

CODE OF PRACTICE

Research Findings for Practical Application

Teamwork II

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A practical checklist for designing teamwork according to occupational safety and health principles

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Results of a research project carried out on behalf of the Federal Ministry of Labour and Social Affairs, Bonn, and by the Federal Institute for Occupational Safety and Health, Dortmund, published in the institutes report series Research Application, Fa 40 – by Rico Stoll (1998): Organization and Quality Assurance of Occupational Safety and Health in the Framework of Teamwork Introduction: a critical assessment of insights and a collection of positive examples.

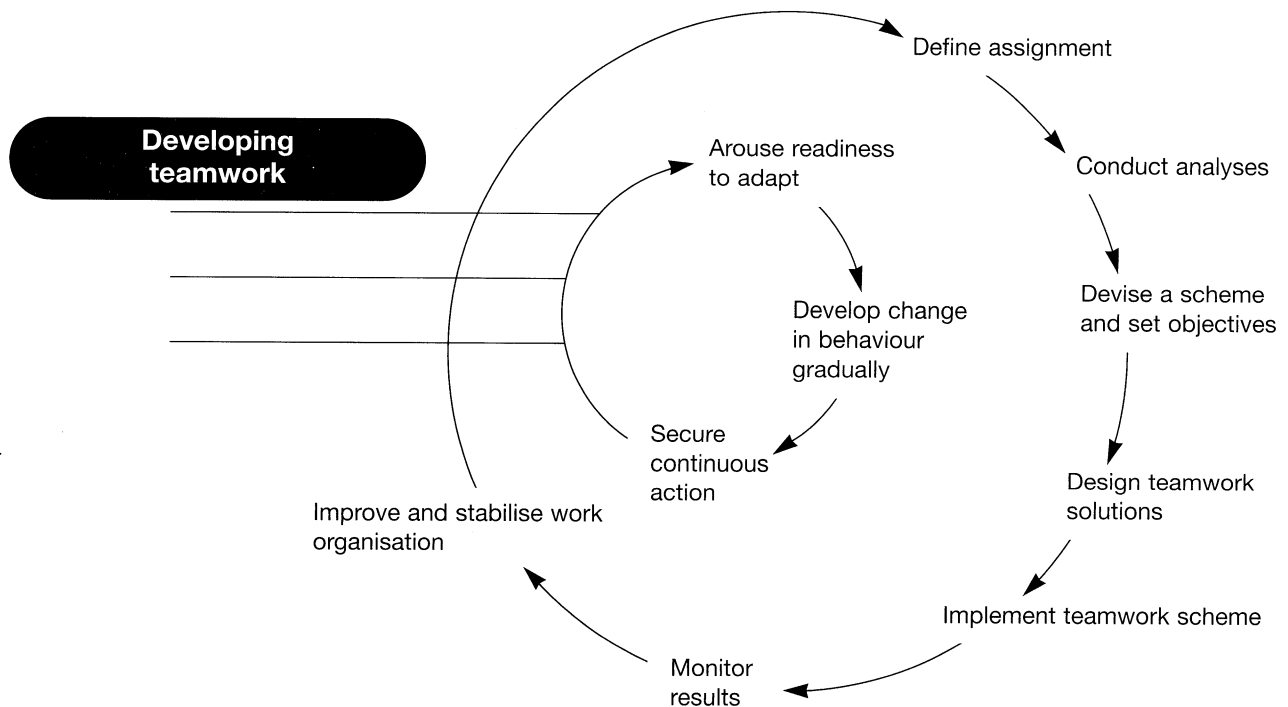
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Introduction

Introducing and designing teamwork presupposes long-term, systematic planning and organising. During this process, particular attention must be paid to the requirements implied by a “safety-conscious” design. Whether teamwork introduction is successful or not may partly depend on the consideration given to the ergonomics findings that are explained at length in Code of Practice (CP) No 120 “Designing Teamwork according to Occupational Safety and Health Principles”. “Teamwork 2” is therefore to be seen as a complement of CP No 120. It is equally based on scientific findings from a research project carried out on behalf of the Federal Ministry of Labour and Social Affairs, Bonn, and the Federal Institute for Occupational Safety and Health, Dortmund. These findings are available in the publication series of the Federal Institute for Occupational Safety and Health – Research Application Fa 40 by *Rico Stoll* (1998): *Organization and Quality Assurance of Occupational Safety and Health in the Framework of Teamwork Introduction: a critical assessment of insights and a collection of positive examples*, (Bremerhaven: Wirtschafstverlag NW).

The following passages will feature the main steps to be observed during this development process by means of a practical checklist. These steps constitute a basic framework which relies on the integration of the respective circumstances to be found in the enterprises concerned. Aspects relating to the integration of older employees have been added to the original checklist devised by *Stoll* in 1998.

The procedure illustrated in the diagram below is to be understood as a general summary of the main steps and typical questions that may arise in connection with those.



Derived from Stoll 1998

Developing teamwork – Sequence of steps –	Aspects of occupational safety and health – Typical questions –	
<ul style="list-style-type: none"> • Initiation by the firm's management • Set objectives (general ones) • Inform all positionholders involved • Provide the organisational framework necessary for developing teamwork (e.g. install a project team) • Individual works agreements • Kickoff meeting • ... 	<h2 style="margin: 0;">1. Define the assignment</h2>	
<p>The aim pursued here is to establish the current state of the existing work system, i.e. that of the interfaces to line and cross-functions, and of the business organisation itself. Besides, a first picture of teamwork is to be formed – inter alia – on the basis of:</p> <ul style="list-style-type: none"> • analyses of the field(s) of activity • investigations of the production process, of order processing, etc ... • interface analyses, and • a study of the organisational structure and that of the work process organisation • Possible economic developments are to be taken into account 	<h2 style="margin: 0;">2. Conduct analyses</h2>	
	<p>→ Does the assignment entail any measures relating to employee protection?</p> <p>→ Has the firm's management defined any objectives towards integrating occupational safety and health issues into teamwork?</p> <p>→ Does the firm's management initiate their implementation?</p> <p>→ Are the positionholders to be involved informed about measures relating to employee protection?</p>	
	<p>→ Is the assessment of the working conditions (§§ 5 and 6 of ArbSchG) and that of the existing safety and health management system an integral part of the analysis? Does this also apply to the initial ideas produced on how to adapt and/or upgrade the existing system in connection with teamwork introduction?</p> <p>Aspects of employee protection within the work system:</p> <p>→ Are risks being assessed while analyses are conducted within the work system (§ 5 of ArbSchG)?</p> <p>→ Is it possible to prevent or minimise existing hazards and stresses while working in teams and if so, how?</p> <p>→ Which safety-related tasks have been carried out so far and how successful were they?</p> <p>→ Which elements of the above tasks may be applied to teamwork?</p> <p>Assessment of the present state of business organisation and that of the internal health and safety management system:</p> <p>→ Is there an internal health and safety management system that is properly documented?</p> <p>→ Are there defined tasks, duties and responsibilities for safety and health work? And if so, how are they defined?</p> <p>→ How is the necessary co-operation, information and communication organised?</p> <p>→ Have any hazards or stresses been detected that may indicate probable shortcomings in business organisation? (e.g. lack of defined responsibilities and know-how to secure adequate tool procurement may cause workers to use the wrong tools)</p> <p>→ Which functions do safety engineers and company doctors actually fulfil?</p> <p>→ Is there any involvement in committees, bodies, e.g. in a safety and health committee? And if so, in which areas?</p>	

Developing teamwork – Sequence of steps –	Aspects of occupational safety and health – Typical questions –
<p>3. Devise a scheme and set objectives</p> <ul style="list-style-type: none"> • Express expectations of what teamwork should be like • Compare targets with results and derive corrective measures • Formulate targets and objectives • ... 	<ul style="list-style-type: none"> → Are any ideas regarding the organisation of occupational safety and health at the workplace going to be formulated and adopted? → Have the general rules relative to safety measures as per § 4 of ArbSchG been taken into account when devising the scheme and setting the objectives? → Are targets compared with results on the basis of the estimated state of safety and health organisation in the firm concerned? → Is it intended to derive a need for action from this? Are objectives going to be set for safety work? → Are aspects of occupational safety and health taken into consideration when defining teamwork objectives? → Are these objectives occasionally debated and if so, does the debate include goals pertaining to safety work?
<p>4. Design teamwork solutions</p> <p>Work out a practical design solution to suit your enterprise, i.e.:</p> <ul style="list-style-type: none"> • structure product range and production • determine target criteria for each of the teams • elaborate detailed draft planning; work out teamwork conception (division according to individual teams) • find out means and methods of developing teamwork in the enterprise; define responsibilities and set deadlines • ... 	<ul style="list-style-type: none"> → What opportunities does teamwork development entail? → What are the risks? → What changes may result from it? → Which skills are currently required? → What measures are taken to integrate older workers into the teams? → Is enough use being made of the opportunity given to design and structure teamwork systems in a way that fosters safety and health? → Are the general rules relative to industrial safety measures as per § 4 of ArbSchG taken into consideration in the teamwork scheme? → Does the business organisation evolve correspondingly? → Is sufficient consideration being given to the way the employee protection system is developing? → Is it intended to produce solutions for designing an integrated safety and health management system? If so, are they going to be incorporated into the overall scheme?

Developing teamwork - Sequence of steps -	Aspects of occupational safety and health - Typical questions -	
<ul style="list-style-type: none"> • Introduce teamwork scheme • Subdivide the scheme together with those concerned • Proceed step by step, repeat test and develop further • Inform, provide skills and knowledge to those concerned 	<h3>5. Implement teamwork scheme</h3>	
<ul style="list-style-type: none"> • Check the status achieved against target criteria • Compare with objectives/targets • Derive further need for development 	<h3>6. Monitor results</h3>	
<ul style="list-style-type: none"> • Develop teamwork continuously • Constantly adapt to changes in the work environment • Initiate a Continuous Improvement Process suitable for teamwork 	<h3>7. Improve and stabilise work organisation</h3>	

Jetzt griffbereit in

4 SAMMELORDNERN

Arbeitswissenschaftliche Erkenntnisse

Forschungsergebnisse für die Praxis

mit allen bisher erschienenen Ausgaben

Anrecht auf Nachlieferung an die Abonnenten

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