

## **OCCUPATIONAL SAFETY AND HEALTH AND LEADERSHIP: TOOLS AND TOOLKITS**

### **1. Introduction**

Leaders play a key role in influencing the management of safety and health in a number of different ways. These can include: establishing effective governance for OSH management; setting out a strategy, policy and targets and monitoring progress; providing examples of good practice through their own behaviour; establishing a positive safety and health culture and the engagement of all staff in safety and health matters; ensuring that safety and health remains a priority during the day-to-day operations; empowering individual employees to take preventive actions, as well as behaving in a healthy and safe way; providing employees with the necessary safety training, tools and equipment; and involving employees in safety and health decisions (Ernst & Young, 2001). Occupational safety and health leadership is about securing the health, safety and welfare of workers by reducing risks, and protecting them and others from harm or illness arising out of work activities (Mullen & Kelloway, 2011). Leadership has been argued to be one of the key determinants of employee well-being (Kelloway & Day, 2011), and is fundamental to promoting and sustaining a safe and healthy workplace.

### **2. Developing Leadership and Management Competencies: Tools and Toolkits**

Promoting positive leadership and management systems for occupational safety and health can be particularly challenging in all types of organisations; and particularly for small and medium enterprises. There are several tools currently freely available to organisations to help them address the issues of leadership and OSH. The aim of this E-fact is to highlight a number of freely available tools, toolkits, and resources aimed at organisations and managers.



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The European Agency for Safety and Health at Work (EU-OSHA) is not the owner of the tools mentioned below and not responsible for their maintenance or potential shortcomings. EU-OSHA is only providing information about the availability of these tools, toolkits and resources, but the responsibility for them lies completely in the hand of the providers.

Name	Description	Type	Availability	Country	Web address
Line Manager Competency Indicator Tool	It is essential that line managers are equipped with the correct skills and behaviours to be able to manage staff behaviour and stress-related problems. The British Health and Safety Executive, in association with the Chartered Institute of Personnel and Development and Investors in People, has designed a tool to allow managers to assess whether they currently have the behaviours identified as effective for preventing and reducing stress at work; its aim is to help managers reflect on their behaviour and management style.	Indicator tool	Free	United Kingdom	<a href="http://www.hse.gov.uk/stress/mcit.htm">http://www.hse.gov.uk/stress/mcit.htm</a>
Line Managers' Resource: a practical guide to managing and supporting people with mental health problems in the workplace.	This practical guide was developed by Shift in partnership with the British Department of Health, Department for Work and Pensions, Health and Safety Executive and Health Work Wellbeing. It is aimed at supporting employers to promote good mental health and reduce discrimination. The resource is an update of the Mind Out for Mental Health Line Managers' Resource.	Practical guide	Free	United Kingdom	<a href="http://www.hse.gov.uk/stress/pdfs/manage-mental-health.pdf">http://www.hse.gov.uk/stress/pdfs/manage-mental-health.pdf</a>
Workplace Strategies for Mental Health: Leadership and Management	Workplace Strategies for Mental Health is a unique website dedicated to helping all Canadian employers who wish to address mental health issues in the workplace.	Resource website	Free	Canada	<a href="http://www.gwlcentreformen talhealth.com/display.asp?l1=7&amp;d=7">http://www.gwlcentreformen talhealth.com/display.asp?l1=7&amp;d=7</a>

Name	Description	Type	Availability	Country	Web address
	<p>This website is one of the initiatives of the Great-West Life Centre for Mental Health in the Workplace, which provides freely available public resources including strategies, tools and support for research and initiatives aimed at improving workplace mental health for all Canadians.</p>				
<p>Managing Mental Health Matters</p>	<p>Managing Mental Health Matters (MMHM) is a programme aimed to help managers, supervisors and other organisational leaders learn how to effectively recognise and manage mental health issues in the workplace. MMHM is produced by the Great-West Life Centre for Mental Health in the Workplace and is freely available to Canadian employers.</p> <p>MMHMs uses a story-based approach, portraying realistic episodes of workplace "characters" dealing with situations common to everyday worklife.</p> <p>The programme provides 'additional resources' and links to support users in their learning following the completion of the training.</p> <p>To help organisations integrate MMHM into their existing training programs, MMHM also includes a <a href="#">Leader's guide to implementing Managing Mental Health Matters</a>.</p> <p>This guide includes information, exercises and quizzes to compliant training.</p>	<p>Scenario based video training and practical guide/ workbook.</p>	<p>Free</p>	<p>Canada</p>	<p><a href="http://www.gwlcentreformen talhealth.com/display.asp?l1=7&amp;l2=176&amp;d=176">http://www.gwlcentreformen talhealth.com/display.asp?l1=7&amp;l2=176&amp;d=176</a></p>

Name	Description	Type	Availability	Country	Web address
Managing Emotions	<p>The <i>Great-West Life Centre for Mental Health in the Workplace</i> launched <i>Managing Emotions</i>, which can help managers test and, in turn, improve their emotional intelligence. Managers and supervisors at all levels who use <i>Managing Emotions</i> may improve their ability to be effective in understanding and managing other people's negative emotions in the workplace.</p> <p><i>Managing Emotions</i> is an online training tool that includes video scenarios, interactive learning opportunities, evidence-based assessment for work-related emotional intelligence, and practical exercises and activities to improve results. This tool can be used to help assess managers' emotional intelligence skills. In particular, in the area of recognizing and responding to the emotional distress of their employees.</p> <p>12/04/12</p> <p>This tool includes an assessment, which takes about 15 minutes to complete.</p> <p>Results of the assessment are returned to the user immediately. For those managers or supervisors that wish to improve their results, key strategies, exercises and video-based training options are provided.</p>	Online training tool that includes video scenarios, interactive learning opportunities and an evidence-based assessment	Free	Canada	<a href="http://www.gwlcentreformen talhealth.com/mmhm/ManagingEmotions.aspx">http://www.gwlcentreformen talhealth.com/mmhm/ManagingEmotions.aspx</a>

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Name	Description	Type	Availability	Country	Web address
Safety and Health Leadership Quiz	The Safety and Health Leadership Quiz aims to provide an overview of the degree to which health and safety fits into the workplace. The quiz was developed by the United States Department of Labor and is part of Safety and Management Systems eTool.	Internet Quiz	Free	United States of America	<a href="http://osha.gov/SLTC/etools/safetyhealth/comp1_mgt_lead_leadershipquiz.html">http://osha.gov/SLTC/etools/safetyhealth/comp1_mgt_lead_leadershipquiz.html</a>
Workplace Health and Safety Queensland: Safety Toolkit	This toolkit is aimed at managers and employers of small businesses. This toolkit offers an introductory information document on safety leadership, a template to develop an occupational health and safety policy, and an induction checklist aimed at managers.	Toolkit	Free	Australia	<a href="http://www.deir.qld.gov.au/workplace/business/smallbusiness/safety-toolkit/index.htm">http://www.deir.qld.gov.au/workplace/business/smallbusiness/safety-toolkit/index.htm</a>
British Health and Safety Executive – Absence Management Toolkit	<p>The Health and Safety Executive and the Chartered Institute of Personnel Development put together a toolkit to manage absence in the workplace.</p> <p>The toolkit is aimed at line managers working in small and medium sized enterprises, but is also relevant to larger organisations.</p> <p>This toolkit provides a wealth of information on absence management practices and procedures that line managers can pick and choose information from. It is split into four parts to help managers:</p> <ul style="list-style-type: none"> <li>• Identify an absence problem</li> <li>• Develop an absence strategy</li> </ul>	Toolkit	Free	United Kingdom	<a href="http://www.hse.gov.uk/sickn essabsence/toolkit.htm">http://www.hse.gov.uk/sickn essabsence/toolkit.htm</a> <a href="http://www.cipd.co.uk/hr-resources/practical-tools/absence-management.aspx">http://www.cipd.co.uk/hr-resources/practical-tools/absence-management.aspx</a>

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Name	Description	Type	Availability	Country	Web address
	<ul style="list-style-type: none"> <li>• Deal with short-term absence</li> <li>• Deal with long-term absence</li> </ul>				
British Health and Safety Executive – Leadership and Worker Engagement Toolkit	The Health and Safety Executive have developed the Leadership and Worker Engagement Toolkit. This toolkit has been developed by the construction industry's Leadership and Worker Engagement Forum to help contractors and managers learn how to make health and safety improvements in their businesses.	Toolkit	Free	United Kingdom	<a href="http://www.hse.gov.uk/construction/lwit/index.htm">http://www.hse.gov.uk/construction/lwit/index.htm</a>
The Copenhagen Psychosocial Questionnaire (COPSOQ)	The Copenhagen Psychosocial Questionnaire (COPSOQ) is part of the written assessment of health and safety conditions in the workplace in Denmark. One of the measures of this questionnaire assesses the quality of leadership and possibilities of development. This questionnaire is available in Danish, English, Norwegian, Swedish, Flemish, German, Spanish, and Portuguese.	Questionnaire	Free	Denmark	<a href="http://www.arbejdsmiljoforskning.dk/~media/Spoergeskemaer/copsoq/english-copsoq-2-ed-2003-pdf.pdf">http://www.arbejdsmiljoforskning.dk/~media/Spoergeskemaer/copsoq/english-copsoq-2-ed-2003-pdf.pdf</a>

### 3. Conclusion

Promoting positive leadership and management systems for occupational safety and health can be particularly challenging in all types of organisations; and particularly for small and medium sized enterprises. There are several tools currently freely available to organisations to help them address the issues of leadership and OSH. Many of the listed toolkits aim to either: develop leadership in occupational health and safety in organisations, or are tools/toolkits that company leaders can use to promote a safe and healthy working environment and culture.

### 4. References

- Ernst and Young, Development of a leadership resource pack, Health and Safety Executive Books, Norwich, 2001. Available at: <http://www.hse.gov.uk/research/otopdf/2000/oto00098.pdf>.
- Kelloway, E., K., & Day, A., 'Building healthy workplaces. What we know so far', Canadian Journal of Behavioural Science, Vol. 37, 2005, pp. 223-235.
- Mullen, J., & Kelloway, E.K., 'Occupational Health and Safety Leadership', The Handbook of Occupational Health Psychology 2nd , 2011, APA, Washington, 2011, p.358-372.