



Coordination between stakeholders to improve the risk prevention in MSEs: case studies in transport and construction programs

Sandrine CAROLY, Déborah GAUDIN,
Marc MALENFER, Patrick LAINE



*European Agency for Safety
and Health at Work*



*PACTE Laboratory
Grenoble University*



*National Institute for Research and
Safety for the prevention
of accidents at work and
occupational diseases*

Coordination between stakeholders to improve the risk prevention in MSEs: case studies in transport and construction programs

Sandrine CAROLY , Déborah GAUDIN,
Marc MALENFER, Patrick LAINE

SESAME Project Research



USE 2017
understanding small enterprises

www.useconference.com

Objectives of the communication

- the dynamics of **micro and small enterprises (MSEs)** in risk prevention depends on the **coordination of stakeholders** in the network to create programs with various actions related to the specific needs of each sector.
- the major stake in risk prevention in MSEs is to support some initiatives by **branch** to improve successful strategies



Context of the SESAME research

- The European SESAME study (Safe Small and Micro Enterprises) is an international research project financed by the European Agency for Safety and Health at Work (EU-OSHA)
- involving nine different EU Member States : UK, Belgium, Denmark, Italy, Germany, France, Estonia, Roumania, Sweden
- 3-year project : 2014-2017
- SESAME project aims at improving OSH management in MSEs by providing evidence-based support, identifying good practices and increasing knowledge about barriers and facilitators of risk prevention

French context of the SESAME research

WP1

International literature review

WP2 (2015-2016)

Interviews in 20 MSEs in 5 sectors of activity
OSH practices
workplace level

WP3 (2016-2017)

Dialogue workshop & good examples
OSH programmes, strategies, policies

WP4

Results analysis & comparison between countries



OSH barriers identified in MSEs in EU

- *OSH is not a priority* (business market is a higher priority for the owner-manager, reactive attitude towards occupational risks)
- *A gap between MSEs & prevention stakeholders* (few companies visited by labor inspection, little occupational health services used as a support, help by private service)
- *A lack of resources* (difficulties to applied OSH legislation, no time, nore skills)
- *Few initiatives to prevent psycho-social risks* (preventive measures for risks related to physical constraints, machine security, chemical and biological exposure).



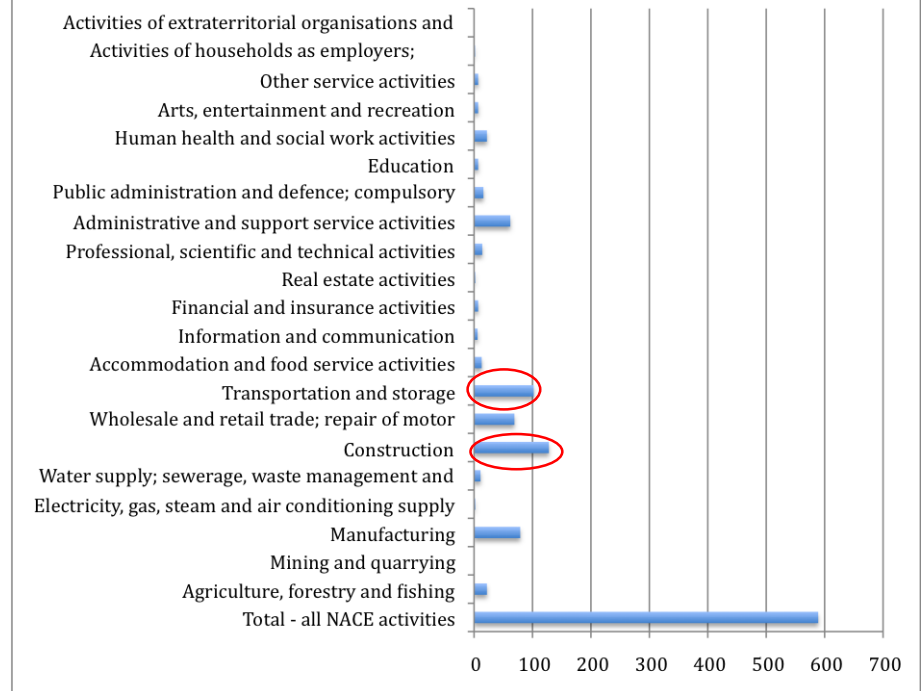
Context of occupational injuries and MSEs in France

Economic profiles of MSEs

	Number of companies	Percentage of companies
Micro (1-9 workers)	3 416 182	95,97 %
Small and medium (10-249 workers)	138 082	3,87 %
Intermediate (250-4999 workers)	5226	0.15 %
Large (> 5000 workers)	243	0.01 %
Total	3 559 733	100 %

INSEE,
2012

Distribution of fatal work accidents among sectors of activity, in 2014 in France



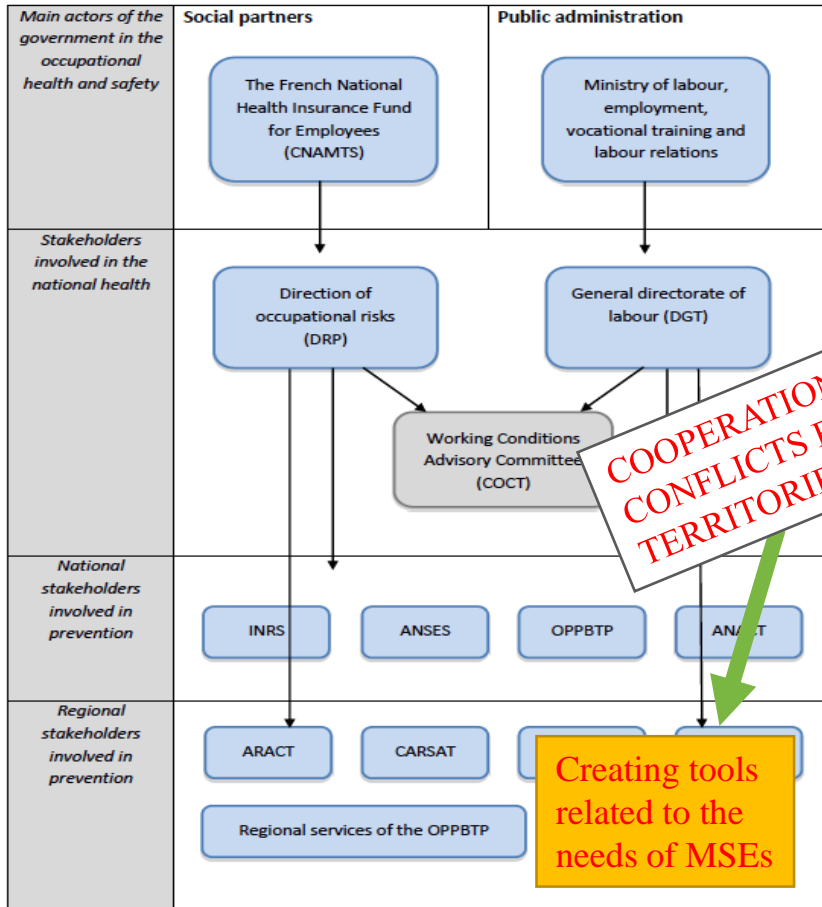
Eurostat,
2017

Theoretical approach

- How to improve the capacity of MSEs owner-managers to prevent risks ?
 - OSH practices according to the sector and its specific risks
// **Activity theories**
 - the coordination of different stakeholders in a network
// **Collective activity**
 - the creation of program considering the needs of the branch
// **Organization** of the risk management

Different stakeholders

Social partners and OSH regulator (public)



Professional organisations:

- The Chambers of Commerce and Industry (CCI)
- The trade association in a sector (private organisation, employer confederation)
- Network of industrial companies sector
- Public non-for-profit organisation, collects contributions from businesses and organises training

**COOPERATION?
CONFLICTS FOR
TERRITORIES?**

Employers and employees representatives

- private employer confederation of a sector
- private employer confederation of a branch
- Employee representatives

**Roles of
intermediaries**

**Creating tools
related to the
needs of MSEs**

**Need help from
others to improve
the efficiency of
prevention**

Private insurance



Methodology

- Comparing two networks with different OSH intermediaries that developed risk prevention actions in MSEs adapted to both sectors : road transport and construction.
- Selecting good practices programs
- Collective interviews (2) with the leader of each program, completed by individual interviews with different stakeholders of program (4), description the good practices of these programs (2).
- For construction sector, 4 MSEs interviews (1 owner-manager and 1 employee) and a short visit of companies
- 1 “dialogue workshop” (Gustavsen and Engelstad, 1986) with different stakeholders of these studied programs.

Construction sector



ELECTRICIENS



METIERS DE LA PIERRE



MACONS - CARRELEURS



EN JEUX

Pourquoi faire de la prévention ?

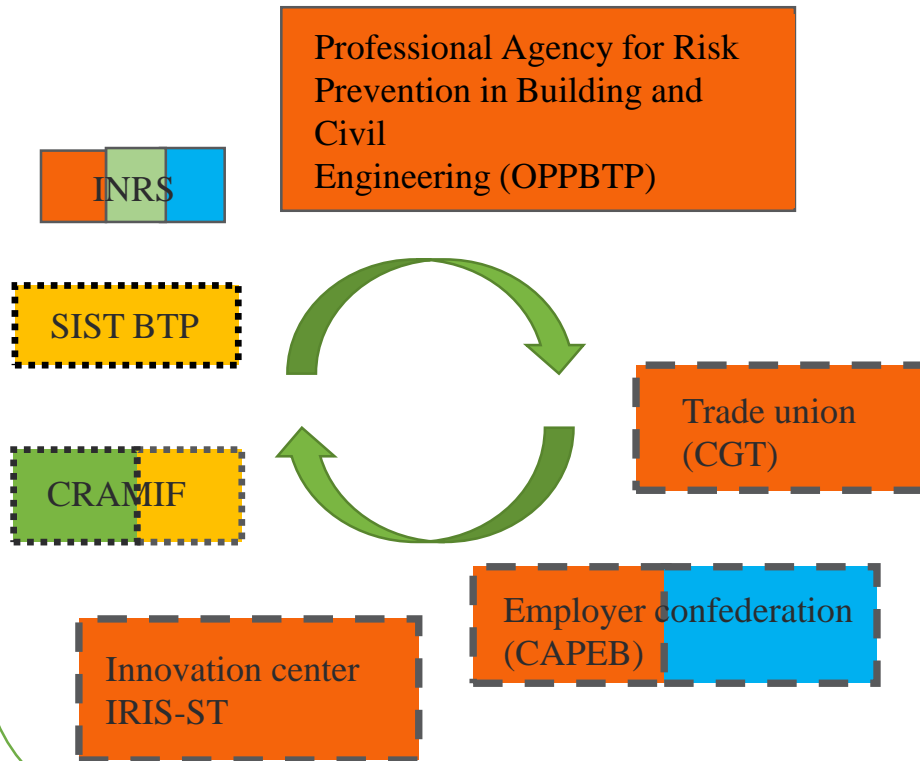


USE 2017
understanding small enterprises

www.useconference.com

Construction sector: collective organisation in MSEs

NETWORK OF STAKEHOLDERS



TOOLS

- advices for safer equipment (website IRIS-ST)
- tools to make the risk assessment (OIRA)
- training about safety (SYNERGIE)
- medical examination of employees/ visits in the enterprises

STRATEGIES shared into the network to face barriers

- Requesting by the contractor to make prevention in subcontracting SMEs
- Advantages preventives measures for efficiency of production
- Addressing assessing global risk by trade union actions

Legend

- OSH national stakeholder
- ⊞ OSH regional stakeholder
- ▣ Professional organisation

Construction sector: suggestions from the dialogue workshop

Improvement of the collective work into the network

- Develop training for future companies' managers and future engineers
- Simplify the codification of risks (French activities codes (NAFs)).
- Need for concerted actions in MSEs between the partners, to be written into the regional resources contracts (CPOM)
- Continue the dynamic of tools adapted to trades
- Develop a risk prevention culture
- Inform new MSEs about the contacts of each organisation, different stakeholders and their roles.
- Award labels for companies who are engaged in risk prevention (work ethic)

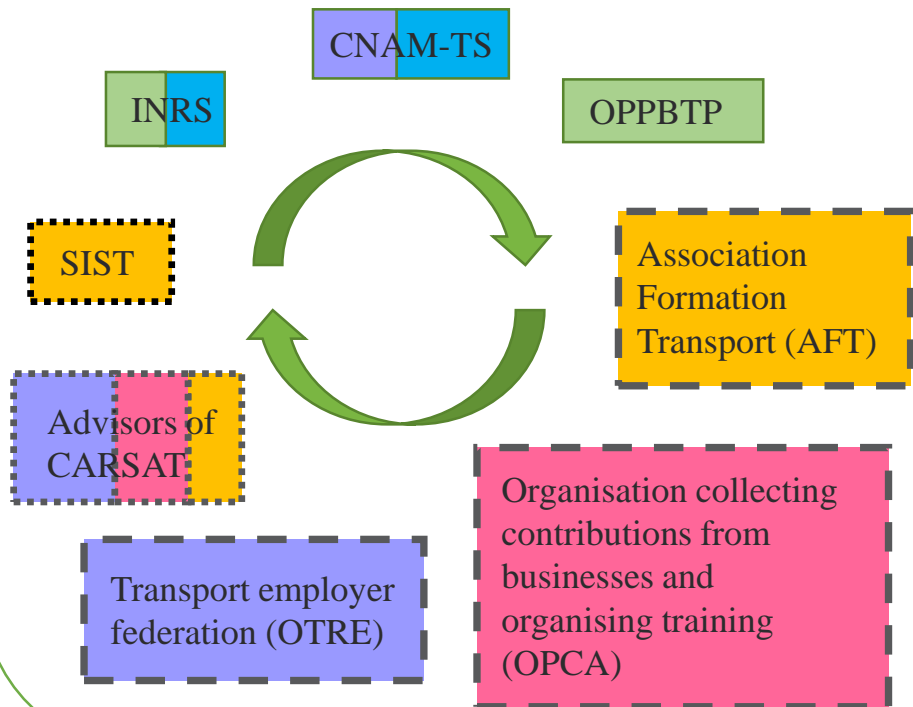
Road transport sector



USE 2017
understanding small enterprises

Road transport sector: collective organisation in MSEs

NETWORK OF STAKEHOLDERS






TOOLS

- risk assessment tool
- financial support to buy safer equipment
- training tutors of young apprentices (SYNERGIE)
- training of 90 counselors
- medical examination of employees/ visits in enterprises

STRATEGIES shared into the network to face barriers

- Agreements for collective actions between partners
- Awareness about the roles of everyone
- Co-designing programmes
- Controlling MSEs after a serious accident

Legend

-  OSH national stakeholder
-  OSH regional stakeholder
-  Professional organisation



Road transport sector: suggestions from the dialogue workshop

Improvement of the collective work into the network

- Do not aim at the wrong target (go mainly for companies with fewer than 10 employees who have high accident, estimate the costs of the occupational accidents including temporary workers)
- Convince SMEs that risk prevention is a profitable investment.
- Designate risk prevention leader for many SMEs attached to unique stakeholder
- Continue to develop training: initial, specialised and continuing
- Improve the coordination of the stakeholders (many intersecting agreements, better knowledge between the actions of each stakeholders).

Discussion

- In both sector, the promotion of advices in MSEs is given by professional partners. The contribution of intermediaries is a key factor to develop OSH practices in MSEs.
- Importance of network to improve the efficiency of prevention stakeholders in MSEs
- Result of dialogue workshop : *"it's the first time everyone is together around the same table."*
- The collective work efficiency depends on sharing operative references
- Globally, the capacity of owner-manager to develop an OSH approach relies on their awareness of risks, their experience of implementing OSH measure, the public policies (financial support to acquire equipment, obligation of risk assessment).



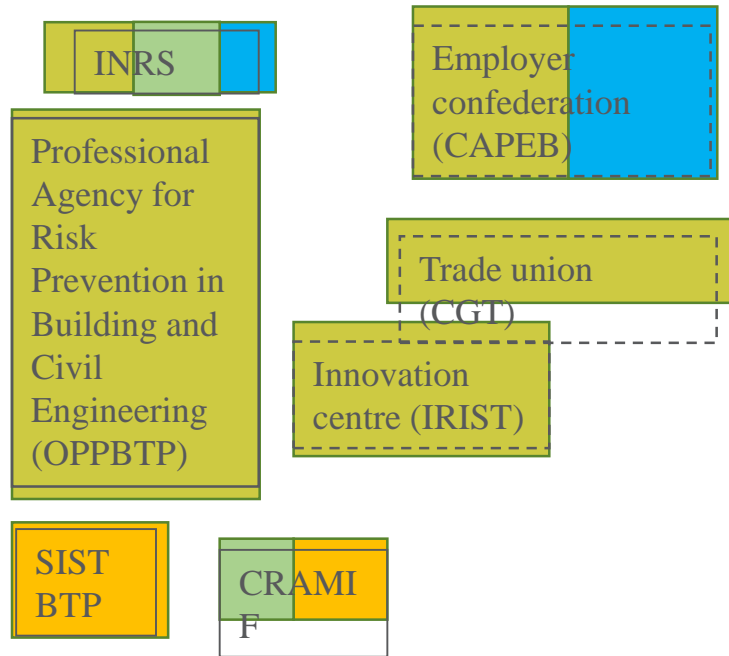
Thank you for your attention !

Center for Health, Work & Environment
colorado school of public health



Construction sector

NETWORK



Transport road sector

NETWORK

