



**Twinning Project
Development of Occupational Health and Safety System**

Sicherheit und Gesundheit in den mittel- und osteuropäischen EU-Beitrittsstaaten

Erfahrungen aus TWINNING - Projekten

Dr. Bernhard Brückner, Hessisches Sozialministerium, Wiesbaden

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Was ist TWINNING ?

■ Programm der EU

- **Neue Mitgliedstaaten**
- **Beitrittskandidaten**
- **Assoziierte Staaten**

■ Ziele:

- **Unterstützung des Verwaltungsaufbaus**
- **Umsetzung des Gemeinschaftsrechts**
- **Wissens- und Erfahrungsaustausch**
- **Grenzen überschreitende Zusammenarbeit der Behörden und Institutionen**



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Gegenstand:

■ **Umsetzung des EU-Arbeitsschutzrechts**

- **Gesetzgebung**
- **Anwendung**
- **Information**
- **Überwachung**
- **Zusammenarbeit der Sozialpartner**



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Ausgangssituation in den MOE:

■ Rechtslage

- Formale Umsetzung des Aquis**
- Behörden/Institutionen in Funktion**
- Tripartistische Gremien**
- Umsetzung europäischer Aktionsprogramme**
- Rechtslücken (Sozialrecht)**
- Unzureichendes technisches Regelwerk**
- Mängel bei „Good Governance“**



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Ausgangssituation in den MOE:

■ Wirtschaftslage:

- **Sich entwickelnde Marktwirtschaft**
- **Niedriger technologischer Standard**
- **Geringe Produktivität**
- **Grauer Arbeitsmarkt**
- **Schwarzarbeit**
- **Hohe Fluktuation**
- **Inflation**



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Ausgangssituation in den MOE:

■ Soziale Lage

- Hohe Arbeitslosigkeit**
- Niedrige Löhne**
- Armut**
- Schlechter Gesundheitsstatus**
- Geringes Präventionsbewusstsein**
- Unzureichende soziale Sicherheit**
- Schwache Sozialkassen**



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Ausgangssituation in den MOE:

■ Sozialpartner

- Geringer Organisationsgrad**
- Fehlende (regionale/Branchen-) Strukturen**
- Fehlende (Flächen-) Tarifverträge**
- Schwache Beteiligungsstrukturen auf Betriebsebene**
- Mangelhafte Managementkompetenzen**
- Akzeptanz grauer/illegaler Entlohnungsmethoden**



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Wirksame Organisation des Arbeitsschutzsystems Wirtschaftlichkeit von SuG: Qualität der Arbeit

- Weitreichende Veränderung in Wirtschaft und Arbeitsmarkt erfordern neue Antworten:
 - Wachstum und Dynamik
 - Soziale Stabilität und Zusammenhalt
 - Innovation und Qualität der Arbeit
- Qualität der Arbeit zu berücksichtigen heißt
 - SuG als Unternehmensziel zu integrieren
 - SuG als Indikator für moderne Unternehmenspolitik zu sehen

➤ **Qualität der Arbeit und Arbeitsschutz wirken sich positiv aus auf Erfolg und Wettbewerbsfähigkeit von Unternehmen**



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**TWINNING PROJECT
Occupational Health and Safety System
in Latvia
- Further Development -**

PROJECT RESULTS





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Development of Occupational Health and Safety System





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Project Components:

- I. Development of NAPOSH
- II. Strengthening of the current IOEH
- III. SLI capacity development introducing new training models and sectorial approach
- IV. Enhanced Social Dialogue



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Analysis of OSH System - Strengths:

- Tasks and functions precisely defined
- MoW responsible for transposing EU legislation, and planning and supervising its implementation
- SLI installed as functioning inspectorate with all necessary powers
- IOEH willing to co-operate with and support MoW, SLI
- Tripartite system of social dialogue in place



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Analysis of OSH System - Shortcomings:

- National strategy based on European Strategy of preventive culture describing aims, topics of field action, role and tasks of the bodies and institution beyond legal definitions
- Analysis of workers health status in Latvia
- Description of priorities in measures and action
- Analysis of safety deficits according to branches, technologies, size of enterprises
- Functioning structure of sustainable co-operation and communication with the different actors to integrate their tasks, roles and competencies in a coherent occupational health and safety system
- Instruments and methods to steer the tasks of the different bodies on planning and implementation level (management by objectives)
- Monitoring system of outcomes (as a consequence of missing strategic and operational objectives)
- System of and criteria for priority setting
- Means of practical guidance



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■ Models of Institutional Functioning

- Focus on planning, implementation and controlling processes
- Increase responsibility of acting institutions to meet committed objectives and outcomes
- Concentration on core functions and tasks
- Reform of organisational structures

■ Management by Objectives

- Motor to drive strategy to action and results
- Agreements on specific objectives, results, resources
- Strict in controlling commitments
- Flexible in applied methods



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- **Management by Objectives in MoW:**
 - To intensify co-ordination of OSH institutions
 - To improve co-operation with other ministries
 - To mainstream OSH in other policies
 - To develop methods of steering subordinate administrations through annual plans defining specific objectives, programmes, and outcome
 - To apply a clear regime for reporting results



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- **Management by Objectives in IOEH:**
 - **Re-organisation for new functions and tasks of NIOHS**
 - Support in policy making
 - Support and training for SLI
 - Awareness raising for general public
 - Availability of OSH experts and quality service
 - Research
 - **Flexible structure of NIOHS**
 - **Independence for NIOHS to have committed with various ministries work plans and resources**



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- **Management by Objectives in SLI:**
 - Focus on core functions and prevention
 - Definition of specific objectives
 - Strategy and objective orientation in internal procedures
 - Lean organisation
 - Systemic approach
 - Risk and branch orientated inspection policy
 - Training and Human resources policy
 - Advisory board to commit objectives, work plans, resources with different ministries



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Enlarged functions and tasks of NTCC and TCSLA

- **Amendment of statutes and tripartite agreement**
 - **Statute of NTCC (paragraph 3):**
 - Supplemented by an explicit referral to the labour protection policies and issues
 - **Tripartite agreement**
 - Referring to adoption of non-binding “standards of practice” which provide presumption of conformity with OHS legislations
 - Training in social dialogue on OHS matters



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NATIONAL ACTION PLAN ON OCCUPATIONAL HEALTH AND SAFETY

General objective of this National Action Plan on OHS is to facilitate the implementation of the National Strategy on OHS and to support the development of a well-functioning OHS-system.



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NATIONAL ACTION PLAN ON OCCUPATIONAL HEALTH AND SAFETY

- **1. Objective**
- **2. Introduction**
- **3. Situation analysis**
- **4. National Policy and Strategy**
- **5. Recommendations for measures**
- **6. Legal requirements**
- **7. Actions to be taken:**
 NAPOHS with 22 projects in 4 areas of activities



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Development of National Institute of OHS: Challenges for NIOHS

- Support for MoW in policy making and strategy implementation and monitoring
- Strengthening SLI through training, information and service support
- Increase public awareness
- Assure availability of OSH specialists
- Support of development of high quality OSH system
- Carry out research
- Reporting on OSH status and monitoring indicators



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Development and Action Plan of NIOHS

➤ Functions:

- Information, Training, Research, Service

➤ Resources:

- investment in staff (+22), premises, technique and budget to meet minimum requirement
- Major state budget funding – additional fee/business based income

➤ Organisation:

- Scientific and independent state body at university
- Matrix organisation with topical units and flexible teams
- Work forum for OHS (MoW, SLI, NIOHS)
- Steering Board of MoW, MoH, MoE, Social Partners, University committing priorities, work plan, resources



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Role and Function of a NIOSH

■ Amendment of Labour Protection Law

■ Section 23

State Policy in the field of Labour Protection

State policy in the field of labour protection is focussed on prevention of occupational risks. It shall be based on: ...

■ Section 24 (5) new

Authorisation for the Cabinet for delegation agreements in the field of Labour Protection

- (1) The cabinet and on its delegation – the Ministry of Welfare has the competence to delegate tasks such as training and education, research and development matters, laboratory service and information dissemination in the field of labour protection to the National Institute for Occupational Health and Safety.***
- (2) The task of information dissemination includes the formation and operation of a national point of contact for the European Agency for Safety and Health.***



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Development of SLI

Specialisation

- **Branch organisation of inspection**
- **In-depth training in branches and technologies**
- **Definition of areas with high risk and/or preventive importance**



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Concept for further development of the SLI

■ Key elements:

- 1. Vision and goals of SLI**
- 2. Gaps and deficits**
- 3. (new) functions and tasks**
- 4. Internal procedures/processes (Management by Objectives (MbO))**
- 5. Inspection strategy (Inspection methods, Co-operation, Information)**
- 6. Organisation (Central office-Structure, RSLI-Branch organisation)**
- 7. Human resources (Human resource development plan, Training policy)**
- 8. Resources (budget, technical support, means of transport, IT)**



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New Training System

- **Training Needs Assessment and SLI Specialisation**
 - Gap between training needs and coverage
 - Missing training materials, no modules
 - Lack of systematic training curriculum
- **Training Regime**
 - A Initial Training: 10 Modules
 - B Branch Specialisation: Wood industry, Metal Industry, Health Care Sector, Construction Industry
 - C Further Training and Information: Actual Subjects
- **Training Organisation and Programme**
- **Creation of Responsible Trainers Teams**
- **Training of Trainers**
- **Development of a Common Methodological Format of Training**
- **Elaboration of Training Policy**



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Strategy and short and long term action plan for further development of SLI

■ Objectives

- Development of concept for future goals, functions and tasks, organisation, internal procedures and working/inspection methods, human resource policy of SLI

■ Fields of development

- Specialisation in economical sectors and branches
- Education and training of staff
- Concentration on core functions
- Lean organisational structure and management
- Control and reduce reactive work
- Revision of inspection guidelines against SLIC Common Principles



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Social Dialogue

- **Training for social partners**
- **Introduction of OSH in collective agreements**
- **Strengthening the role of trusted representatives**
- **State subsidies for enterprises to be linked with S.D.**
- **Improve qualification of SLI in promoting S.D.**
- **Awareness raising activities regarding the benefits of S.D.**



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Training for Social Dialogue on OHS on Enterprise Level

- **Objective:**
 - Information and Motivation
- **Target groups:**
 - Employers, workers and their representatives on company and local/regional level
- **Training Subjects:**
 - Social dialogue
 - Business issues: “OHS pays off”
 - OHS matters: risk assessment, OHS management
 - Workers participation and collective agreements
 - Communication
- **Training and Information:**
 - Company in-house training seminars; standard seminar format developed
 - Regional informative seminars



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National Strategy

National Action Plan

**Strengthening
IOEH**

**Capacity Development
SLI**

**Enhanced
Social Dialogue**



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ES Twinning projekts
Arodveselības un darba drošības
sistēmas tālāka attīstība



LATVIJAS REPUBLIKAS
LABKLĀJĪBAS MINISTRIJA

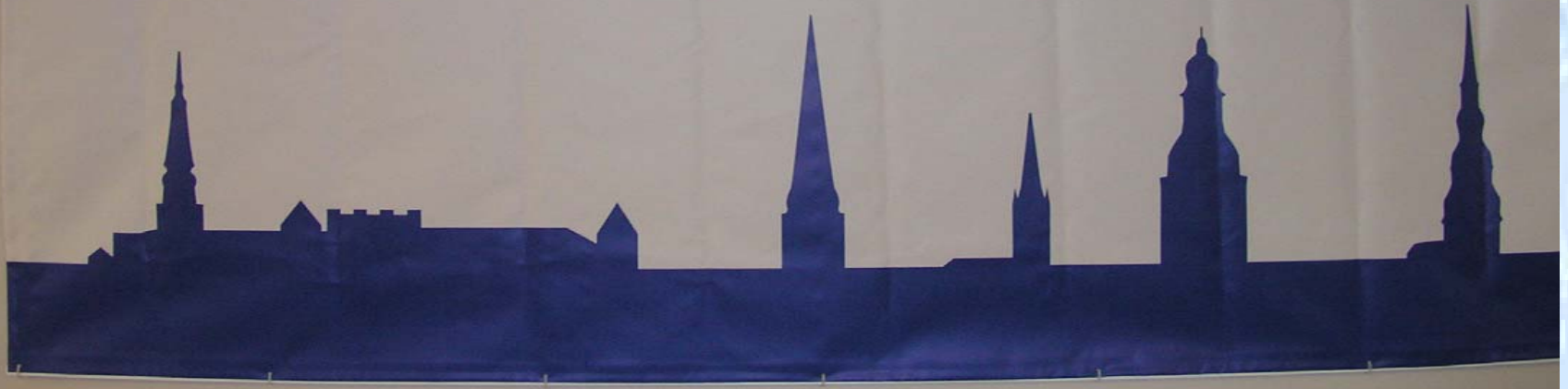
*National Conference on the Development of
Occupational Health and Safety System in Latvia*

"SAFE WORK IN LATVIA"

*Nacionālā konference par darba
aizsardzības sistēmas attīstību Latvijā*

"DROŠS DARBS LATVIJĀ"

27-28 March, 2007
Riga, Latvia





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