



New View – the TU View

Workers are the solution, not the problem

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How do unions see health and safety?

Employers decide what to do, or don't know what to do.

What do we think is the answer?

- Employers involving workers
- Listening to workers
- Designing work to fit workers
- Changing things to make it easier to do the right things



Behavioural Safety

- An alternative view to BS
- “Prehistoric thinking” – Dekker
- Workers are the solution, not the problem
- Focus on making workplaces safer, not the misguided idea of making workers safer



Involve the people doing the job,
and their representatives

Talk and **Listen**

**“My employer doesn’t
listen to me”**



Sharp End

Highest Injury Potential

Workers

Supervisors

Managers

Department Heads

Highest Influence Over System

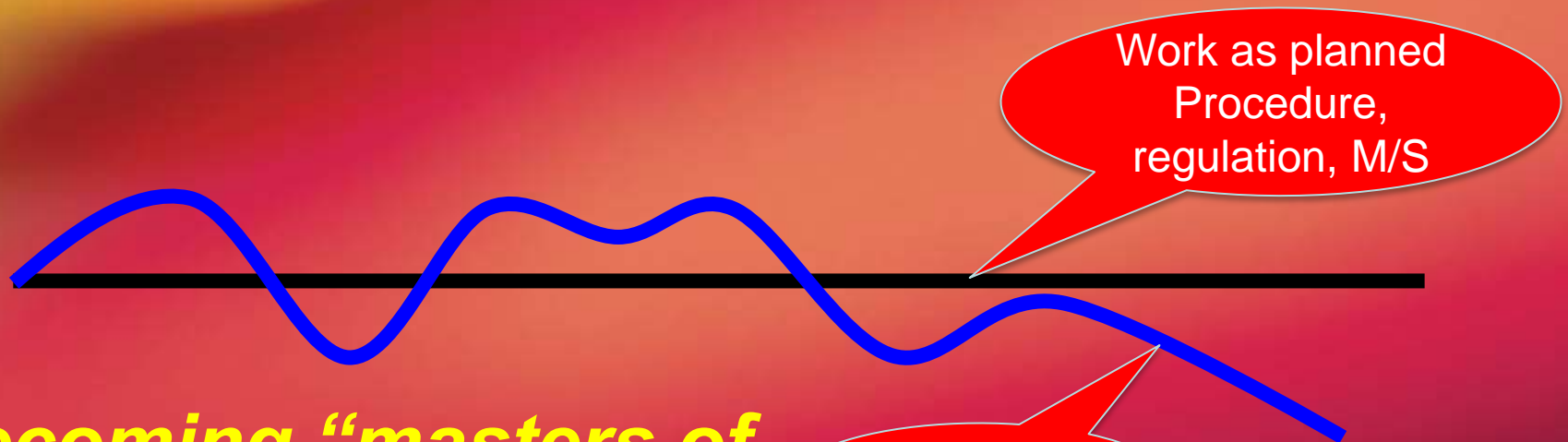
Executives



Decisions/Process Results

Blunt End

Work as Planned **vs.** Work as Performed



Becoming “masters of the blue line”

Work as performed

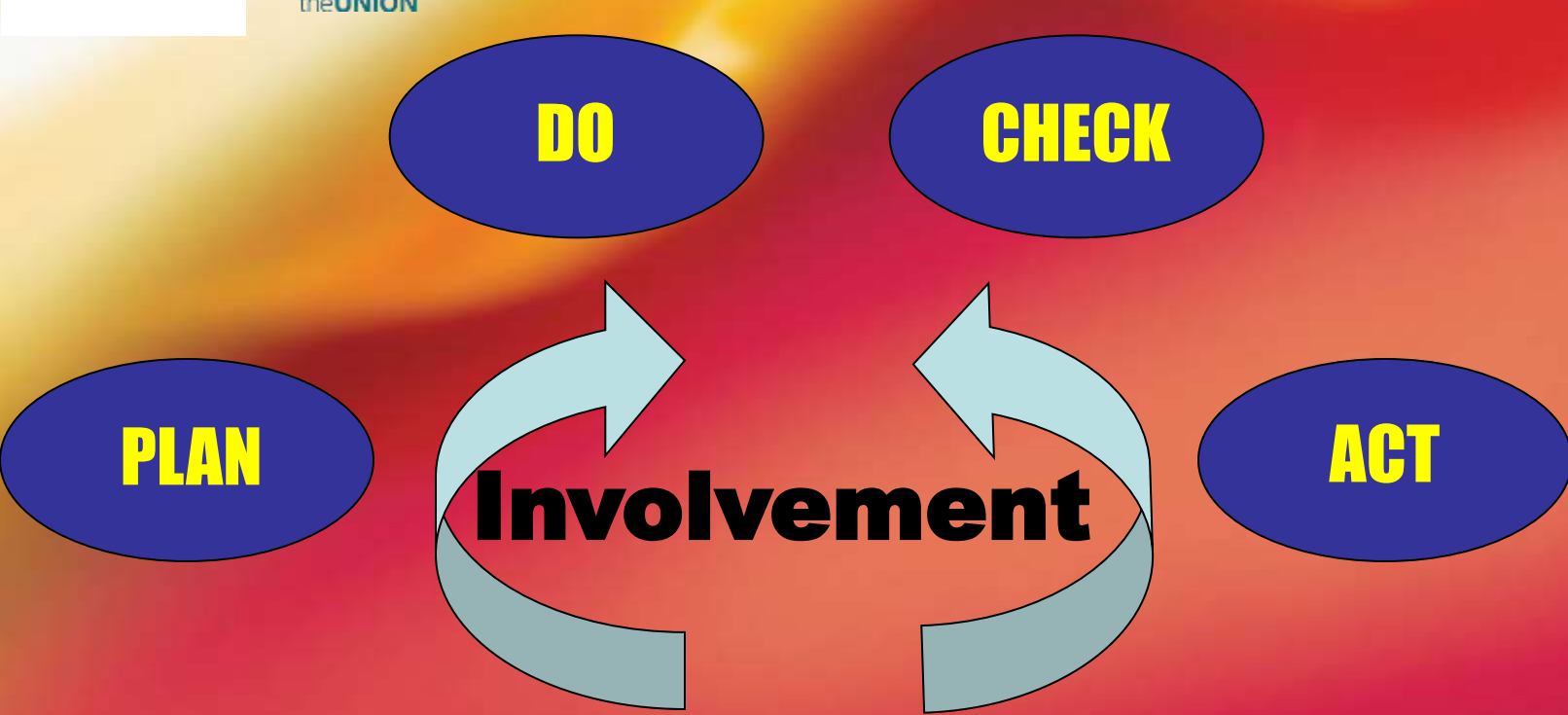
Normally Successful!

How work actually gets done

(Conklin / Edwards)

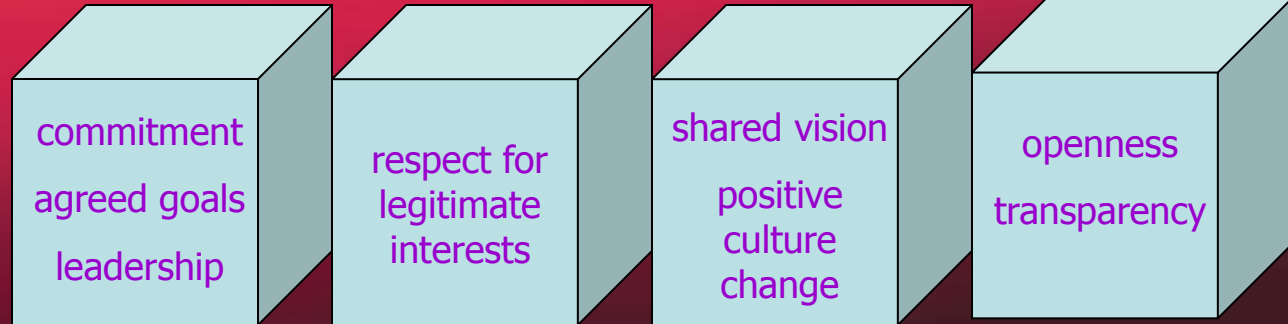


Workforce Involvement



H&S
management
system
HSG65

Trust and Honesty



Workforce
involvement
building
blocks



New View – chimes with the Union Approach

New View	Union Approach
Asking better questions	Talking with our members about their work, hazards and unsafe conditions
Learning from Normal Work	Talking with our members about their work, hazards and unsafe conditions
Black line/Blue line	Defending our members from poor procedures and blame programmes
Engaging Workers	Workers are the solution, not the problem
Learning Events	Fact finding system failures
Learning Teams	Safety Committees involving workers from the shop floor. Consultation.



Traditional Safety

- 1. Workers are the problem to be fixed. We fix safety by making workers better.**
- 2. We must tell workers what to do and, perhaps more importantly, not to do.**
- 3. Safety is the absence of accidents.**

Safety Differently

- 1. Workers are not the problem – They are the problem solvers.**
- 2. We don't tell our organizations what to do – ask them what they need.**
- 3. Safety is not the absence of accidents – it is the presence of capacity.**



**But,
what are the problems for
unions and workers?**



What do we like?

- Workers are the solution, not the problem
- Alternative to Behavioural Safety
- Listen to workers
- Work as imagined vs work as done
- Ergonomics



What might be a problem?

- Convincing others!
- Measuring success, rather than failure
- Minor injuries vs major injuries and deaths
- “just safe enough”
- Bird/Heinrich triangle
- Tackling consultants (misuse/different interpretation)



Unite and USW are committed to improving H&S in all workplaces

Union organised workplaces are safer than non-organised workplaces