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## Guidance on effective workforce involvement in health and safety

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GUIDANCE ON EFFECTIVE WORKFORCE INVOLVEMENT IN HEALTH AND SAFETY

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## FOREWORD

According to the UK Health and Safety Executive (HSE): "involving workers in health and safety leads to healthier and safer workplaces and produces a range of benefits for workers and managers".

Workforce Involvement (WFI) is generally used to describe the ways in which workers, including contractors, are encouraged to take part in discussion and the decision making process for managing health and safety at work. It can be difficult to engage workers and ensure effective involvement.

Recently there has been a move towards greater involvement of employees in decision making due to the business and safety benefits of increased workforce involvement. It is recognised that workforce ownership and participation in health and safety is essential for safety management to be effective, in particular in establishing a positive safety culture.

This guide has been developed for everyone who wants to find out more about WFI and improving its effectiveness. It is aimed at employers, managers, safety representatives, trade union officials, contractors and all workers within the petroleum and allied industries, but may also be applied elsewhere. The guide and the language used within it, has been written for the wide readership expected.

This guide details the issues surrounding WFI and describes a three step approach to its implementation and is supported by case studies and assessment exercises. The information contained within this guide could help improve safety management systems. The guidance focuses on health and safety but the information and techniques can also be used to help involve workers in other areas of work e.g. design, making decisions about environmental protection or considering ways to improve quality.

Further information and resources on workforce involvement and human factors can be found on the Energy Institute's Human and Organisational Factors Working Group webpage [www.energyinst.org/humanfactors/wfi](http://www.energyinst.org/humanfactors/wfi)

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Suggested revisions are invited and should be submitted to the Technical Department, Energy Institute, 61 New Cavendish Street, London, W1G 7AR.

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# 1 INTRODUCTION

## 1.1 WHO SHOULD READ THIS GUIDE

This guidance is designed for everyone who wants to find out more about Workforce Involvement (WFI) and how it can be improved and made more effective. It is aimed at employers, managers, safety representatives, trade union officials, contractors and all workers within the petroleum and allied industries. Therefore, this document and the language used within it, has been written for a wide readership.

Box 1

**Key message:** This guidance can help improve the existing safety management system. The guidance focuses on health and safety but the information and techniques can also be used to help involve workers in other areas of work e.g. design. For example: making decisions about environmental protection or considering ways to improve quality.

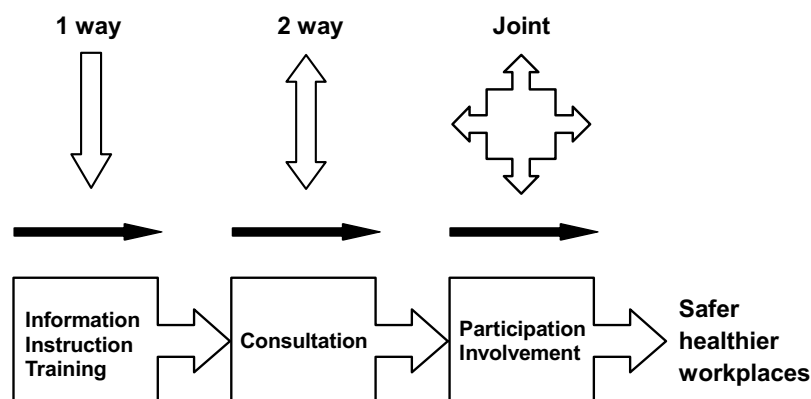
This guide has been developed by the Energy Institute and Greenstreet Berman Ltd, for petroleum and allied industry organisations operating in the UK, but may also be applied elsewhere.

## 1.2 WHAT IS WORKFORCE INVOLVEMENT (WFI)?

Box 2

**Key message:** Workforce Involvement (WFI) is generally used to describe the ways in which workers, including contractors, are encouraged to take part in the decision making process about managing health and safety at work.

WFI is about the relationship between managers and workers. The Health and Safety Executive (HSE) uses a model to represent this relationship and the different types of communications that exist.



**Figure 1: HSE workforce involvement model**