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# ► Improving occupational safety and health in small and medium-sized enterprises

TRAINERS' GUIDE





▶ **Improving occupational  
safety and health in small  
and medium-sized enterprises**

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## ▶ ACKNOWLEDGEMENTS

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*Improving occupational safety and health in small and medium-sized enterprises* (comprising Trainer's Guide, Participant's Handbook and PPT slides)

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## ▶ 1. INTRODUCTION

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This Trainers' Guide provides information and instructions to deliver the ILO training module "Improving occupational safety and health in small and medium-sized enterprises" in a professional way in the classroom.

This training module was developed by the ILO's Sustaining Competitive and Responsible Enterprises (SCORE) Programme, Labour Administration, Labour Inspection and Occupational Safety and Health Branch (LABADMIN/OSH), and its Vision Zero Fund (VZF). SCORE's Module: 'Safety and Health at Work: A Platform for Productivity' was used as a basis for the development of this training module.

### ▶ WHO IS THIS TRAINERS' GUIDE FOR?

This Trainers' Guide is for new and experienced OSH trainers. The guide will help trainers to create opportunities for participants to actively engage with the subject material and the specific tools that will help participants to take their learning from the classroom on to the job.

### ▶ HOW TO USE THIS GUIDE

To prepare and conduct the training, trainers can use the session plans, step-by-step instructions and handouts provided in this guide. To ensure the provision of high quality trainings that meets ILO standards, trainers are advised to use this guide together with a range of other supportive materials:

- ▶ The Participants' handbook of the ILO module "Improving occupational safety and health in small and medium-sized enterprises";
- ▶ The presentation of the ILO module "Improving occupational safety and health in small and medium-sized enterprises".

## ▶ 2. ILO MODULE “IMPROVING OCCUPATIONAL SAFETY AND HEALTH IN SMALL AND MEDIUM-SIZED ENTERPRISES”

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The ILO module “Improving occupational safety and health in small and medium-sized enterprises” provides training on Occupational Safety and Health. It aims to give you tools that will help you identify risks to safety and health in the workplace and suggest solutions. This Module relies on a training approach that includes:

- ▶ Joint problem solving;
- ▶ Workplace communication and cooperation;
- ▶ A systems-based approach to improvement;
- ▶ Measurement for continuous improvement.

### ▶ THE ROLE OF THE TRAINER

Your role as a trainer of this module is to focus on the above approaches. You will, therefore, need to give participants concrete examples of how paying attention to team building and workplace communications can improve an enterprise’s good practice, profitability and competitiveness. After the workshop, you should review the self-assessment checklist completed by each enterprise and work with the enterprise improvement teams to develop an action plan, to be implemented over the four to six weeks following the workshop.

Workers’ involvement is a pre-requisite to success in this programme and to any improvement effort. You will need to reinforce this message in all activities and presentations.

Seven sessions have been developed for this module, beginning with a general introduction to the training, running through the Module and ending with a session on ‘Taking Action.’ It is recommended that these sessions be delivered in a two-day workshop (six hours per day). However, depending on the availability of participants and other relevant factors, some flexibility may be needed. Please keep in mind that these workshops should be practical and participatory, allowing participants to share experiences and knowledge.

A trainer’s task list is included in the Facilitators’ Notes (F/N 1). This should help you to prepare the training.

## ▶ OBJECTIVES

By the end of this module, participants will be able to:

- ▶ Identify and assess hazards and risks to safety and health
- ▶ Implement key practices and procedures to remove or reduce risks:
  - ▶ An Occupational Safety and Health Management System and Policy
  - ▶ A Joint Health and Safety Committee
  - ▶ Appropriate safety standards
- ▶ Manage the day-to-day operations of a healthy/safe workplace

In order to achieve these objectives, the trainer is expected to create a learning environment by using participatory methods such as group discussions, simulations, brainstorming, experience sharing, exercises, case studies, role playing, etc.

Modern adult learning builds on cooperation and experience sharing. The workshop should be an opportunity of active expression and exchange of ideas inspired by a set of general principles. Quiet/shy participants should be encouraged to contribute to discussions and activities by generating a friendly atmosphere where everyone feels comfortable. The facilitator has to ensure focus is maintained on the workshop themes and the timeframe is respected, but he/she has to allow a participative climate that is respectful of gender issues and inclusive for all participants. To ensure this proactive, participatory, approach is met, the workshop sessions should not be conducted as traditional lectures, but rather using a “learning together” process in which the facilitator asks questions, stimulates brainstorming and critical thinking, provides positive feedback to the participants and makes everybody feel greatly and equally valuable.

Notes to help trainers in conducting the Power Point presentation (which contains the seven sessions and their respective exercises) have also been provided in the presentation.

## ▶ 3. WORKSHOP PROGRAMME

The workshop is split into two days, with three sessions scheduled to take place on Day 1 and four sessions on Day 2. This format allows for compact sessions with clear objectives.

Each session contains exercises that help participants to reach the session objectives. Most exercises are preparatory work for the development of action plans during the last session.

Day 1	Topic matter	Activity involvement
08:30 – 10:00	<ul style="list-style-type: none"> <li>• Welcome</li> <li>• Participants' Introduction</li> <li>• Workshop Objectives</li> <li>• Programme Presentation</li> </ul>	Presentation Trainer and participants
	Session 1: Introduction to Occupational Safety and Health in Small and Medium-sized Enterprises: overview and rationale	Presentation and plenary discussion
10:00 - 10:30	Coffee/Tea Break	
10:30 - 12:00	Session 2: OSH definitions and concepts	Presentation – Trainer
12:00 - 12:30	Exercise: Spot the hazard identification Exercise from SafeWork New South Wales (Australia)	Group work and plenary discussion
12:30 - 13:30	Lunch	
13:30 - 14:30	Session 3: Risk assessment	
	Step 1: Hazard identification	Presentation – Trainer
14:30 - 15:00	Coffee/Tea Break	
15:00 - 15:20	Factory Exercise 1: Identify hazards at your workplace	Group work and plenary discussion
15:20 - 16:00	Step 2: Identify who might be harmed and how. Assessment of current risk	Presentation – Trainer
	Step 3: Identify and decide on the safety and health risk control measures	
16:00 - 16:30	Factory Exercise 2: Identifying who is at risk and assess current level of risks at your workplace	Group work and plenary discussion

Day 2	Topic matter	Activity involvement
08:30 - 08:40	Revision of day 1 and introduction to day 2	Presentation Trainer and participants
08:40 - 10:00	Session 4: Hierarchy of controls	Presentation Trainer
10:00 - 10:30	Coffee/Tea Break	
10:30 - 11:00	Ready Made Garment exercise	All Plenary discussions
11:00 - 12:30	Session 5: Risk assessment the process (continued) Factory Exercise 3. Suggest control measures Additional Exercise on pillar drill	Presentation and exercise
12:30 - 13:30	Lunch	
13:30 - 14:30	Session 6: OSH Management systems	Trainer and participants
14:30 - 15:00	Coffee/Tea Break	
	Session 7: Taking action	Presentation - Trainer
15:00 - 16:00	The action exercise	Presentation - Trainer
16:00 - 16:30	Workshop evaluation and suggestions	All

## ▶ 4. SESSION PLANS

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Each session is designed so that, by its end, participants understand the session topic and have had time to digest the content and complete the exercises, which will contribute to action planning in the last session.

For all sessions, you will need:

- ▶ Flip chart
- ▶ Digital projector
- ▶ Marker pens
- ▶ PPT slides
- ▶ Participants' Handbook (PH)

Additional resources and handouts are provided in this trainers' guide. The session plans indicate where these are to be used. The PPT presentation also contains useful information about when they should be used.

**NOTES:** For all group work, participants will be divided into small groups (5 or 6 participants per group, possibly belonging to the same enterprise). A flip chart will be available during all sessions.

## ► DAY 1

### SESSION 1. INTRODUCTION TO OCCUPATIONAL SAFETY AND HEALTH IN SMALL AND MEDIUM-SIZED ENTERPRISES

**PURPOSE:** to provide an overview of the role of OSH in improving workers' lives as well as contributing to global health and wellbeing in key enterprises for economic development worldwide. To illustrate why it is important for enterprises to focus on OSH.

To remark that SMEs have special OSH needs as they are generally characterized by higher occupational safety and health risks and lower access to resources.

**MODALITY:** Lecture

**MATERIALS:** Power Point Presentation (session 1), F/N 2. Handouts: Participants' handbook, H/O 1

**COVERS:** PH Introduction, Chapter 1.

**DURATION:** 1.30 h

#### ► Session Plan

Time	Contents	Method	Resource/Handouts
30 min.	Welcome Introduction Expectations	Welcome the participants and encourage them to introduce themselves and their teams. Ask one participant from each enterprise to briefly present their company and their expectations from the workshop	PH Introduction
30 min.	Overview, Workshop Objectives and Programme	Lecture: -Provide an overview of the training module -Workshop objectives and programme -Relate expectations with workshop contents	Power Point slides Workshop Programme (H/O 1)

*Next page*

Time	Contents	Method	Resource/Handouts
30 min.	<b>Session 1:</b> Introduction to Occupational Health and Safety in Small and Medium-sized Enterprises	Brainstorming Lecture: -Ask participants about their knowledge of OSH - Ask participants about the challenges that SMEs face in implementing OSH measures and what can be done to overcome them	Power Point Slides  PH Chapter 1
		-Presentation 1 -Link the participants' responses to the Presentation	

► This introductory session is composed by three parts of equal duration (30 min. each). During this session, participants will learn and discuss the challenges faced by SMEs in implementing safety and health measures in the workplace, and how can SMEs promote safety and health in the workplace (F/N 2).<sup>1</sup>

By the end of Presentation 1, participants will be aware of the challenges and strengths of SMEs in OSH and beyond: from one side, SMEs, due to their nature and size, face many limits and obstacles. However, if considered as a whole (all together), they also constitute a major global source of employment. This implies that improvements in their workers' safety and health can involve a large share of the world population. In other words, SMEs can make a difference: they can be a key contributor to global health.

To reinforce this point, you can use the example of workplace healthy lifestyle promotion programmes (e.g. healthy eating at the canteen, weight-loss teams, physical exercise groups, etc.) aiming to improve health and productivity. Workers, in turn, can share these good habits in their families and with friends. It is therefore important to introduce the concept that **OSH can improve people's lives not just at work, but also in the community at large**, a message that will be expanded and consolidated in the session that follows.

## SESSION 2. OSH DEFINITIONS AND CONCEPTS

**PURPOSE:** Participants will be able to describe OSH goals, principles and characteristics, as well as their importance in contributing to OSH. They will also identify and compare the similarities and differences of the OSH concepts existing in their countries of origin, the national OSH legislation and the international experience,<sup>2</sup> and understand the importance of building and maintaining a preventative safety and health culture at their workplace. Finally, the important role of the workplace in promoting global health will be highlighted.

1. A slide with the text of this Exercise is included in the respective PP presentations to facilitate your task and ensure these activities are not overlooked.

2. ILO databases containing information on national laws and international instruments and standards are included in this trainer's manual Useful Links section. They can be consulted to get specific information about the main OSH laws and provisions in the country in which the workshop is held.

**MODALITY:** Lecture, group discussion on hazard identification and “hazard vs risk”.

**MATERIALS:** Power Point Presentation (session 2), Exercise: “Spot the Hazard Identification - Exercise from NSW” (Power Point Slides), H/O4

**COVERS:** PH Chapter 2.

Duration: 2h

Time	Contents	Method	Resource/Handouts
90 min.	<b>Session 2:</b> OSH Definitions and Concepts: -Hazard -Risk -Acceptable Risk -Near Misses/ Incidents -Dangerous Occurrences -Occupational Accidents -Occupational Diseases -Occupational Safety -Occupational Health -Prevention - A Preventative safety and health culture	Brainstorm: -Ask participants what they understand by hazards Lecture: -Define and illustrate key concepts of OSH with the use of practical examples -Encourage participants to report, record and investigate incidents for corrective actions to be taken. Share H/O 4 as a reference -Highlight the importance of establishing and maintaining a preventative safety and health culture	Power Point Slides  PH Chapter 2
30 min.	Exercise: “Spot the Hazard Identification - Exercise from NSW”	Individual Work: Stimulate discussion on hazard identification	Power Point Slides

**NOTES:** This session sets the foundations to understand and improve OSH. Having clear concepts and definitions in mind helps also participants to “speak the same language”. A common confusion that most likely you will have to clarify is that between Hazard and Risk.<sup>3</sup> The Presentation contains pictures that illustrate clearly the differences between these two concepts. You should ensure that this point is clear to all before proceeding, e.g.: ask participants to provide

3. A **Hazard** is anything with the potential to cause injury or damage to people’s health.

A **Risk** is a combination of the likelihood (probability), high or low, that a hazard will actually result in injury or illness, together with an indication of how serious the harm could be.



examples of different hazards and risks they are aware of at work. Then, ask them to explain to the group which is the difference between the two concepts. Provide positive reinforcement to the participants by acknowledging their capacity of observation and creativity. Remark that while some hazards are more obvious/visible (e.g. an unguarded blade, a suspended load, vehicles), others may require some additional reflection (e.g. extreme temperatures, bacteria, toxic chemicals, lack of training, workplace violence etc.).

This session provides you also the occasion to highlight that work-related diseases cause more deaths<sup>4</sup> than occupational accidents, something that will probably surprise most participants. On the positive side, you should make clear that safe and healthy workplaces can prevent both accidents and diseases.

The definition of health also deserves some discussion, as it has evolved to a broader concept that comprises well-being<sup>5</sup> and not just the absence of disease (like it was considered in the past). It is also very important to go over the different vulnerabilities existing among workers due to their gender, age, conditions (e.g. pregnancy, recovery from injury or disease, disability), migratory status and other characteristics that may pose them at higher risk if compared with other workers. Ask participants about the presence of vulnerable coworkers at their workplace and how their needs are addressed. This may generate improvements ideas.

To support the importance of prevention, which is a central pillar of modern OSH, you can encourage the participants to cite local proverbs, as they abound in many cultures, e.g.: “An ounce of prevention is worth a pound of cure”.

Reference to images, proverbs and a touch of humour will help you capture and retain the attention of the group, feel free to use them throughout the workshop!

### SESSION 3. RISK ASSESSMENT: THE PROCESS

**PURPOSE:** Participants will be introduced to Risk Assessment, a key tool for improving OSH at the workplace. Practical tools for Risk Assessment like Risk Mapping and Risk Matrixes will be introduced and applied.

At the end of the session, participants will understand the concept of risk assessments and be able to:

- ▶ Identify hazards
- ▶ Define who may be harmed and how
- ▶ Evaluate workplace risks
- ▶ Know and use Risk Maps and Risk Matrixes

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4. About six times more.

5. WHO defines Health as “a state of complete physical, mental and social well-being and not just the absence of disease or infirmity”.

**MODALITY:** Lecture, Group Work, Individual Work

**MATERIALS:** Power Point Presentation (session 3), Factory exercise 1 (Power Point Slides), F/N 4, Factory Exercise 2. Handouts: H/O3 Risk assessment template; H/O 5 For factory exercise 2: Identifying who is at risk and assess current level of risks at your workplace

**COVERS:** PH Chapter 3

**DURATION:** 2h 30min

Time	Contents	Method	Resource/Handouts
1 h	<b>Session 3:</b> Risk assessment	Brainstorm: Ask participants how they identify hazards in their enterprise  Lecture  Introducing the rationale for a systematic approach to hazard identification  Presenting the first step of Risk Assessment Template	Power Point Slides  Flip chart  PH Chapter 3
20 min.	Factory exercise 1. Identify Hazards at your Workplace: Each participant writes down three hazards present at their workplace	Individual Work	F/N 3, Factory exercise 1
40 min.	<b>Session 3:</b> Risk Assessment: -Who May be Harmed and How  -Evaluate Risks	Lecture  Presenting Steps 2 and 3 of Risk Assessment	Power Point Slides  PH Chapter 3
30 min.	<b>Factory exercise 2:</b> Assessing Risks at your Workplace: Participants will use their responses to Factory exercise 1, risk mapping and risk matrices to advance in their enterprise risk assessment by defining who may be harmed and how	Group Work	F/N 4, H/O 5 For factory exercise 2: Identifying who is at risk and assess current level of risks at your workplace  H/O 2

**NOTES:**

1) The participants handbook provides a link to a leaflet entitled “A 5 Step Guide on Conducting Risk Assessment” The leaflet provides advice and contains a template (H/O 3) which is very useful to conduct risk assessments at the enterprise.<sup>6</sup>

2) If relevant to this training, H/O2 provides a Daily Evaluation Form (H/O 2) for participants to complete at the end of Day 1. This H/O can either be provided to participants with the course training package or be distributed shortly after the end of the workshop activities of Day 1. This last option prevents distraction from the workshop contents. Feedback provided through the H/O can help to understand whether participants’ are learning as expected, and refine day 2 activities accordingly.

► **DAY 2**

**SESSION 4. HIERARCHY OF CONTROLS**

**PURPOSE:** To introduce risk control measures and the hierarchy of controls. To identify and Decide on risk control measures. To analyze what your enterprise is currently doing to control risks and to introduce what can be done further. A broad perspective of the main elements and good practices that contribute to control risks at the enterprise will be provided.

At the end of the session, participants will be able to:

- Understand risk control measures and how to select and apply them following the hierarchy of controls
- Identify and decide on risk control measures to reduce risk to acceptable levels

**MODALITY:** Lecture, group work

**MATERIALS:** Power Point Presentation (session 4), H/O 3 “Risk assessment template”, RMG Exercise Slides. Video “Examples of Machinery Guards and Other Safety Features” ([https://www.youtube.com/watch?time\\_continue=171&v=eXpNjATFSrU&feature=emb\\_title](https://www.youtube.com/watch?time_continue=171&v=eXpNjATFSrU&feature=emb_title)) duration 2.51 min)

**COVERS:** TM Chapter 3

**DURATION:** 1h 50 min.

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6. Available at [https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS\\_232886/lang--en/index.htm](https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_232886/lang--en/index.htm)

Time	Contents	Method	Resource/Handouts
1h 20 min	<b>Session 4:</b> -The hierarchy of controls -Selection of materials, tools, equipment, processes -Maintenance -Safety signs -Work procedures Emergency and evacuation systems Housekeeping Hygiene and welfare Education and training Supervision	Brainstorm: Ask participants how they identify hazards in their enterprise Lecture Introducing the rationale for a systematic approach to hazard identification Presenting the first step of Risk Assessment Template Individual work Lecture Presenting Steps 2 and 3 of Risk Assessment	Power Point Slides PH Chapter 3 Video "Examples of Machinery Guards and Other Safety Features"
30 min.	RMG Exercise	Group Work	RMG Exercise Power Point Slides

## SESSION 5. RISK ASSESSMENT: THE PROCESS (CONTINUED)

**PURPOSE:** The participants will be encouraged to apply the Hierarchy of Controls as a logical and effective preventive strategy. Steps 4 and 5 of Risk Assessment will be discussed: recording who is responsible for implementing which risk control measures, and the timeframe to establish them. Further elements and good practices that contribute to control risks at the workplace will be presented.

At the end of this session, participants will be able to:

- ▶ Deepen their knowledge of Risk Control Measures
- ▶ Suggest risk control measures that could be used to reduce risks identified during previous exercises.
- ▶ Understand steps 4 & 5 of the risk assessment process

**MODALITY:** Lecture, group work

**MATERIALS:** Power Point Presentation; Factory exercise 2 results; F/N 5: Factory exercise 3

**COVERS:** TM Chapter 3

**DURATION:** 1h 30 min

Time	Contents	Method	Resource/Handouts
60 min	<p><b>Session 5:</b>                      Risk assessment: the process (continued)</p> <p>Factory Exercise 3:                      Based on the previous group work results (factory exercise 2), select adequate and feasible risk control measures taking into account the hierarchy of controls.</p>	<p>Lecture</p> <p>Further important elements of risk control are illustrated</p>	<p>Power Point Slides</p> <p>PH Chapter 3</p>
40 min		Group Work	Factory exercise 2 results, F/N 5 Factory exercise 3

## SESSION 6. OSH MANAGEMENT SYSTEMS

**PURPOSE:** To introduce OSHMS as a flexible system that is adaptable to the needs of SME and can be focused on hazards and risks associated with their activity. To illustrate how this approach ensures all hazards and risks are assessed and efficient preventive and control measures are applied. To highlight the need for OSHMS for continuous improvement in OSH and to provide tools for promoting workers' participation at the enterprise level, in line with the national legislation and ILO mission and guidelines.

**MODALITY:** Lecture, Role Playing

**MATERIALS:** Power Point Presentation (session 6)

**COVERS:** PH Chapter 4

**DURATION:** 1h

Time	Contents	Method	Resource/Handouts
1 h	<p><b>Session 6:</b> OSH Management Systems</p> <p>Definition and objectives of OSHMS</p> <p>OSHMS and enterprises:</p> <ul style="list-style-type: none"> <li>-Auditing;</li> <li>-Workers' Participation and establishment of the Health and Safety Committee;</li> </ul> <p>The OSH policy at the enterprise level:</p> <ul style="list-style-type: none"> <li>-Organizing;</li> <li>-Planning;</li> <li>-Implementation;</li> <li>-Evaluation,</li> <li>-Action for Improvement</li> </ul>	<p>Lecture</p> <p>Presenting OSHMS as tools for continuous improvement in OSH</p> <p>Highlighting the importance of workers' participation, in line with the ILO mission</p> <p>Introducing the elements that constitute a modern OSH policy at the enterprise and the steps for its application, revision and evolution</p>	<p>Power Point Slides</p> <p>PH Chapter 4</p>

## SESSION 7. TAKING ACTION

**PURPOSE:** The participants will be introduced to derive information from safety inspections and accident/illness investigation reports, and to measure improvement through visual measurement of change and progress indicators.

They will realize the importance of ensuring continuous improvement in OSH.

The participants will apply the concepts and methods acquired during the workshop to conduct a risk assessment of their own enterprise and formulate adequate and realistic risk control proposals. Successively, they will exercise their communication skills by discussing their proposals in class. Finally, they will evaluate the contents and methodology of the workshop by filling the evaluation form and suggesting ideas for improvement.

**MODALITY:** Lecture, Group Work, Presentation by the Participants

**MATERIALS:** Power Point Presentation (**slides TBD**) Exercise: Action exercise F/N 6. Handouts: H/O 6a & 6b Evaluation Form

**COVERS:** PH Chapter 4

**DURATION:** 1h 30 min

Time	Contents	Method	Resource/Handouts
1h	<b>Session 7:</b> Taking Action -Progress Indicators -Towards Continuous Improvement in OSH	Lecture Group work: Exercise: Action Exercise Discussion	Power Point Slides PH Chapter 4 F/N 6 H/O 6a & 6b Flip chart
30 min	Workshop Evaluation and Suggestions	Written Evaluation Form	Evaluation Form
(Optional; If there is time then this is an exercise that can be undertaken  It will need 20 min)	Exercise: The Joint Health and Safety Committee	Role Playing: the participants form two groups and switch roles (managers will act as workers and viceversa). Each group elects two members who will discuss a gender-based harassment case. Each group will advice its representatives. Preventive and remedial measures will be proposed	F/N 7

## ▶ 5. HANDOUTS

### ▶ H/O 1: WORKSHOP PROGRAMME

#### WORKSHOP PROGRAMME MODULE: ORGANIZE YOUR WORKPLACE

Dates: .....

Venue: .....

Time	Day 1	Day 2
08:30 - 10:00	<ul style="list-style-type: none"> <li>• Welcome</li> <li>• Participants' Introduction</li> <li>• Workshop Objectives</li> <li>• Programme Presentation</li> </ul> Session 1: Introduction to Occupational Safety and Health in Small and Medium-sized Enterprises: overview and rationale	Revision of day 1 and introduction to day 2 Session 4: Hierarchy of Controls
10:00 - 10:30	Coffee/Tea Break	Coffee/Tea Break
10:30 - 12:00	Session 2: OSH definitions and concepts	RMG exercise
12:00 - 12:30	Exercise 1: Spot the hazard identification Exercise from SafeWork New South Wales (Australia)	Session 5: Risk assessment the process (continued) Factory Exercise 3. Suggest control measures Additional Exercise on pillar drill
12:30 - 13:30	Lunch	Lunch
13:30 - 14:30	Session 3: Risk assessment Step 1: Hazard identification	Session 6: OSH Management systems
14:30 - 15:00	Coffee/Tea Break	Coffee/Tea Break
15:00 - 15:20	Factory Exercise: Identify hazards at your workplace	Session 7: Taking action Additional The Action exercise
15:20 - 16:00	Step 2: Identify who might be harmed and how. Assessment of current risk Step 3: Identify and decide on the safety and health risk control measures	
16:00 - 16:30	Factory Exercise 2: Identifying who is at risk and assess current level of risks at your workplace	Workshop Evaluation and Suggestions



▶ **H/O 2: DAILY REACTION EVALUATION FORM**

**WORKSHOP PROGRAMME MODULE: ORGANIZE YOUR WORKPLACE**

Date: .....

Module:     Day 1     Day 2

▶ What I liked : .....

.....

.....

.....

▶ What I did not like : .....

.....

.....

.....

▶ What I was confused about: .....

.....

.....

.....

▶ What could be improved: .....

.....

.....

▶ **H/O 3: RISK ASSESSMENT TEMPLATE**

ILO. A 5 Step Guide for Employers, Workers and their Representatives on Conducting Workplace Risk Assessments. [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---safework/documents/publication/wcms\\_232886.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/publication/wcms_232886.pdf) 17 December 2013.



What are the hazards?	Who might be harmed and how?	What are the current control measures?	What is the residual risk?	Do you need to do anything else to control this risk?	Action by who?	Action by when?	Done

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## ▶ H/O 4: EXAMPLE OF A WORKPLACE INCIDENT REPORT FORM

### ▶ INSTRUCTIONS

Fill out this form to report a workplace incident that results in injury, disease, or dangerous occurrence or a near miss. Return completed form to: .....

This form serves to document

OCCUPATIONAL ACCIDENT

OCCUPATIONAL DISEASE

DANGEROUS OCCURRENCE

NEAR MISS

### ▶ INDIVIDUAL AFFECTED

*To be filled by person injured / involved, if possible.*

Name of person completing the report: .....

Gender ..... Date of Birth ..... Date of entry into position .....

Role ..... Unit .....

Supervisor name: .....

Date and time of the incident: .....

Where exactly did the incident occur .....

Persons involved: .....

*Describe what happened provide as much detail of the incident as possible.*

For instance

- ▶ The name of any substance involved
- ▶ The name & type of any machine/vehicle involved
- ▶ The events that led to the incident
- ▶ The part played by any people



## ► H/0 5: IDENTIFYING WHO IS AT RISK AND ASSESS CURRENT LEVEL OF RISKS AT YOUR WORKPLACE

Probability (likelihood) of event happening	Potential Severity or consequences of the event		
	Slightly harmful	Moderately harmful	Very harmful
Low probability	Low risk	Low risk	Medium risk
Probable	Low risk	Medium risk	High risk
Highly probable	Medium risk	High risk	High risk

### POTENTIAL SEVERITY OR CONSEQUENCES OF THE EVENT

**Slightly harmful:** this may refer to injury or illness, which may need only minor first aid treatment, or there could be some short process interruption. It does not keep anyone off work for more than a couple of days, if at all.

**Moderately harmful:** injuries or ill health that may cause temporary incapacity from which the person can recover – a broken arm or minor fracture, for example. The injury or illness keeps the victim off work and poorly for a substantial period of time. The worker/employer can make a claim for lost time injury or illness, or process interruption may be for a couple of days.

**Very harmful:** injury or illness or death and possible long-term or permanent injury or illness, including death, amputations, and noise-induced hearing loss. “Life-changing injuries” is a common term in this context.

### PROBABILITY (LIKELIHOOD) OF EVENT HAPPENING

**Low probability:** the chance of someone being harmed would be unlikely in the present circumstances.

**Probable:** there is a strong likelihood of someone being injured or becoming ill when working in the present circumstances.

**Highly probable:** work situations in which it is almost certain that someone will suffer either injury or illness in the present circumstances.

▶ H/O 6A: LIST OF IMPROVEMENT IDEAS

▶ Risk Assessment	
1	
2	
3	
4	
5	

▶ Setting up the OSH Management System at the workplace	
1	
2	
3	
4	
5	

- ▶ Identify the urgent, high risk matters
- ▶ Also identify the “low-hanging fruits” by asking:
  - ▶ How likely is an improvement to be achieved?
  - ▶ Can I start implementing it immediately?
  - ▶ Can I implement it without a major investment?
  - ▶ Will first results be visible within 1 month?
- ▶ For each improvement idea, award 0, 1 or 2 stars\* per question above
- ▶ Pick 6 - 10 improvements
- ▶ Discuss and agree with your whole team
- ▶ The stars give you an indication of “quick-win” improvements

► H/O 6B: ENTERPRISE IMPROVEMENT PLAN (EIP)

Ref	Project & Sub-Activities	Person Responsible	Progress Indicator	Start Date	Planned Finishing G Date	Actual Finishing Date	Comments
<b>1</b>	1.1						
	1.2						
	1.3						
	1.4						
<b>2</b>	2.1						
	2.2						
	2.3						
	2.4						
<b>3</b>	3.1						
	3.2						
	3.3						
	3.4						
<b>4</b>	4.1						
	4.2						
	4.3						
	4.4						
<b>5</b>	5.1						
	5.2						
	5.3						
	5.4						



## ► H/O 7: WORKSHOP EVALUATION

Please let us know what you think. If you are unable to answer any question, please leave it blank. Otherwise, circle the most appropriate number for each statement.

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
1.	The subject matter was adequately covered.	5	4	3	2	1
2.	The content was suitable for my background and experience.	5	4	3	2	1
3.	The workshop was well paced.	5	4	3	2	1
4.	The handouts and tools were relevant.	5	4	3	2	1
5.	Participants were encouraged to take an active part in the event.	5	4	3	2	1
6.	The activities helped me understand the content.	5	4	3	2	1
7.	The facilitator helped me to understand.	5	4	3	2	1
8.	The facilitator answered questions appropriately.	5	4	3	2	1
9.	Overall, the training organization, administration and scheduling were handled well.	5	4	3	2	1
10.	The workshop venue and facilities were suitable to my needs.	5	4	3	2	1

11. Was the workshop length:  
 Just right?  Too short?  Too long?

12. What was your level of interest before the workshop?  
 Excellent  Very good  Good  Fair  Poor

13. Your level of interest after the workshop?  
 Excellent  Very good  Good  Fair  Poor

**SCORE WORKSHOP EVALUATION (continued)**

**14.** Do you have any suggestions that you feel could improve this workshop?

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**15.** What is your overall rating of this workshop?

Excellent Very good Good Fair Poor 

**16.** Do you have any other comments on the workshop?

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## ▶ 6. FACILITATORS' NOTES

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### ▶ F/N 1: TRAINER TASK LIST

Use the following task list to help you plan and prepare for the workshop. Add in items as necessary.

Task	Target completion date	Status
If relevant, meet with the ILO team to discuss module and modifications that may be necessary and review background information on participating enterprises		
Gather applicable information on national law that relates to the module topic		
Review session plans, key learning points and activities and add to the content as necessary		
Prepare all training materials, photocopy all handouts		
Gather activity resources/additional material as required		
Facilitate workshop		
Review workshop and evaluations		
Meet with the SCORE team to finalize enterprise visit schedule		

### ▶ F/N 2: EXERCISE: SMALL BUSINESS, BIG CHALLENGES

**DURATION:** 10 min.

**METHOD:** Individual work, aims to promote awareness about the importance of OSH at work and also in the community at large and the environment.

Encourage participants to write down one or more ways in which the workplace can, in their opinion, contribute to general (public) health or global health.

**TIPS:** The participants can ponder how SMEs can affect global health and the key role of such workplaces in the current pandemic can be a clear example of this. There are no “right” or “wrong” answers, the important point is that opinions are supported by a strong rationale and/or objective data.

Realizing the importance of OSH and its role beyond the mere workplace is a logical way to promote good practices that can benefit the entire community.

### ► F/N 3: FACTORY EXERCISE 1. IDENTIFY HAZARDS AT YOUR WORKPLACE

**DURATION:** 20 min.

**METHOD:** Individual work. Ask participants to write down three hazards present at their workplace.

It is recommended that participants do not interact with each other during this exercise, as the goal is to find out different hazards identified through individual thinking that is unaffected by external influence. If participants are allowed to communicate during the exercise, the opinion of some of them (leaders, outgoing persons) could prevail over that of shy/quiet ones, blocking their creative thinking. Remind that hazards can be anything, therefore you should make some examples belonging to different categories of hazards, e.g: strong acids, noise, viruses, stress, awkward postures.

Ask participants to present the list the idea is to ensure that hazards have been identified rather than risks. This is important as these sheets will be further developed. You may wish to have copies of the risk assessment template that can be completed.

### ► F/N 4: FACTORY EXERCISE 2: ASSESS RISKS AT YOUR WORKPLACE

Use your responses to Factory exercise 1, risk mapping and risk matrixes to advance in your enterprise risk assessment by defining **who may be harmed and how**.

**DURATION:** 30 min.

**METHOD:** Group Work.

Participants will be divided into small groups (5-6 people per group, possibly belonging to the same enterprise, as knowledge of the workplace is key to map and evaluate risks). Based on the results of individual work (factory exercise 1), the newly-formed groups will draw simple maps of their enterprises (single or multiple workplaces or sections, as desired) and then mark on them the location of any perceived risks (risks can be represented by circles or other simple shapes

and can be colour-coded if desired), as well as that of the main features (doors, windows, stairs, passageways etc.) and machinery of their enterprise. The location of key personnel (e.g. fire brigades, safety representatives, first-aid staff) should also be indicated on risk maps.

You should reassure participants that no special drawing skills are needed to build risk maps, as they are schematic representations which show the current OSH situation at the enterprise (where are the risks located?). Group work facilitates a comprehensive mapping of the risks perceived by all the group members and promotes team spirit.

Once risk maps are ready, each group should evaluate each mapped risk by using the simple risk matrix provided in the Training Manual. This step helps to prioritize every risk based on its *probability (likelihood)* of occurring and the *severity* of its possible consequences.<sup>7</sup> In other words, the risk matrix helps to understand which risks need to be addressed first (red and yellow zones of the risk matrix, corresponding to medium and high-level risks).

When the risks have been located and evaluated/prioritized (Step 2 “Who might be harmed and how?” of the Risk Assessment sequence), the logical path to apply risk control measures has been prepared (see Factory Exercise No. 3).

Remind all the participants that risk maps and the results of risk evaluation need to be recorded, kept on file and available for any needs, e.g.: updated when new machinery is installed at the enterprise or there is a layout change of premises, available for inspections and auditing, etc.

As a facilitator, you should be aware of the limitations of using risk matrixes (e.g. subjectivity in estimating probability and severity), however you should also highlight that these tools are easy to be applied even by non-experts and generally useful. This exercise should be concluded by an encouragement to participants to be creative in their approach to risk assessment, as any procedure or method can be improved and tailored to the specific enterprise needs and resources.<sup>8</sup>

You may wish to display slide “Evaluating risk levels through risk matrices” when participants are deciding on current level of risk. You may wish to use H/O 5 in this trainers manual which shows definitions of likelihood and severity.

Ask participants to write down their answers. Trainers will need to ensure that participants finish with at least one medium or high risk as this will be required in Factory Exercise 3.

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7. Precise definitions for each category of likelihood and severity of risk are provided in the Training Manual, Chapter 3, Risk Matrixes section.

8. The use of apps, for instance, is increasing and can also contribute to risk assessment. Here you can check some useful ILO apps: <https://www.ilo.org/global/publications/apps/lang--en/index.htm>

### ► F/N 5. FACTORY EXERCISE 3: SUGGEST CONTROL MEASURES FOR THE RISK ASSESSED IN FACTORY EXERCISE 2 USING THE HIERARCHY OF CONTROLS

Based on the previous results of Factory exercise 2, select adequate and feasible risk control measures taking into account the hierarchy of controls.

**DURATION:** 15 min.

**METHOD:** Group Work. Invite the participants to form again the same groups of the previous Exercise. Then, encourage them to propose realistic risk control measures for the risks existing at their enterprise and previously identified/mapped/prioritized (we are now in Step 3: *What is already being done? What further action is needed to reduce risk?* of the Risk Assessment sequence proposed in the Training Manual). Remind the participants that their suggested control measures should take into account the Hierarchy of Controls (you can leave the slide representing the Hierarchy of Controls projected on the screen as a reference for all to see while carrying out the exercise). It is very important to stress that first of all, hazards should be eliminated. If elimination is impossible, substitution with safer alternatives has to be considered. These two safety and health risk control measures are the most effective and this point has to be clarified in order to support a logical approach to risk control. If a risk persists (“residual risk”) after these measures are applied, then collective measures will be considered, leaving personal ones (e.g. PPE) as the last option (less effective). Many SMEs still erroneously rely on PPE as their main risk control measure, therefore this exercise should be used to reinforce the logical progression indicated by the hierarchy of controls and contribute to dispel this common misconception.

Participants can use the Risk Assessment template (H/O 3) to transcribe the results of their risk assessment.

### ► F/N 6. EXERCISE: THE ACTION EXERCISE

**DURATION:** 1h to carry out the exercise, followed by 20 min. of discussion of the Enterprise Improvement Proposals.

**METHOD:** Group Work.

With this last exercise, participants have the opportunity to apply the concepts, principles and methods learned or perfected at the workshop to conduct a risk assessment of their own enterprise and formulate adequate and realistic<sup>9</sup> risk control proposals. The aim of the exercise is to (i) review the learnings from the workshop and the outputs from all the previous exercises, (ii) enable participants to think about which areas they would risk assess first and the reasoning (may be accident prone areas, areas with active OSH personnel etc., and (iii) what workplaces will need to move the “needle” presented in the slide “How does your workplace measure up?

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9. The proposed control measures should take into account the practical possibilities of the enterprise to put them in place.

Health and safety on the production floor" will be. E.g. management commitment, defining responsibilities and procedures to hold persons accountable, identification of progress indicators - suggestions? etc.

Participants should complete the factory exercise Step 4 of the risk assessment on the template determine who is responsible and a realistic timeframe. On the "list improvement", participants need to identify which areas of your factors should be risk assessed first and why. They should then identify what actions are needed in your workplace to develop / improve / monitor the OSHMS.

It should be emphasized that the workshop has to fulfill its timeframe, and therefore the exercise is necessarily limited to one hour, but that when they will be back at work, they could build their own checklists, tailored to the specific needs of their enterprises. Explain that the results of each group's risk assessment will have to be written down in the Enterprise Improvement Plan (H/O 6b), a form that facilitates their subsequent presentation during the discussion phase.

As a facilitator, you should be ready to assist each group by answering any questions group members might have, however, it is recommended to let groups build upon their own knowledge of their workplaces, their work experience and their wisdom. The information acquired through the workshop at this point will strengthen the confidence of the participants and the improvement ideas will flow naturally. Your role will be to support the creativity of the class and, during the discussion that concludes the exercise, to stimulate critical thinking: for instance, you could ask each group to justify why they proposed an engineering control measure to reduce noise as much as possible (e.g. printing machine isolation and enclosure) instead of just providing hearing protectors (e.g. earplugs and earmuffs). In other words, during discussion you can play "the devil's advocate" to elicit logical answers able to support the improvements proposed.

You can remind the class that any new risk control measures, whether of technical or organizational nature, collective or personal, imply decisions to be taken and -frequently- also costs to be faced. Therefore, workers' representatives need to be able to convince managers and employers about the efficacy and convenience of putting such measures in place. For instance you can suggest that, whenever possible, the use of statistical data from reliable national and international OSH sources (e.g. organizations, associations, publications, enterprises, trade unions, etc.) can be useful additions to improvement plans.

Data can add a strong rationale to the proposals, being objective, not influenced by personal or collective opinions or beliefs. Try to keep the discussion phase clear, simple and focused on enterprise improvements. The most relevant points brought up by each group could be written on the flipchart for all to see (snapshots can be taken with a cell-phone and then sent to the class mailing list) and should be positively commented on by the facilitator, e.g.: "I really appreciate that you selected improvements that can make daily work at the enterprise more pleasant: organizing a rest area with comfortable sitting, a table and cool drinking water is a simple, low-cost improvement that greatly benefits workers, particularly during the hot weather months". But, can any additional suggestions be proposed by the other groups? Stimulate each group to contribute with some additional suggestion, e.g.: "Leaflets and gadgets could be placed on the

rest area table, so that workers can read and share them with coworkers or family to spread awareness on OSH matters”.

## ► F/N 7. EXERCISE (OPTIONAL): THE JOINT HEALTH AND SAFETY COMMITTEE

**DURATION:** 20 m.

**METHOD:** Role Playing. Ask the participants to form two groups: Workers and Managers. Explain that they will join the “opposite” group in order to switch their roles: managers will act as workers and viceversa. Each group then will elect two members who will discuss the gender-based harassment case described below. Explain that all the members of each group should advice and support their representative.

The goals of this exercise are to focus attention on common gender-based issues at work, to encourage respect and inclusion, to highlight that a healthy and safe work environment must also be free from violence and harassment and to reproduce a situation in which the enterprise JHSC can propose practical preventive and remedial measures against harassment. It is key to conclude this exercise reinforcing the message that it is everybody’s responsibility to ensure that violence and harassment are not tolerated in any form at the enterprise.



## USEFUL LINKS

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Occupational Safety and Health - A Guide for Labour Inspectors and other stakeholders <https://www.ilo.org/global/topics/labour-administration-inspection/resources-library/publications/guide-for-labour-inspectors/lang--en/index.htm>

Training package on workplace risk assessment and management for small and medium-sized enterprises [https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/training/WCMS\\_215344/lang--en/index.htm](https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/training/WCMS_215344/lang--en/index.htm)

A 5 step guide for employers, workers and their representatives on conducting workplace risk assessments [https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS\\_232886/lang--en/index.htm](https://www.ilo.org/global/topics/safety-and-health-at-work/resources-library/publications/WCMS_232886/lang--en/index.htm)

ILO Encyclopaedia of Occupational Health and Safety (2012): <https://www.iloencyclopaedia.org/>

WHO. Health Topics: Occupational Health: <https://www.who.int/health-topics/occupational-health>

ILO. Personal Protective Equipment Helps You Stay Safe and Healthy. [https://www.ilo.org/wcmsp5/groups/public/---ed\\_dialogue/---lab\\_admin/documents/instructionalmaterial/wcms\\_537874.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_dialogue/---lab_admin/documents/instructionalmaterial/wcms_537874.pdf) 13 December 2016.

Action Checklist Fire Safety [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---safework/documents/publication/wcms\\_194782.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/publication/wcms_194782.pdf)

Global Manual for WISE - Work Improvements in Small Enterprises Action WISE Action Checklist Page 8 [https://www.ilo.org/wcmsp5/groups/public/---ed\\_protect/---protrav/---safework/documents/instructionalmaterial/wcms\\_621054.pdf](https://www.ilo.org/wcmsp5/groups/public/---ed_protect/---protrav/---safework/documents/instructionalmaterial/wcms_621054.pdf)

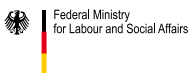




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