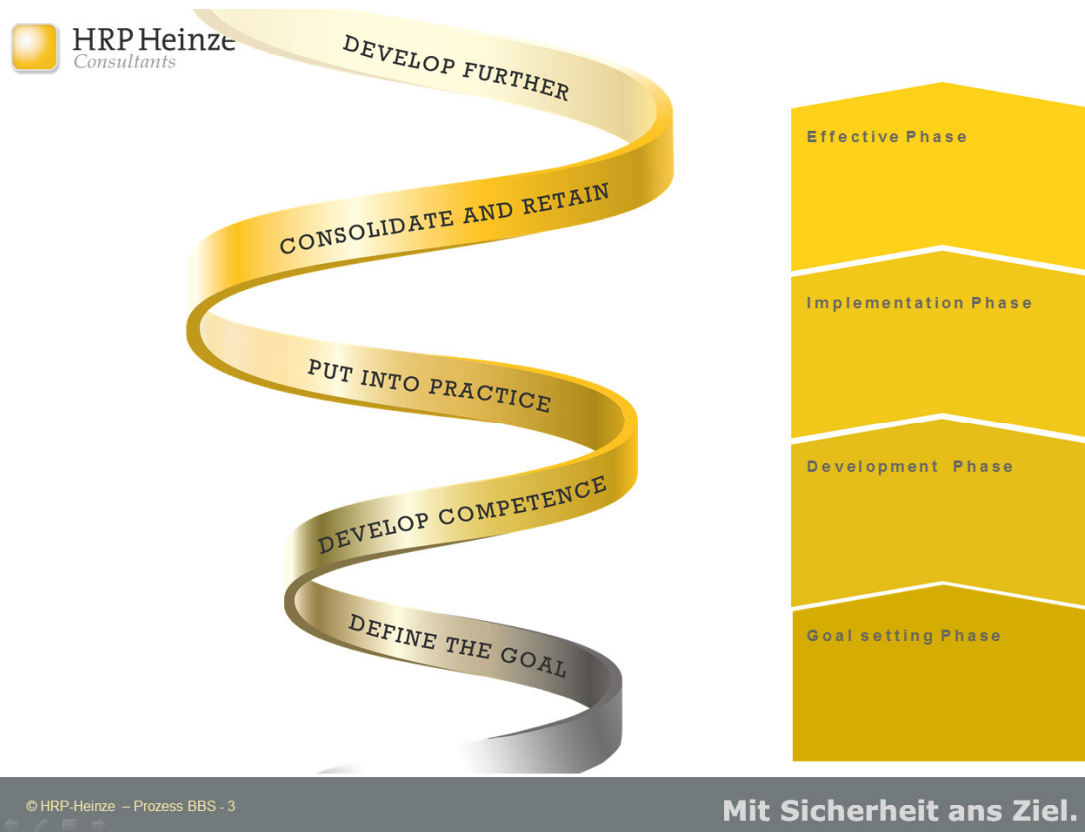


## The HRP Heinze process for cultural and behavioural change - Health and safety at work (BBS)

- Changing attitudes and behaviours by raising awareness and engaging in communication -



## **1. Goal-setting phase**

- Determination of location and organisation of process stability -

### **1.1 Determination of location**

- ▶ Preparatory work carried out via telephone or on company premises, implemented by a steering group and coordinator(s)
- ▶ Essential implementation of monitoring and discussion techniques to stabilise processes. Dealing with administrative approaches to systems, as well as questions such as:
  - Should observation data be documented and evaluated to avoid accidents in the future/adhere to best practice regulations?
  - Can the quality of monitoring and documentation be maintained at a high standard?

### **1.2 Assessment tool for climate analysis**

A software-supported profile of so-called 'soft' business factors is created on the basis of anonymous, 1:1 surveys carried out within the management team. These are displayed in visual format with the help of graphic analysis, followed by recommendations for prioritised measures. Self-assessment (based on the EFQM model) is carried out in a total of 8 subject areas, for example engagement of management teams, objectives and planning, processes, employee satisfaction. It is important to carry out anonymous, individual surveys to prevent participants from providing socially desirable responses.

### **1.3 Employee surveys**

Creation of a solid database on available operational facts and opinions on occupational health and safety within the lowest levels of the company. This involves targeted selection of approx. 40-60 employees, with a maximum of 30% of these workers working in supervisory positions (supervisors, shift managers, etc.). Each of these employees are questioned individually to prevent the participants from providing socially desirable responses.

### **1.4 Key behaviours**

Key behaviours are specific, defined behaviours that must be identifiable for monitoring purposes and have the potential to make the activities the company carries out especially effective (i.e. conform especially well to health and safety regulations) on a long-term basis.

- ▶ Preparation work for determining key behaviours
  - Explains how key behaviours represent safe company behaviours that are highly unlikely to result in accidents or negative health effects and therefore prevent periods of unproductivity.

- Used to identify and fix special key behaviours that protect employees from inefficiency
- Uses (near) accidents, and risk assessments as a starting point for developing key behaviours  
Initially for steering groups; later on can also be carried out with select employees to help them develop key behaviours within their own working environments

## **1.5 Determination of vision and objectives**

At the start of the process, it is crucial to develop a vision of occupational health and safety from which mid and long-term objectives can be developed.

- ▶ This one-day workshop teaches participants why it's important to have a vision and what it means to transform a vision into reality. The workshop also covers how to implement a vision and convey it to others within the company.

## **1.6 Implementation plan**

In a one-day planning workshop, the content, stages and persons in charge of processes are established in particular and an implementation time frame is determined for the seminars/workshops, training sessions and if applicable, coaching sessions.

### **1.6.1 Explanation of success factors such as:**

- ▶ Engagement of all management teams
  - Previously selected management staff attend the seminars on changing company culture for both management teams and employees and must be present throughout the whole day.
  - Those in the most superior positions within the management team initiate these seminars, carry them out and lead the discussions on self-commitment
  - The management team's internal attitudes toward the programme must be externally expressed through concrete examples and implementation of the staff's own personal commitments
- ▶ Coordinators' tasks - The coordinator
  - Provides an ongoing connection between participants and external trainers
  - Ensures that the corresponding qualifications for each respective programme take place at the times agreed upon
  - Takes care of documentation and lists of participants, as well as the follow-up work related to qualifications (including photo documentation of flip charts, scans of feedback sheets for trainers [originals remain with the customer])
  - Communicates with the hotel or (internal) venue and helps to ensure that pro-

grammes run smoothly

- ▶ The steering group
  - Monitors effectiveness of the process on behalf of responsible persons or sponsors
  - Monitors and controls suitable communication within the company
  - Evaluates progress based on the chosen implementation plan
  - Identifies any limiting aspects and reports these to the relevant responsible person
  - Coordinates (further) development of an overview of key behaviours
  - Checks that a sufficient number of adequately-trained monitors and speakers is on hand to ensure the steady, sustainable progression of the programme
  - Develops and monitors measurement procedures for further development/best practice
  - Ensures that a system is in place for identifying accident patterns caused by unsafe or ineffective behaviours (ideally with the help of software)
- ▶ Venues, in particular for awareness (EUVIA® / EUVIGO®, etc.) seminars:
  - Seminar rooms of a suitable standard, equipped in particular with projectors, PC speakers, flip charts, and a U-shaped table formation
  - The event should ideally take place outside of the company, where no disruptions, distraction or loss of attention (particularly related to the use of mobile phones and other digital devices) are likely to take place
- ▶ Locations for BGT® training sessions and BBS informal safety talks
  - Training rooms in the direct vicinity of the company, equipped with projector, PC speakers and flip chart(s)
- ▶ Surveys on assessment tool use and employee surveys carried out internally
  - A quiet atmosphere free of disruptions is required, that is conducive to concentrated, uninterrupted work and answering of questions
  - Corresponding evaluations are transmitted by HRP Heinze on a timely basis, i.e. anonymous evaluations, graphics and descriptions of results
- ▶ Relevant statistics
  - Accident and medical data from the past three years is required for preparation of visual representations such as pie charts
  - In addition, a short description, in particular outlining serious behaviour-related accidents, as well as any cases of burnout or absences related to health issues from the last two years
  - Data on working hours is also required to establish key performance indicators (e.g. where are subcontractors' employees listed?)
  - Quality and productivity indicators from the last three years

► Other

- Prior to the start of the programme, an internal decision should be made as to whether the company wants to use a logo, pictogram, mascot and/or special, motivating slogan for the operational BBS programme.
- Find out more information and contact the HRP Heinze Consultants team at [www.hrp-heinze.com](http://www.hrp-heinze.com) or [kontakt@hrp-heinze.com](mailto:kontakt@hrp-heinze.com)

### **1.6.2 Decision on participant and seminar documentation, such as**

► Personal commitment:

- The company can adapt or expand the version provided by HRP Heinze
- The standard version outlines certain socio-ethically significant minimum requirements that are generally applicable and that represent a personal, moral commitment rather than a binding commitment under social law
- These documents are therefore not included in the personnel file (even in the form of copies) and instead, must remain in the possession of the signatories.

► Documents for participants developed in accordance with adult educational theories:

- Handouts (provided by the company wherever possible for CI reasons) should be kept in participants' folders so that participants can read over and work on these at a later date
- Individual and group materials, case studies, video commercials, etc. that are distributed separately during the respective qualification programmes

## **2. Development phase**

- Behaviour and communication basics -

### **2.1 Development of skills through seminars on changing behaviours and attitudes regarding occupational health and safety for healthy organisation (EU VIA® / EU VIGO®)**

#### **2.10 Principles**

- ▶ EU VIA® seminars focus on 'traditional', operational, occupational health and safety issues. These include (near) accidents in the workplace as well as unsafe activities.
- ▶ EU VIGO® seminars deal with aspects (that are not only important in the field of administration) of psychosocial burden and ways of acquiring and maintaining personal resilience in particular

##### **2.1.1 EU VIA® / EU VIGO® seminar for management teams**

This first one-day seminar (for a maximum of 9-12 participants)

- ▶ Is initiated and carried out by the the most senior staff in the company
- ▶ Raises questions among participants regarding their personal attitudes towards occupational health and safety, as well as the general state of occupational safety, quality and efficiency within the company's sector or scope of responsibilities
- ▶ Shows participants the pain and suffering that can be caused by accidents in the workplace and asks questions such as 'is this something we are willing to accept in our business?' and 'does this fit in with our best practice initiatives?'
- ▶ Helps participants to gain insight into the dominant company culture with the help of results from assessments and employee surveys, as well as a short questionnaire that is then worked on during the seminar
- ▶ Focuses on the company's target state: the company's vision for occupational health and safety, best practice initiatives and the personal goals of the management team for the next three years developed from this vision
- ▶ Identifies what is preventing the management team from reaching the target state and outlines any obstacles related to the company's own values, beliefs and attitudes, such as:
  - The management team's (own) role
  - The importance of management team's (own) management functions and perceptions of these
- ▶ Outlines the tools and available methods, i.e.
  - Attitude and behaviour seminars
  - Training in monitoring and discussion techniques

- ▶ A final declaration of personal commitment
  - to gain personal, honest engagement and make this visible, in order to develop long-term, outstanding performance (in particular with regard to occupational health and safety)

### 2.1.2 EUVIA® / EUVIGO® Seminar for employees

- ▶ The company's most senior staff initiate and carry out each of these one-day sessions for up to 12 employees
- ▶ Managers and direct supervisors of the respective employees take part in the seminar for the whole day and demonstrate their support for the process through verbal expression and body language
- ▶ The introduction to the seminar is comparable to that for the management team:
  - Understand the current state of occupational health and safety as well as operational processes and why they are that way
  - Evaluation of individual opinions on company culture using personal insights from the anonymous questionnaire on behaviour in occupational health and safety
  - Participant's improvement of ability to prevent accidents that could happen to them, as well as increased self-motivation for excellent occupational health and safety and best practice
  - Raise awareness of and identification with the company vision
  - Self-motivation for establishing the company's own sustainable initiatives for occupational health and safety
- ▶ Discussion topics, such as:
  - Why is our occupational health and safety in its current state?
  - What are the areas in which my colleagues and I are most likely to have an accident or suffer from work-related health problems?
  - What can we do together in order to reduce or eliminate the risk of accidents or health and safety risks?
  - What can I do to prevent myself from having an accident and reduce health and safety risks?
- ▶ Seminar module: **'Risk assessment'**
  - Recognise the importance of risk assessments; think about how to deal with potential risks
  - Be aware of unexpected incidents (which factors influence the risk?)
- ▶ Seminar module: **'On the road with work'**
  - Reflection on specially selected key behaviours
  - The importance of adapting to operational circumstances

► Employees' personal commitments

- Obtain agreement from individual employees to participate in changing the company culture to establish the best possible levels of occupational health and safety/best practice

## **2.2 Development of skills through training on monitoring and discussion techniques (BGT®) and informal safety discussion**

### **2.2.1 One-day training event**

- A targeted qualification with a focus on self-reflection carried out using camera training and feedback alongside other elements:
  - Understand and master the key steps of the process
  - Experience your own discussion and question style and receive relevant feedback
  - Practical implementation of the skills learned in the morning training session through immediate implementation in the company during the afternoon session
  - Testing of basic knowledge using the documentation and evaluation of the discussion results
- For the required minimum implementation rate of 30% of company employees, the following number of participants can take part for each of the respective sessions:
  - BGT® training - the whole management team (3-4 participants per day) including company tour and camera training
  - BBS informal safety discussion - other selected participants (8-10 participants per day), with company tour, no camera training session
- For a customer-oriented implementation rate of 100% of company employees, the following number of participants can take part for each of the respective sessions:
  - One-day BGT® training - the whole management team (3-4 participants per day) with company tour and camera training, as well as
  - Half-day BBS informal safety discussion - all other participants (6-8 participants per day) with company tour, no camera training session





### 3. Implementation phase

- Ensuring the success of individual processes -

#### 3.1 Practical training and coaching

- ▶ Periodical support and feedback
- ▶ Quick assistance on key themes
- ▶ Support of the process through modules with qualifications, such as:

##### 3.1.1 EUVIA® / EUVIGO® on site

- For one member of management staff per day
- Transfer of knowledge from seminars already attended, as well as communication and management skills in operational practice
- Aims to help management and employees identify unsafe/ineffective behaviours, as well as behaviours that do not conform to health and safety regulations on site and to develop solutions for tackling these

##### 3.1.2 BGT® on-site

- Each session is suitable for one member of staff, who has attended a BGT® training session on their company's premises and taken part in safety discussions
- To compare and exchange knowledge from BGT® training and experience in the company
- approx. 3-4 hours
- Aims to further develop implementation and communication skills using a practical approach

##### 3.1.3 Virtual BGT® coaching

- For one BGT® trained member of staff
- For individual support in the practical implementation of the company's operational process
- Conducted via telephone and in particular, email guidance
- Usually approx. 1.5 hours depending on experience

#### 3.2 Process documentation

- ▶ Interviews are carried out within the company regularly and on a long-term basis
- ▶ All appropriately qualified staff lead a (safety/motivational) discussion at least once a week (duration: approx. 5-10 minutes).
- ▶ All discussions are documented digitally or in written form, in particular those that highlight desirable, safe practice in line with health and safety regulations
- ▶ Relevant data is stored either using software or in a database in order to identify progress results as well as areas to improve on.
- ▶ The steering committee uses this data for the purposes of monitoring:



- The activity of monitors
- On (un)safe, (un)desirable and (in)effective behaviours

## 4. Impact phase

- Reflection and measurement of performance to achieve sustainability -

### (Re)use of assessment software

A (new) profile of soft business factors is created and displayed in visual form with the help of graphic analysis (see item 1.2)

### 4.1 Implementation and efficacy screening

- ▶ Carried out approx. 12-14 months after the final seminar, workshop or training session is completed
- ▶ This procedure strengthens the functions of the process, desired (i.e. safe, effective) behaviours and enables the creation of programmes specially tailored to the respective company for improving occupational health and safety
- ▶ Repetition of employee surveys after approx. two years to document improvements in company culture
- ▶ One whole day is required for exchanging information with those responsible for the implementation of the discussion data obtained, as well as:
  - Informal discussions with employees
  - Visit to company units
- ▶ Half a day is required to present results and to establish a plan for improving operational health and safety together with the steering group or senior management
- ▶ The procedure is established using a points system with questions such as:
  - What is working well?
  - Which areas need to be improved?
  - How can we improve/increase efficiency in areas that are already successful?

### 4.2 Safeguarding the process

#### 4.2.1 Personal development measures (PDM)

- ▶ Support measures to reinforce individual management behaviours, in particular with regard to occupational health and safety and best practice
- ▶ Focus on the areas of personal development (identify personal behavioural trends, develop strengths) and leading with values, among others – see current descriptions of seminars on our website at [www.hrp-heinze.com](http://www.hrp-heinze.com) or



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// Company information

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HRP Heinze Process

BBS

- 'More value through leadership'
  - The 20 most important management principles
- 'Behavioural culture'
  - Gain a better understanding of yourself and others with the DISC model from Professor John G. Geier
- 'Value culture'
  - What values do I live out in my everyday life?
- 'Character and charisma'
  - What are the characteristics of successful management teams?
- 'Work culture'
  - How can I avoid burnout?
- 'International culture'
  - Am I prepared for work on an international level?
- 'Stress, harassment and addictive behaviours'
  - Learn to recognise and prevent psychological stress in the workplace

#### **4.2.2 Refresher seminars, training and coaching sessions**

- ▶ EUVIA® II and EUVIGO® II seminars for management teams and employees
  - As a customer-oriented event
  - For a maximum of 12 participants per half day/full day
- ▶ BGT® II training for management and employees
  - As a customer-oriented event
  - For 3-4 participants per half day/full day
- ▶ Personalised, customer-oriented qualification tools