Stakeholders’ roles in adapting workplaces for ergonomics risks - European examples from the agriculture sector in the AGROSH+ project
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Project’s title and acronym

- “OSH+ for the European Agriculture sector – Stimulating growth in rural areas through capacity building for providers (and beneficiaries) of occupational medicine and OSH services”
Project Partners

- **P1 - ROMTENS Foundation** – applicant organization – ROMANIA;
- **P2 - PROLEPSIS** - Institute of Preventive Medicine Environmental and Occupational Health – GREECE;
- **P3 - FCBZR** - Foundation "Center for Safety and Health at Work“ – BULGARIA;
- **P4 - UMFVBT** - Victor Babeş University of Medicine and Pharmacy Timisoara – ROMANIA;
- **P5 - WRC** - Work Research Centre Ireland Ltd – IRELAND;
Context

- In all 4 project partner’s countries agriculture is a key sector;
- Romtens Foundation performed a thorough analysis at country level in 5 countries (Romania, Bulgaria, Greece, Ireland and Spain);
- agriculture occupies the 4th place (out of 22 NACE categories analyzed) in terms of number of both non-fatal and fatal accidents*;
- agriculture occupies the 4th position within the economic sectors producing sick leaves in EU-28 countries*;
- there is a stringent need of specific knowledge articulated as training packages for those OSH experts and occupational medicine physicians providing services to the agriculture sector;

*According to the 2012 data of EUROSTAT/ESAW for EU-28
AGROSH+ project

Project’s objectives

AGROSH+ Main pillars

Stakeholders’ roles in adapting workplaces for ergonomics risks
Objectives

The general objective: To enhance the knowledge and expertise of those OSH experts (safety engineers and occupational medicine doctors) who are in charge with providing OSH services (occupational safety & occupational health) to enterprises working within the agriculture sector (multiple sub-sectors comprised).

Specific objectives:

1. To assess the Training Needs of specialists (safety experts & occupational physicians) providing OSH services & Occupational medicine services to the agriculture sector.

2. To enhance the level of expertise (increasing their knowledge, skills, and attitude) for a number of 57 specialists (27 OSH experts & 30 Occ. Med. physicians).

3. To increase the level of information for a community of 100 OSH experts & Occupational and physicians (but also other interested parties) active in the agriculture sector.

4. To enhance partners’ institutional capacity (in terms of training in the fields of OSH & Occ. Med.) so as to further impact VET (vocational education and training) and education systems in accommodating changes of their curricula and contents related to the envisaged fields.
Innovation

Innovative aspects:

- Domains (OSH and Occ. Med.) and the economic sector in which we would like to experiment namely agriculture.

- Involvement (in the practical part of the training) of 6 rural companies which will be illustrative for the 6 sub-sectors of agriculture pursued during the training course.

- Blended training course, namely a combination of a face-to-face & e-learning training course.

- Involvement of European networks: ENETOSH (ROMTENS Foundation & FCBZR Bulgaria), ENWHP (ROMTENS Foundation & WRC), EASOM (UMFVBT Timisoara)

Complementarity:

- This project continues two large Romanian ESF funded projects "Development of HR in Rural Communities" (ID 58325) and "Development of HR in Rural Communities-PSCR2" (ID126095). Under these projects Romtens Foundation has trained 176 managers and employees from rural companies in becoming either Inspectors in OSH (40 hrs. training course) or specialists in OSH (80 hrs. training course).
Content

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Main pillars

A. Transnational Meetings

B. Intellectual Outputs

C. Learning / Teaching / Training Activities

D. Multiplier Events
A. Transnational Meetings

There are 5 Project Meetings

- M1 (Bucharest/Romania) - November 2016;
- M2 (Athens/Greece) – May 2017 & C2 - "2nd Joint Staff Training-Testing Course 2“;
- M3 (Timisoara/Romania) – October 2017;
- M4 (Sofia/Bulgaria) – February 2018 & C1 - "1st Joint Staff Training-Testing Course 1“;
- M5 (Dublin / Ireland) - May 2018 & ICOH AGROSH+ presentation;
B. Intellectual Outputs = Tangible Results

1. Course 1 Training Curriculum & Accreditation Dossier - Safety Experts
2. Course 2 Training Curriculum & Accreditation Dossier - Occupational Physicians
3. Course 1 Training Materials - Safety Experts
4. Course 2 Training Materials - Occupational Physicians
5. E-learning platform
6. Guideline for OSH practice within the Agriculture sector
C. Learning / Teaching / Training activities: The Innovative approach

- The project proposes a tiered process (2 steps involved) for each of the two training courses:

1st Step

Each partner will attend the two Joint Staff Training events. These events have been designed for joint work and collaborative testing of the training materials. The participation in the testing events is a reflection of one of the most important elements of the project design, joint authorship and joint responsibility for the two new products Course 1 and Course 2.

2nd Step

Partners will implement both of the training courses, for which the training materials were tested in step 1. Each of the two training courses is a blended training course, with both face-to-face and e-learning activities performed by the trainees.

Romtens Foundation, FCBZR Bulgaria, and WRC Ireland will implement Course 1 designed for Safety Experts.

Romtens Foundation, UMFVBT Romania and PROLEPSIS Greece will implement Course 2 designed for Occupational Medicine Physicians.
This training course represents the implementation of the Course 1-OSH for Agriculture, a training course which has been previously tested during the C1 event. The training course is going to be organized in Bucharest, under the coordination of ROMTENS Foundation.

The training course will have two stages, an e-learning stage spanning over a period of 20 days and a face-to-face stage over a period of 10 days. 18th – 30th June 2018

14 Trainees:
- 10 ROMTENS Foundation
- 2 FCBZR
- 2 WRC

Lecturers: 3 staff members (Romtens) who attended the C1 training event

Accreditations: from National Authority for Qualifications and EUROPASS Mobility Certificates;
Course 2 - Occupational Medicine for Agriculture

This training course represents the implementation of the Course 2 - Occupational Medicine for Agriculture, a training course which has been previously tested during the C2 event. The training course is going to be organized in Bucharest, under the joint coordination of ROMTENS Foundation and UMFVBT Timisoara.

The training course will have two stages, an e-learning stage spanning over a period of 20 days and a face-to-face stage over a period of 6 days, 16th – 21th October 2017.

16 Trainees:
- 10 - ROMTENS Foundation
- 2 - UMFVBT
- 2 - Prolepsis

Lecturers: 3 staff members (Romtens) who attended the C2 training event

Accreditations: UEMS-EACCME - Continuous Medical Education (CME) credits and EUROPASS Mobility Certificates;
The e-learning platform will be hosted on the AGROSH+ website (www.agrosh.ro);

It will be used during the project in the learning activities (as already mentioned), but it will also be available after the project completion for users to access the information and develop their knowledge in the Occupational Safety & Health domain);

Trainees will have access to: the modules developed during the project, PowerPoint presentations, quizzes for each module, videos, glossary and final assignment.
Guideline for OSH practice within the Agriculture sector

▪ There is a strong need for a comprehensive manual/book, addressing OSH in Agriculture, which should enclose information on different aspects and topics which are now not gathered and articulated in a single source;

▪ The Guideline for OSH practice within the Agriculture sector will include various aspects/data of interest in a structured manner, but it will also benefit of the international expertise and share information from different contexts and different experiences.
D. Multiplier Events

- there are 4 Multiplier Events - one for each country (in Romania only Romtens);

- Aim: to disseminate the main results of the project:
  - “Course 1 Training Materials-OSH for Agriculture“;
  - “Course 2 Training Materials-Occupational Medicine for Agriculture“;
  - ”Guideline for OSH practice within the Agriculture sector”;

- Each organization will organize an event for twenty (20) participants - Occupational Medicine Physicians/ Safety Experts, who are providing their services also for companies active in the agriculture sector.
AGROSH+ project

Project’s objectives

AGROSH+ Main pillars

Stakeholders’ roles in adapting workplaces for ergonomics risks
Stakeholders’ roles in adapting workplaces for ergonomics risks

- Who are the stakeholders?
- Which is the involvement of different stakeholders in adapting workplaces for ergonomics risks?
- How to adapt workplaces for ergonomics risks?
Stakeholders’ roles in adapting workplaces for ergonomics risks

Professionals  Collaboration  Institutions

Procedures

Workplaces

Workers
Stakeholders

▪ Freeman (1984) - Stakeholder: "any person or institution that can influence or is influenced by the achievement of goals by an organization";

▪ Eden and Ackermann (1998) - Stakeholder: "People or small groups of people who have the power to react to, negotiate with, and change the future of an organization“

▪ Classification:
  - Primary stakeholders: are those ultimately affected, either positively or negatively by an organization's actions.
  - Secondary stakeholders: are the ‘intermediaries’, that are, persons or organizations who are indirectly affected by an organization's actions.
  - Key stakeholders: who can also belong to the first two groups have significant influence upon or importance within an organization.
Some of the commonly used ‘dimensions’ include:

- Power (high, medium, low)
- Support (positive, neutral, negative)
- Influence (high or low)
- Need (strong, medium, weak)
- It's always done from the perspective of an organization

- It's always done from the perspective of a certain theme

THOSE WHO SETTING GAME RULES
(Fulfill their expectations!)

PLAYERS
(If there are others besides you study them and enlisted them with you!)

CROWD (Inform them about what you're doing!)

SUBJECTS / AFFECTED PERSONS
(Show them your consideration, listen to their requests!)
Power sources (1)

Power is always given by specific attributes (Morgan, 1986) -15, in total:

1. **Formal power** is when people accept the right of another to rule and to have power which means that they have a duty to obey them. This form of legitimacy leads to social stability. Traditionally charisma, tradition or rule of law is associated with this form of power with formal authority associated with position typically of the bureaucratic type.

2. The **control of resources** depends on resources being scarce or limited access to them. A common form of this type is the control of the financial resources of an organization.

3. **Using organizational structures, rules and regulations** which is how the struggle for political control expresses itself. The ability to use rules to your own advantage is an important source of organizational power.

4. **Control of decision making.** One of the most effective ways to get a decision is by default, in other words by controlling the agenda and assumptions about a problem situation. One can also influence the issues and as stated before, decisions are shaped by group interaction.
Power sources (2)

- 5. *Control of knowledge and information* by controlling who gets what information.

- 6. *Control of boundaries*. Groups and departments often try to control key skills and resources, which influences in-group/out-group decisions.

- 7. *Control of technology*. Organizations often become dependent on some form of core technology, which influences interdependence and power relations. People are able to manipulate control over technology to their advantage.

- 8. *Coping with uncertainty* means the ability to foresee change and make provision for that ahead of time.

- 9. *Alliances and networks* include contacts, sponsors, coalitions and informal networks, which give individuals, advance information. Organizational politics therefore uses culture alliances and networks to influence others with a stake in the sphere within which they are operating. In order to be successful one has to incorporate friends and pacify potential enemies by trading favors now for favors in the future. More often than not, these networks and alliances are informal and invisible.
Power sources (3)

10. *Control of counter-organizations* such as for example trade unions. Opposing forces can enter into an alliance to form a power bloc and in this case governments for example use trade unions to indirectly control business monopolies.

11. You *manage meaning* when you can convince others to live the reality you would like to pursue. Charismatic leaders seem to be able to influence how people perceive reality and therefore act, in other words, they are able to change people’s mind maps towards what they want.

12. *Managing gender*. In many organizations it matters a lot whether you are a male or female and the male stereotype may dominate concepts of organization.

13. There is a difference between surface manifestations and the deep *structure of power*, which suggests that power is linked to the social environment and how it works.

14. The *power you have* can be used to get more power.

15. Power is *ambiguous* because it is difficult to describe precisely what power is and one cannot be sure whether power is an interpersonal phenomenon or arising from deep structural factors.
Who are the stakeholders in agriculture?

- Professional associations
- Authorities
- Partners
- Voluntary organizations (?)
- Politicians
- Customers
- Investors/Employers
- NGOs
- Society/Community
- Employees/Farmers
- Media
- Local medical staff
- Occupational Health and Safety Services
- NGOs
- Voluntary organizations (?)
- Stakeholders
### Some Agriculture Involved Stakeholders and their engagement topics

<table>
<thead>
<tr>
<th>EXAMPLE STAKEHOLDER</th>
<th>TYPICAL ENGAGEMENT TOPICS</th>
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<tbody>
<tr>
<td>Employees</td>
<td>Team work, educational sessions, recycling (compost)</td>
</tr>
<tr>
<td>Competitors</td>
<td>Benchmarking against competitor, collaboration on key topics</td>
</tr>
<tr>
<td>Administration</td>
<td>Voluntary partnerships and regulatory obligations</td>
</tr>
<tr>
<td>Customers</td>
<td>Green products, product labels, and marketing</td>
</tr>
<tr>
<td>Investors</td>
<td>Sustainability reporting and risk disclosure</td>
</tr>
<tr>
<td>NGOs</td>
<td>Supply chain engagement and chemicals (pesticides) of concern</td>
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<tr>
<td>Media</td>
<td>Success stories, workplace health promotion</td>
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<tr>
<td>OHS personnel</td>
<td>Medical checking, workplace health promotion, prophylaxis, education</td>
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</tbody>
</table>
Actions for ergonomics improvements

- Risk assessment / risk management
- Improving work organization and the work environment
- Financial analyze
- Workplace health promotion
  - Team work, partnership, active participation, including employee participation in decision making (changing equipment's, methods, working time, organizational changes, etc.)
- Education, exercises, teaching-training sessions, examples, learning by doing, etc.
- Encouraging personal development, skill development, self-confidence etc.
- Work monitoring, setting clear job roles and expectations, adapting work at workers
- Research, testing new machines, methods etc.
Stakeholder Interactions and Communications

- Public sector
- Business sector
- Institutional stakeholders
- Local
- Technical and scientific personnel
- Regional

Discussion
(formal and informal)
meetings, hearings
symposia
workshops
consensus conferences
Lessons for partnership (1)

▪ Existing community networks are a strong asset in enabling health promotion for workers
▪ Non-health related stakeholders can play a major (sometimes the largest) role in delivering health promotion to workers
▪ Strong leadership and vision is essential
▪ The State sector stakeholders can work together well with NGOs and private sector players
▪ Delivering health promotion program activities need not be confined to health agencies
▪ Clear roles and activities need to be defined

(Dr. Richard Wynne, Work Research Centre Ltd. Dublin, Ireland)
Lessons for partnership (2)

- Complementary activities work best
- Keeping health promotion programs fresh can be difficult
- Dedicated human resources need to be allocated to programmes
- Using existing resources (especially infrastructure) can work very well
- Voluntary labour can have a significant role in rolling out programmes
- Build upon existing infrastructures from within and beyond the health sector

(Dr. Richard Wynne, Work Research Centre Ltd. Dublin, Ireland)
Thank you for your time and attention!