting

- **Ambiance and setting:** The chairs should be arranged as a circle to create an open atmosphere for exchange and involvement.



Fig. 5: Setting

6 Framework information

6.1 Structure in summary

The training course consists of four topic groups allotted over 2 years.

Each topic group will be presented, processed and discussed during one on-site workshop event. Following the workshops the companies are requested by transfer tasks to carry and ideally to implement the knowledge and content into operational routine. The structure of pool mentoring is illustrated by the following figure:

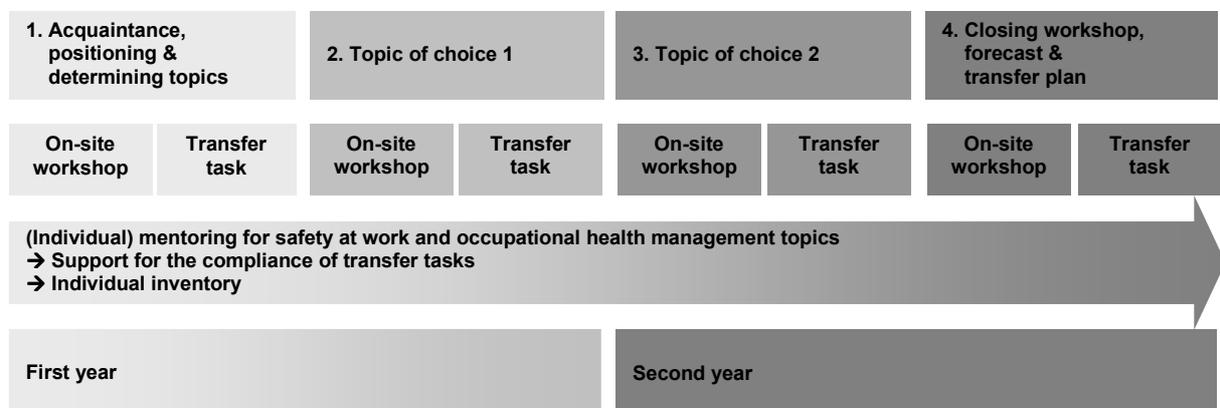


Fig. 6: Pool mentoring structure

6.2 Requirements for pool mentors and trainers

The curriculum is aimed also to future pool mentors who initiate, organize, administer and coach the pool. The pool mentor needs the following skills as a minimum. If he/she has not the skills it has to be ensured that he/she will be supported and get expertise by a health & safety officer or an occupational health practitioner:

- Fundamental knowledge in health and occupational science,
- Extensive knowledge in safety at work issues and occupational health management (e.g. qualification as health & safety officer) as well as
- Business consulting experience, ideally in SME.

To guarantee the achievement of learning objectives it is essential that the trainers engaged use the Labitas curriculum as a binding statement. The qualification profile for trainers should match the following skills:

- Fundamental knowledge in health and occupational science,
- Extensive knowledge in safety at work issues and occupational health management (to be verified by appropriate qualification and occupational practice),
- Verifiable expertise for the respective topics and content (e.g. by studies, other qualification or occupational exercise),
- Business consulting experience, ideally in SME,
- Experience in adult education, preferably with interactive working methods as well as
- Presentation or moderation experiences.

7 Pool mentoring modules

7.1 Qualification concept in general

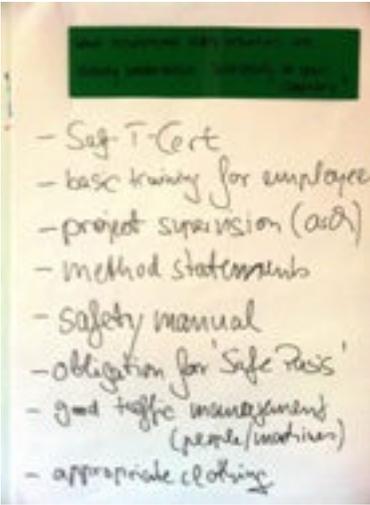
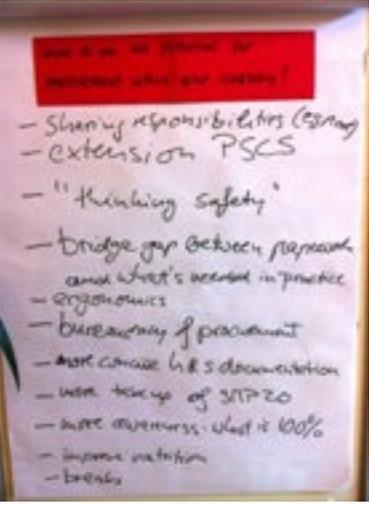
Workshop 1: Acquaintance, positioning & determining topics (Duration 3-4 hours)

Topic	Procedure/content	Method	Material	
Salutation & Introduction	<ul style="list-style-type: none"> ▪ Welcome ▪ The trainer (TR) introduces himself and then asks each participant (PT) in turn to introduce them self and their company with regard to the following: <ul style="list-style-type: none"> ▪ <i>Your name</i> ▪ <i>Your company</i> ▪ <i>When has your company been established?</i> ▪ <i>Number of employees</i> ▪ <i>Branch</i> 	Dialogue	Chart 1: Salutation & minutes 	Chart 2: Round of introduction 
	Objectives: Acquaintance, activation			
Workshop targets and schedule	We need you as an expert to be able to work on a concept for your own pool mentoring. It should meet your expectations and be a product of great benefit for your company. For this reason positioning is the focus of this workshop: what are you already doing for safety at work and for an occupational health management? What are you thinking about it? And what are your wishes and expectations for the next 2 years?	Vortrag	Chart 1: Salutation & minutes	

Workshop 1: Acquaintance, positioning & determining topics (Duration 3-4 hours)

Topic	Procedure/content	Method	Material
	<p>Don't wonder about the methods we use today. In this way we will arrange all workshops within in the context of pool mentoring and we are interested about how you will benefit from the methods.</p> <p>This are the topics we today want to work on together:</p> <ul style="list-style-type: none"> ▪ <i>Welcome</i> ▪ <i>Salutation and introduction</i> ▪ <i>Safety at work</i> ▪ <i>Health</i> ▪ <i>Occupational Health Management (OHM)</i> ▪ <i>Feedback</i> 		
<p>Objectives: Transfer of personal responsibility, reduction of resistance</p>			
<p>Safety at work</p>	<p>Statement exercise</p> <p>All PT arrange their name badges according their particular situation regarding three questions:</p> <ol style="list-style-type: none"> 1. <i>How reasonable in your opinion are safety at work regulations?</i> <i>Very much --- not at all</i> 2. <i>How strong in your opinion is your own engagement regarding safety at work?</i> <i>Very pronounced --- non-existent</i> 3. <i>If your company would be inspected tomorrow what result would emerge?</i> <i>100% compliance --- 0% compliance</i> 	<p>Exercise & dialogue</p>	<ul style="list-style-type: none"> ▪ 3 questions on cards ▪ 2 pole cards for each question („very much“, resp. „not at all“; „very pronounced“, resp. „non-existent“; „100%“, resp. „0%“) ▪ 3 name badges for each participant (PT) ▪ Sample result: 

Workshop 1: Acquaintance, positioning & determining topics (Duration 3-4 hours)

Topic	Procedure/content	Method	Material	
<p>Safety at work</p>	<p>Subsequent to the exercise PT answer the following questions by acclamations which the TR enlists on the flip chart:</p> <ol style="list-style-type: none"> 1. <i>What are you doing successfully regarding safety at work in your company?</i> 2. <i>Where do you still see capabilities?</i> 	<p>Dialogue</p>	<p>Chart 3: What are you doing successfully regarding safety at work in your company?</p>  <ul style="list-style-type: none"> - Safe-T-Cert - basic training for employees - project supervision (asO) - method statements - safety manual - obligation for 'Safe Pass' - good traffic management (people/machines) - appropriate clothing 	<p>Chart 4: Where do you still see capabilities?</p>  <ul style="list-style-type: none"> - Sharing responsibilities (strong) - extension PSCS - "Thinking Safety" - bridge gap between paperwork and what's needed in practice - ergonomics - bureaucracy of procurement - not enough H&S documentation - not take up of SIP 20 - more awareness what it 100% - improve motivation - breaks
<p>Objectives: Initiation of a discussion, exchange support, positioning, reflection about own activities, creation of an actual-theoretical mismatch to boost involvement attendance</p>				

Workshop 1: Acquaintance, positioning & determining topics (Duration 3-4 hours)

Topic	Procedure/content	Method	Material
OHM	<ol style="list-style-type: none"> 1. <i>What influence has work on your well-being?</i> 2. <i>Why could the employee's health be a task of your company?</i> 3. <i>What options has your company to promote health?</i> 4. <i>What are you doing already?</i> <p>The results will be discussed in the plenum.</p>		
	<p>Objectives: Increase of the sense of responsibility for the health of employees, reflection about own activities, activation of resources and capabilities, showing possibilities, promotion for exchange</p>		
	<p>Presentation/short paper The presentation is intended to introduce objectives, procedures and the benefit of Occupational Health Management. To demonstrate a realistic possibility of implementation also in SME framework conditions, structure and the concept of pool mentoring will be illustrated.</p>	<p>Pre- sentation</p>	<p>PowerPoint presentation – parts 1 & 2 (see appendix 3, p. 40-45)</p> 
<p>Objectives: Information</p>			
<p>Pool mentoring</p>	<p>Glue dot assessment <i>Which content and topics you would act on in the context of pool mentoring?</i> Each PT will get 6 glue dots to be fixed at the range of topics according to his/her interests and wishes.</p>	<p>Individual work & dialogue</p>	<p>Sample setting:</p>

Workshop 1: Acquaintance, positioning & determining topics (Duration 3-4 hours)

Topic	Procedure/content	Method	Material
<p>Pool mentoring</p>	<ul style="list-style-type: none"> • Safety at work / employee protection • Risk assessment / evaluation • SMP20/Safe-T-Cert (Ireland) • Stress recovery • Communication with apprentices • Communication with customers • Conflicts • Team building • Time management • Ergonomics advise • Back therapy training • Motion therapy courses • Nutrition • Work process organization • Own topic of interest 	<p>Individual work & dialogue</p>	
<p>Objectives: Strengthening of personal responsibility ensures that relevant topics will be act on</p>			
	<p>Moderation card assessment Each PT will get 3 moderation cards (e.g. green, orange, yellow) to give a written answer:</p> <p>1. <i>What argues for an intensified engagement in safety at work and Occupational Health Management?</i></p>	<p>Individual work & dialogue</p>	<p>Sample setting:</p>

Workshop 1: Acquaintance, positioning & determining topics (Duration 3-4 hours)

Topic	Procedure/content	Method	Material
<p>Pool mentoring</p>	<p>2. <i>What is preventing you up to now to implement safety at work and OHM measurements?</i></p>	<p>Individual work & dialogue</p>	
	<p>3. <i>How has the pool mentoring offer to be composed of to be attractive to you?</i></p>		
	<p>The results will be presented, defined and pinned by the PTs.</p>		
<p>Objectives: Inclusion of PTs in planning and composition of pool mentoring: increase of motivation and personal responsibility, reflection about own behavior; potential future obstructions will be made subject to discussion</p>			
<p>Transfer task</p>	<p><i>„Get an image about your employees, if applicable also from company related externals. What do your employees think about health? Where do you see potential for activities and where could you recognize resources? What changes, activities or measurements do you wish? You can have discussions with your employees or perhaps realize a written questionnaire. If you need support please contact us.“</i></p>		
<p>Feedback</p>	<p>PT gives written feedback by answering a short questionnaire (see appendix 1) Working on this questionnaire needs about 3 minutes. Furthermore PT gives oral feedback (preferably in 1 sentence) which will not be discussed.</p>	<p>Dialogue, individual work</p>	<p>Participant questionnaire (see appendix 1)</p>
<p>Objectives: Evaluation; feedback and procedure adaption / optimization where required</p>			

Workshops 2 & 3: Work on topics of choice (Duration 3-4 hours)

Procedure/content	Method	Material
Topics of choice	<p>PTs had expressed their interests and desires. The desires will be prioritized and act on during the second and third workshop. Each workshop is intended to work on one topic. It is important for the success that the methodology and the requirements described in chapter 5 will be met by the trainer.</p> <p>Also each workshop includes a transfer task which will be prepared by the TR according to the topic and assigned to the PTs.</p>	<p>see chapter 5</p>
<p>Objectives: Those topics will be expanded which are relevant for the participating companies. This procedure increases the motivation to contribute and ensures that the PTs experience a great benefit. The exchange of experience between employers will be stimulated</p>		

Workshop 4: Reflection, examination, forecast & transfer plan

Procedure/content	Method	Material
<p data-bbox="159 555 315 667">Salutation & Introduction</p> <p data-bbox="353 424 1025 775">Salutation & Introduction We hope that during the last 2 years you gained much benefit from pool mentoring. For sure the concept will be developed by the experiences we had which is the reason for this last workshop. We will have a (interim) positioning and would like to include your proposals for further concept design and pool configuration. We plan to work on further topics regarding safety at work and OHM and are interested to get your feedback whether you would continue to work with the methodology.</p>	<p data-bbox="1070 547 1171 611">Pre- sen- tation</p>	<p data-bbox="1211 408 1559 432">Chart 1: Salutation & minutes</p> 
<p data-bbox="353 818 1731 850">Objectives: Inclusion of PT and increase of personal responsibility; maintaining the motivation to participate the pool</p>		

Workshop 4: Reflection, examination, forecast & transfer plan

Procedure/content

Method

Material

Positioning & desires:
Safety at work

Statement exercise

All PT arrange their name badges according their particular situation regarding two questions.

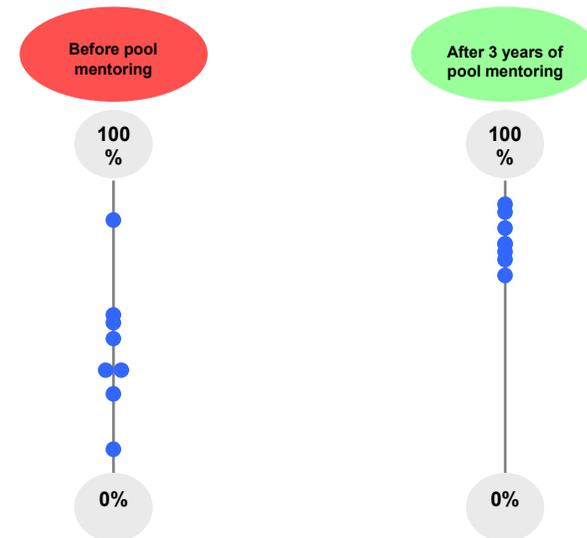
1. *If your company would be inspected tomorrow what result would emerge?*
Today
100% compliance --- 0% compliance?

2. *If your company would be inspected tomorrow what result would emerge?*
3 years ago
100% compliance --- 0% compliance?

Exercise & dialogue

Sample arrangement oriented at the workshop results in German

Just imagine a health & safety inspection in your company has been announced. What results would turn out?



Approximnatelv mirrors the response stvle of the interviewed persons

Workshop 4: Reflection, examination, forecast & transfer plan

Procedure/content	Method	Material	
<p>Positioning & desires:</p> <p>Safety at work</p>	<p>Dialogue</p>	<p>Chart 2: Support by pool mentoring</p> 	<p>Chart 3: Capabilities</p> 
<p>Objectives: Promoting exchange, illustration of development; actual-theoretical comparison</p>			
<p>Positioning & desires:</p> <p>OHM</p>	<p>Working in small groups</p>	<p>4 different candy sorts (by color or type) for group arrangement</p>	

Subsequent to the exercise PTs answer the following questions by acclamations which the TR enlists on the flip chart:

1. *Which activities during the pool mentoring have been supporting you regarding safety at work?*
2. *Where do you still see capabilities?*

Working in small groups

Random group arrangement by using candies (see workshop 1)

The groups discuss the following questions with regard to the topics from workshop 2 and 3

1. *Could you implement the thought-provoking impulses, proposals and methods into your daily work?*
2. *What was your best practice experience?*
3. *How did your employees react upon your increasing activities regarding health?*
4. *What difficulties did you meet?*

Workshop 4: Reflection, examination, forecast & transfer plan

Procedure/content	Method	Material		
<p>The outcomes from the small group discussion will be collected in the plenum finally</p>				
<p>Objectives: Exchange of experience, motivation, making obstacles subject to discussing</p>				
<p>Glue dot assessment <i>Which content and topics you would act on in the context of pool mentoring?</i> Each PT will get 6 glue dots to be fixed at the range of topics according to his/her interests and wishes.</p> <table border="0" data-bbox="342 727 1039 1342"> <tr> <td data-bbox="342 727 692 1342"> <ul style="list-style-type: none"> ▪ Safety at work / employee protection ▪ Risk assessment / evaluation ▪ SMP20/Safe-T-Cert ▪ Stress recovery ▪ Communication ▪ Back therapy training </td> <td data-bbox="692 727 1039 1342"> <ul style="list-style-type: none"> ▪ Motion therapy training ▪ Nutrition ▪ Work process organization ▪ Own topics ... ▪ Conflicts ▪ Team building ▪ Time management ▪ Ergonomics advise </td> </tr> </table>	<ul style="list-style-type: none"> ▪ Safety at work / employee protection ▪ Risk assessment / evaluation ▪ SMP20/Safe-T-Cert ▪ Stress recovery ▪ Communication ▪ Back therapy training 	<ul style="list-style-type: none"> ▪ Motion therapy training ▪ Nutrition ▪ Work process organization ▪ Own topics ... ▪ Conflicts ▪ Team building ▪ Time management ▪ Ergonomics advise 	<p>Individual work & dialogue</p>	<p>Sample setting:</p> 
<ul style="list-style-type: none"> ▪ Safety at work / employee protection ▪ Risk assessment / evaluation ▪ SMP20/Safe-T-Cert ▪ Stress recovery ▪ Communication ▪ Back therapy training 	<ul style="list-style-type: none"> ▪ Motion therapy training ▪ Nutrition ▪ Work process organization ▪ Own topics ... ▪ Conflicts ▪ Team building ▪ Time management ▪ Ergonomics advise 			

Workshop 4: Reflection, examination, forecast & transfer plan

Procedure/content	Method	Material
<p>Moderation card assessment Each PT will get 2 moderation cards (e.g. green, red) to give a written answer:</p> <p>How should the pool mentoring be designed in future to let you participate further?</p> <p>What should be avoided in future resp. what may not happen?</p>	<p>Individual work & dialogue</p>	<p>Sample result setting:</p> 
<p>Objectives: Reflection about the last 2 years; maintenance of personal responsibility; ensures that topics are processed which are relevant to PTs</p>		
<p>Transfer task</p>	<p><i>„Get an image about your employees, if applicable also from company related externals. What do your employees think about health? Where do you see potential for activities and where could you recognize resources? What changes, activities or measurements do you wish? You can have discussions with your employees or perhaps realize a written questionnaire. If you need support please contact us.“</i></p>	
<p>Feedback</p>	<p>PT gives written feedback by answering a short questionnaire (see appendix 1) Working on this questionnaire needs about 3 minutes. Furthermore PT gives oral feedback (preferably in 1 sentence) which will not be discussed.</p>	<p>Dialogue, individual work</p> <p>Participant questionnaire (see appendix 1)</p>
<p>Objectives: Evaluation; feedback and procedure adaption / optimization where required</p>		

7.2 Qualification training Austria

The procedure in Austria is orientated to the general concept described in chapter 6.1. The training methodology guarantees a high participant-orientation which means that all country specific solution strategies, activity plans and measurement plans will result from the questions and the according discussions.

7.3 Qualification training Ireland

Also in Ireland the procedure is orientated to the general concept described in chapter 6.1. The training methodology guarantees a high participant-orientation which means that all country specific solution strategies, activity plans and measurement plans will result from the questions and the according discussions.

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8 Evaluation

At the end of each workshop the trainer asks all participants to give a short feedback by answering a short questionnaire to rate the workshop benefit and their satisfaction (see appendix A.1). Furthermore each workshop will be closed with a short oral feedback circle.

The trainer is asked to give also her/his feedback in a written form (see appendix A.2). The development of a comprehensive evaluation concept is part of the Labitas work package 8

Appendix

A.1 Participant questionnaire

Labitas qualification training

„Safety at Work and Health & Safety Management“- participant feedback

We kindly ask you to take a few minutes to answer the following questionnaire – besides oral feedback. Thank you!

Trainer:		Date:				
		No consent	Low consent	Partial consent	Mostly consent	Full consent
1.1	All in all the workshop has met my approval.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1.2	This workshop has motivated me to engage myself into safety at work and occupational health management.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2.	Workshop content	No consent	Low consent	Partial consent	Mostly consent	Full consent
2.1	I was much concerned with the topics.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2.2	This workshop improved my interest regarding the topics.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2.3	My previous knowledge was extensive.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2.4	The discussed content is interesting for my operational work.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2.5	I think about participation in pool mentoring.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3.	Content placement	No consent	Low consent	Partial consent	Mostly consent	Full consent
3.1	Contents have been placed descriptive.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3.2	Different placement methods have been used (e.g. group work, discussion, presentation).	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3.3	The workshop has been diverting.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

3.	Content placement	No consent	Low consent	Partial consent	Mostly consent	Full consent
3.4	I could give my input actively.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3.5	I could exchange my opinion with other participants.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

Comments:

Please use also the back sheet.

4.	Trainer evaluation	No consent	Low consent	Partial consent	Mostly consent	Full consent
4.1	The trainer was pleasant.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
4.2	The trainer answered also more profound questions.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
4.3	The trainer was open-minded regarding our proposals and wishes.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

Comments with regard to the trainer:

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?

Please use also the back sheet.

A.2 Trainer questionnaire

Labitas qualification training „Safety at Work and Health & Safety Management“- trainer feedback

We kindly ask you to take a few minutes to answer the following questionnaire – besides oral feedback. Thank you!

Trainer:

Date:

1	Preparation	No consent	Low consent	Partial consent	Mostly consent	Full consent
1.1	My preparation by using the trainer manual was quite adequate.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
1.2	My preparation by completing the train-the-trainer qualification was quite adequate.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

2	Topics	No consent	Low consent	Partial consent	Mostly consent	Full consent
2.1	The learning content could be placed well within the given time.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2.2	The participants were active and dedicated to the workshop content.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2.3	The participants' attendance could be increased to engage themselves for safety at work and OHM.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2.4	The topics were relevant for the participants' operational work.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
2.5	In my opinion we achieved a learning benefit.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

Comments and suggestions regarding the topics:

Please use also the back sheet.

3	Methodology	No consent	Low consent	Partial consent	Mostly consent	Full consent
3.1	The presentation of the learning content was diversified formed.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3.2	Active participation was promoted by the methodology.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
3.3	In my opinion the methodology was suitable for the target group.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

Comments and suggestions regarding the methodology:

Please use also the back sheet.

4	Group atmosphere	No consent	Low consent	Partial consent	Mostly consent	Full consent
4.1	The participants were active and dedicated to the workshop (questions, contributions and group work).	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
4.2	There was a big turnout and exchange between participants.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅
4.3	The participants seemed to be satisfied at the end.	<input type="checkbox"/> ₁	<input type="checkbox"/> ₂	<input type="checkbox"/> ₃	<input type="checkbox"/> ₄	<input type="checkbox"/> ₅

Comments and suggestions regarding the group atmosphere:

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?

Please use also the back sheet.

A.3 PowerPoint-Präsentation für den Workshop

Leonardo da Vinci – Transfer of Innovation project
Labitas – Labor et sanitas

Qualification in SME Health & Safety management



**Occupational Health Management and
pool mentoring in SME**

Bildungsverbund Fachbereich Sicherheit e.V.
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Telefon 09401 244400 · Telefax 09401 224441
www.bvbw.de · info@bvbw.de
Vorsitzmannsitzung: Andrea Hilber
Hilbert Regensburg, 01.09.2014, 14:00 - 15:00

**Occupational
Health Management**

Why occupational health management?

- Skilled and experienced employees are an asset to companies
- This is especially the case for SMEs
- Promotion of productivity and state of health of employees
- Pre-requirement for long-standing collaboration
- Occupational health management is part of the NOAH program developed in Germany
- Special focus on SMEs in construction sector

Important:

- Active and determined participation
- allocation of working time

Benefits of occupational health management

- Secure, healthy and performance boosting work environment
- Healthy, motivated and contented skilled employees
- Cost reduction due to reduced health-related absenteeism
- Preservation of valuable professional competence
- Increased commitment of personnel to the company
- Improved company image
- Safeguarding of competitiveness
- Positive work atmosphere

Step-by-Step towards successful Occupational Health Management

Strategy formulation – How do we proceed?

Status Quo Analysis – What are we currently doing?

Dialogue – What can we do together?

Intervention – Implementation of concrete activities

Company internal analysis – Did it work?

Step-by-Step – Strategy formulation

- "How do we proceed?"
- Initial meeting/discussion
- Strategy workshop

Step-by-Step – Status Quo Analysis

- "What are we currently doing?"
- Structured interviews
- Workplace / work station checks
- Analysis of age structure

Step-by-Step – Dialogue

- "What can we do together?"
- Workshops employing varying methods and contents

Step-by-Step – Intervention

- "Implementation of concrete activities"
- Based on workshop results (in dialogue phase)
- Workshops on specific topics
(eg workplace programmes, process optimisation, nutrition, exercise)
- Seminars
- "Health Days"

Step-by-Step – Company internal analysis

- "Did it work?"
- Internal survey
- Summary of survey results and evaluation

Pool Mentoring

Basis for a possible introduction of pool mentoring

- Pool mentoring concept for SMEs from construction sector was developed in Germany as part of NOAH program
- Current lead organisation of the Labistas project Bildungs-verbund Sachsen-Anhalt e. V. is successfully mentoring such pools
- Pool mentoring would generate benefits for companies regarding their health & safety activities and improvements

Framework

- pool to consist of companies from different construction sectors
- focus at pool meetings and in pool communication on health and safety topics
- contract with all pool members outlining duties for both sides, a list of pool mentoring services, project partners and costs for the company
- introductory pool meeting
- actual NOAH pool work in Germany consists of 4 modules:
 - 1 • inspection of companies together with safety and medical experts
 - 2 • workshop "Health and Safety Implementation"
 - 3 • instruction of staff representing their companies in the pool
 - 4 • establishing health and safety
- every participating company needs one person with clear responsibility for health and safety

A.4 Certificate sample for participants of the qualification training



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

Certificate „Safe and healthy SME“

Mrs./Mr.

Company

Mrs./Mr. XXXXXXXXXXXXX

took part in a 2 years qualification in the framework of pool mentoring. The total coverage of 52 hours is equivalent to 120 credit points in accordance with ECVET.

Following content has been taught/audited:

- Basic principles of Health & Safety and of Occupational Health Management (OHM).
- The attendance for self dependent action and engagement regarding the implementation of health promoting / constitutional measurements has been proved.
- Self dependent activities regarding Health & Safety and regarding Occupational Health Management (OHM) have been verified according to following topics:
 - Topic of choice 1
 - Topic of choice 2
- The acquisition of knowledge regarding legal standards, principles, procedures and general terms of Health & Safety and of Occupational Health Management (OHM).

Date/City

Signature trainer

Signature and seal of institution