WORKER INVOLVEMENT – REFERENCES

This list provides some key publications and reports that have featured in presentations on Worker Involvement.

1. **How to Win Friends and Influence People:** Dale Carnegie

   "The deepest principle in human nature is the craving to be appreciated."
   William James

   www.amazon.co.uk/How-Win-Friends-Influence-People/dp/0091906814

2. **Getting to YES: Negotiating an Agreement Without Giving In: Fisher & Ury: Random House Business Books**

   The answer to the question 'What is the best way for people to deal with their differences?' is explored in the book.

   1999 - ISBN 1-8441-3146-7

3. **Allan Leighton on Leadership**

   Discussing his time as a senior executive in relation to time spent on communications: when he started about 5% spent on communications now [2007] about 25%. Priority …. 'to your customers, your investors, your team.'

   > 'The fact is that people at the sharp end often know more about the impact of your products and services than anyone else. They can see the problems.'

   > 'Effective leaders build on what is already there. I know very few leaders who have succeeded by destroying the past.'

   > 'Always adapt, but don't destroy.'

   2007 - ISBN 978-1-905-21144-9

4. **Reclaiming health and safety for all: an independent review of health and safety legislation:** Prof Ragnar E Löfstedt:

   'Boosting the responsibility and involvement of employees has the potential to bring about significant improvements in health and safety in the workplace. Evidence clearly shows that when employees are actively engaged in health and safety, workplaces have lower accident rates.'

   www.gov.uk/government/publications/reclaiming-health-and-safety-for-all-lofstedt-report

5. **A Recipe for safety: HSE Books 2015**

   'HSE research indicates that positive steps by management could have prevented injury in about 70% of incidents, and action by workers a further 10%.'

6. **Scottish Power: Marketing Campaign**

   The following was on the Safety and Health Practitioner website [www.shponline.co.uk] on the 28th February 2011:

'Top design award for energy supplier's health and safety campaign

'An energy giant's campaign to improve its staff's health and safety performance has been named as one of the UK's most effective marketing strategies.

ScottishPower saved £2.5 million by reducing sickness absence by 22 per cent and lost time accidents by 60 per cent via the 'It Matters' campaign which won a Gold award at the Design Business Association's annual Design Effectiveness Awards earlier this month.'

'It [the campaign] was developed by Glasgow based design agency Good Creative, which ScottishPower commissioned specially for the job, because it felt previous campaigns had been inconsistent and poorly executed, and that staff had become disengaged from internal communications messages.'

'The group [ScottishPower] asked Good to create a brand platform that would work across all of its divisions, to improve health and safety statistics, to improve brand recollection, and to create a cost-effective, long lasting campaign. 'It Matters' went live in May 2009 with a budget of £60,000. Using a series of simple visuals, says ScottishPower, it emphasised the message that health and safety issues affect the lives of employees at all times.'

7. **The Health and Safety of Great Britain \ \Be part of the solution:** HSE Strategy Document first published in June 2009

'In the first instance, training managers and health and safety representatives together will establish a shared perspective on tackling health and safety issues in their organisation and complement the training they already receive separately.'

8. **Plans for the Worker Involvement Programme. HSC 246/SASD/1025/2004 8th February 2005**

'While many employers involve their workers in decisions about health and safety, HSE estimates that approximately six out of ten workers in Great Britain are not consulted (whether directly or indirectly through safety representatives) on health and safety matters that affect them.'

9. **11th World Conference on Injury Prevention and Safety Promotion, 3rd October 2012 – Wellington, New Zealand: Speech by Judith Hackitt, Chair HSE**

'Since the launch of HSE's new strategy in 2009 one of the most successful programmes which we have initiated has been the piloting of joint training in health and safety for safety reps and supervisors – breaking down the "us and them" barriers and getting people to recognise their shared purpose.'

10. **Evaluation of the HSE worker involvement training courses: Final Report**: HSE Research Report 964 published in March 2013

Lot 1: Worker Involvement for non-unionised representatives training course. [Around 2,400 attended the free training.]

Lot 2: Joint Training for representatives and their managers. [Around 180 organisations took part in the free training.]

'The Lot 1 and Lot 2 courses have had a considerable and lasting impact on worker involvement in health and safety in the organisations that sent managers and representatives on these courses.'

11. **RMT news: Issue No5, Volume 5: June/July 2004**

Interview with RMT health and safety rep Barry West after being awarded the Wing Award for 'an outstanding personal contribution to [railway] track safety.'

'Barry has been an RMT health and safety rep for 18 years and his message to reps was to get involved and propose solutions to present to the employer to increase safety at work.

"This is usually more effective than just telling them what the problems are," he said.

Barry said that his achievements were really down to the work of the Amey joint safety council and due to the help of a number of reps.'

12. ***Unions, Safety Committees and Workplace Injuries*. Reilly, Paci and Holl. British Journal of Industrial Relations 33.2, June 1995 0007-1080**

'Workplaces with trades union safety representatives and joint health and safety committees have significantly better accident records (over 50% fewer injuries) than those with no consultation mechanism.'
Revitalising Health and Safety: Strategy Statement Health and Safety Commission June 2000, referring to the Reilly, Pace and Holl study

13. **Employees First, Customers Second by Vineet Nayar: Harvard Business Press: 2010 ISBN 978-4221-3906-6**

'As I've said, the organisation at HCLT, like that of so many other companies, was a traditional pyramid structure. There were senior people at the top; a thick layer of middle managers and enabling functions such as finance, human resources, training and development, quality, and administration in the middle; and the frontline workers, who had the least power and influence, on the bottom.'

14. **Engaging for Success: enhancing performance through employee engagement: David MacLeod and Nita Clarke: Business, Innovation and Skills Department 2009**

'We deal with the different definitions of engagement in the report. But at its core is a blindingly obvious but nevertheless often overlooked truth. If it is how the workforce performs that determines to a large extent whether companies or organisations succeed, then whether or not the workforce is positively encouraged to perform at its best should be a prime consideration for every leader and manager, and be placed at the heart of business strategy.'

www.engageforsuccess.org/ideas-tools/employee-engagement-the-macleod-report/#.VQbfKcuhTIU

15. **Engage for Success: The Evidence**: Employee Engagement Task Force "Nailing the evidence" workgroup

'We hope the sheer weight of this evidence will convince even the most hardened sceptic that employee engagement is not soft and fluffy, but a bottom line issue, impacting on the profitability or on service outcomes. In other words it is a must-do, not a nice-to-have.'

16. **The Twelve Attributes of a Truly Great Place to Work:** Harvard Business Review: Tony Schwartz: 19th September 2011

'More than 100 studies have now found that the most engaged employees – those who report they're fully invested in their jobs and committed to their employer – are significantly more productive, drive higher customer satisfaction and outperform those who are less engaged.'

http//blogs.hbr.org/Schwartz/2011/09/the-twelve-attributes-of-a-tru.html

17. Good Sector Health and Safety Database: Best Practice

www.safequarry.com

81 examples [March 2015] of worker involvement case studies in quarrying. However the website shows a great example of building an informative database for a specific sector. It is maintained by the Minerals Product Association.

18. An exploration of the current effectiveness of worker engagement practices in the quarry industry: HSE Research Report 1031: January 2015

The results of a study into the employee engagement practices at four different quarries by the Health and Safety Laboratory. It was supported by the Quarries National Joint Advisory Committee. While it revealed that much effort was being put into employee engagement improvements in training, communication and worker's competence in risk assessment processes needed improvement.

'Uptake of the four day TUC course for safety representatives was poor.'

'Uptake of the one day MPQC course was also poor.'

19. ZERO HARM: Worker Involvement – The missing piece: Nigel Bryson: 2011

'A great strength of this book is that Bryson very rarely mentions a project, initiative or intervention without giving hard evidence of the effectiveness in reducing incidents, accidents or ill-health.'
Book review by Kate Smith – Health and Safety at Work: November 2011

www.workerinvolvement.co.uk

Note

The list of references above are those I have quoted at presentations in recent years. A more extensive list of references is used in my book ZERO HARM – number 19 in the list - and copies are still available. The argument is basically that most employers – even good ones – fail to get the best performance out of their workforce. To quote Vineet Nayar CEO of information technology company HCL Technologies [Number: 12]

'The many know more than the few. Collective wisdom outshines individual judgement.'

'Put employees first, and customers will follow.'

Nigel Bryson
Director
BRYSON Consulting
www.workerinvolvement.co.uk

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PEOPLE SUPPORT WHAT THEY HELP CREATE