An implementation Project Management Plan: from the Online interactive Risk Assesment tools generator to the sectoral OiRA tools

Step		Explanation

Setting your goals	What goals could be set?	Possible goals (not exhaustive, depending on the stakeholders):
		
		Micro-level (companies in the sector)
		• Availability of a sector specific OiRA which is always up to date and easy to apply
		• Application of the sector specific tool at company/at shop floor level (the employer assesses the risks, carries out the action plan, adjusts it regularly, re-prioritises and takes action)
		• Improving working conditions in the companies by using the tool to assess their occupational risks and thus improving the performance of the companies
		
		Meso-level (sector)
		• Availibility of a sector specific OiRA-tool via website / publicity
		• Use of the sector specific tool by small and micro enterprises (end-users: employers and employees)
		• Implementation support of the sector-specific tool
		• Maintaintenance/updating the sector-specific OiRA tool (keep it updated)
		• (Re)development of OSH-support for enterprises in the sector
		• Development of a website with, among others, frequently asked questions (FAQ's) intended for the end-users (employers and employees from the sector)
		
		Macro-level (country)
		• Development of an OiRA helpdesk
		  * give support to organisations willing to develop sector specific OiRA tools
		  * produce FAQ's at sector organisations and at enterprise levels
		• Development of a regime / additional legislation / good practice – OSH catalogues which
		  * supports the way small and micro enterprises can fulfil their obligations in an easy way and therefore are encouraged to improve working conditions
		  * encourages sectors to maintain published OiRA updated
		• Encourage sectors to make sector specific OiRA-tools and implement them in their sector

Making a project plan	What are essential tips?	Essential tips for the project plan are (see Annex 1 for a more exhaustive list of tips) • Ensure that both social partners (employers and employees organisations) are involved in the development process from the beginning. Both types of organizations will have an influence on the development process and the end-product and will be clear about their roles

		• Make an agreement: what is this project aiming to. Just development, or also implementation, maintenance and updating? Use the goals mentioned above to clarify the agreement. Social partners (and other stakeholders) can make this agreement. It has to be clear to all project members, including the budget required for the development. • Put together a project team with stakeholders and keep the project manageable. Deciding who the relevant project members will depend on the goals that are set, but representatives of social partners, end-users, experts, OiRA-developer and project manager are indispensable parts of the project • When aiming for endorsement of the OiRA-tool by social partners and other key partners, discuss who of these stakeholders have to be involved in which stages of the project. • Make and keep in contact with the sector about the project • Set a timetable for the project plan Make the project plan based on set goals, based on information as written below. For more information see Annex 1 Tips for the development of a sector-specific OiRA tool
Your project plan	Which issues should be covered?	The project plan can include for instance: • The development of the OiRA-tool which will be presented via the OiRA website • The involvement of small and micro enterprises during the development phase • The promotion of the OiRA-tool already at the development phase. It is advisable to organise at least three meetings: • First meeting: Start with a meeting where all relevant partners are present to set the goals, to clarify the roles and responsibilities of the people involved in the project and the (possible) activities to be financed • Second meeting: The second meeting should deal at least with the following issues: * feedback on the draft of the OiRA-tool from employers and employees * progress of the project and steps to be taken * preparation of the implementation strategy * when the tool will be on line to be tested by end users • Last meeting: In the third and last meeting, the point should be made about the lessons learned, the potential future developments required, implementation (the best strategies to ensure that the tool is really used at company level)
Making the OIRA	Who could be involved?	Think of possibilities like • Stakeholders al the level of the sector organisations (employers and employees organisations) • The labour inspectorate (to help identify the main risks in the sector,…)

		• OSH-experts in the sector: a specialist in working conditions in the sector • The end-users: employers and employees in micro and small enterprises • Sector specialist: one who knows the sector, possibly a policy officer from the sector and who also manages the project • Assessor: one who assesses the final OiRA-content
	What phases could be managed?	• The development phase: build on existing risk assesments-tools and make them user-friendly • Testing phase • Dissemination phase • Maintenance phase • And during those phases: promote acceptance of the end product by end-users and organise promotion
	What time framework is recommended?	Once you have started with a meeting in which goals are set and where the relevant organisations and persons are present, it is important to think about the timetable: • Development phase: including involvement of end-users (working in the paper version of the content of the tool) (probably at least 3 months) • Testing phase: including testing by end-users (the online OiRA-tool) (probably at least 3 months) • Dissemination phase: including articles in magazines and publishing event (probably at least 2 months) • Maintenance phase (after the tool being published): collect feedback from end-users and ensure the updating of the tool (by taking into account the feedback received, the changes introduced in the legislation, …)
	What is user-friendly?	User-friendly can be enhanced by: • Use of spoken language and not written language • Avoidance of jargon • Short sentences (max. 10 words) • Modules and submodules which appeal to the entrepreneur's way of thinking and acting, instead of the experts way of thinking • Work with profile questions: by answering questions in the beginning some modules will not appear and do not have to be answered • Prevent – if profiles are not possible – that items who are not applicable do not have to be answered. Filter questions at the beginning of a module prevents from answering not applicable statements. • An OIRA tool which tackles the main dangers/risks. A balance between exhaustivity and user-friendliness will have to be met • Attractive: work with pictures and diagrams which appeal to the users in the sector

		For more information see the guide about how to develop an OiRA tool and the guide about how to use the OiRA tools generator (the CMS-Content Management System).

	What choices can be made regarding to the content?	• Risk identification phase: statements
		A statement (always in a module) with a possible explanation and possibly an illustration
		Note: statements and not questions are used
		There are two options:
		   o The same statement is used in the phases 'identification', 'evaluation' and action plan'
		   o Or two different statements are used. One statement at the phase 'identification' and the reverse statement at the phases 'evaluation' and 'action plan'
		• Evaluation
		Choices to be made:
		   o the end-user has to evaluate the dangers (risk = probability x severity x exposure frequency);
		   o the end-user does not have to evaluate;
		   o the end-user can evaluate but is free to skip the evaluation;
		   o no evaluation but just a risk estimation;
		   o top 5 or top 10 dangers can be set: always priority high in the 'action' plan and added to that the possibilities as mentioned before.
		
		• Action plan
		Solutions can be given. Beware that one might not know the cause of the existing danger, so the solution might not be applicable
		For more information see the guides about how to develop an OiRA tool and about how to use the OiRA tools generator (the CMS-Content Management System).

	What steps could be set in the development process of the OiRA tool	• Develop it first on paper (in the template provided by EU-OSHA) • Use the generic checklist as an example and also take a look at the OIRA-tool of the garageholders (this is what it can look like). • In addition to the text on paper: think of tables, pictures. Those items can give more insight into the danger or the solution. Beware of copyrights • After 'a go' on the paper draft (the template), send the template to EU-OSHA who will upload the content into the OiRA tools generator. EU-OSHA will train you in the use of the tools generator. After the training and with manuals provided by EU-OSHA you will be available to introduce all the changes you wish in your OiRA tool. Test the OIRA-tool on line and adapt when/where necessary More information available on the generic checklist, the OiRA-tool of the garageholders.

Endorsement of the tool by the Social Partners and other key partners	Which criteria should be met by a tool to be endorsed?	- Legal framework (to be complete within the meaning of the health and safety legislation and regulations) - Worker participation (at the development, implementation stage) - Quality of the content - Sector-specific (really taylored to the specificities/needs of the sector) - User-friendliness More information on endorsement: see annex 2 'Criteria for endorsement'
Dissemination-Implementation of the OiRA-tool		- Think about the dissemination process: do not just disseminate the OiRA-tool: implement it! - Prepare and execute the promotion of the tool in the sector, underline the advantages of using the tool for the small and micro-enterprises (articles in magazines) For more information about the different strategies to promote the OiRA tool see step 3 from the guide "How to develop, implement and maintain OiRA tools"

Annex 1

Tips for the development of a sector-specific OiRA tool

Below you will find tips to help you set up and develop a sector-specific OiRA tool smoothly. This will give you something to go on and ensure that your end–product, the sector-specific OiRA tool, is the best possible and, if you are intending to have the tool endorsed, meets all the necessary requirements.

Tips:

1. Ensure that both **social partners**, that is to say employers' and employees' organisation(s), are **involved** in the development process from the beginning. In this way, both types of organisations have an influence on the development process and the end-product and are clear about their roles.This is important, because involving both social partners from the beginning makes it easier to have the OiRA tool endorsed.

2. Social partners and other key partners draw up **agreements** (in writing) at the start about the extent of the project**:**

   - only development or also implementation, maintenance and updating of the sector-specific OiRA tool;
   - the financing of activities: development and assessment of the sector-specific OiRA tool, communicating this to the sector, and possibly also the implementation, maintenance and updating of the OiRA tool;
   - the ownership of the end-product, the sector-specific OiRA tool.

   Agreements should be clear and unambiguous for all parties.

3. Put together a **project team** which should preferably consist of:

   - representative(s) of the trade association(s) ;
   - representative(s) of the trade union(s);
   - the 'OiRA assessor' ;
   - subject expert, brought in by the client(s): the 'OiRA developer(s)' (see too tip 6);
   - end-users (see too tip 12):
     - a few sector members: management or staff from companies;
     - a few company employees, e.g. trade union officials.
   - possibly someone from an employers' organisation to support the process.
   Keep the project team manageable in terms of size.

4. Partners involved provide a **project leader**, who ensures that the process proceeds smoothly and acts as a contact point for all parties involved.

5. Partners involved provide an **'OiRA assessor'**, in whom they have confidence. He or she may be a subject expert. The most important selection criteria are:

   - knowledge of and affinity with the sector;
   - subject expertise about the risks involved in working in the sector.

6. Social partners determine which expertise is necessary in the OiRA development process. Then select one or more **'OiRA developer(s)'**, in whom they have confidence. This increases the likelihood of a smooth process and a usable end-product. Always use the following criteria:
   - knowledge of and affinity with the sector;
   - subject expertise about the most important occupational risks in the sector (the 'priority risks');
   - familiarity with the health and safety structure in the sector.
   You may also want to use the following criteria:
   - health and safety expertise;
   - adequate IT expertise;
   - ability to properly understand the environment of the sector;
   - ability to listen, cooperate and provide independent advice;
   - ability to incorporate client and user wishes (programme of requirements) practically into the tool.

7. In the project team, discuss various subjects in order to be able to **set up the project properly**. Use the content criteria for endorsement of the sector-specific OiRA tool (see Annex 2. Criteria for endorsement). It is advisable to run through the criteria and so establish the desired quality of the development process and the OiRA tool itself (particularly if the social partners want to have the OiRA tool recognised in the framework of the collective labour agreement, for instance, like in the Netherlands). You can add your own quality criteria if you wish.

8. On the basis of the discussion(s) in the project team, draw up a **project plan** with the following aspects elaborated specifically for your sector:
   - Intended end-product:
     - an endorsed sector-specific OiRA tool, based on an agreement between social partners?
     - a recognised sector-specific OiRA tool on the basis of a collective labour agreement (like in the Netherlands)?
   - Programme of requirements:
     - regarding the OiRA tool:
       - the scope: which are the most important working processes, which are the top 5-10 occupational risks of the sector ('priority risks');
       - strike the right balance between 'completeness' and 'focus and feasibility';

- depth: does the tool have the required depth, or does use show that a more in-depth OiRA is necessary for some occupational risks (which ones?);
  - ease of use and desired IT functionalities;
  - any other requirements on the basis of the criteria for recognition (see Annex 2. Criteria for endorsement).
  - regarding expertise:
    - content expertise: none, one or more certified health and safety experts;
    - IT expertise.
- Project organisation and planning:
  - clear roles and tasks for all involved, including who makes the final decisions;
  - monitoring and evaluation of the project, including lessons learnt and points for improvement in the process;
  - clear go.
- Communication with and implementation in the sector (employers and employees):
  - communication: on the OiRA development project and later the end-product;
  - implementation of the sector-specific OiRA tool; decide on this now or agree to come back to it at the end of the development project.
- Activities, who does what and realistic(!) time-planning:
  - communicating with the sector about the project, the end-product and the various advantages it brings: staff health and safety, company interests such as cost saving, motivation and availability of staff etc.;
  - exploring the sector: e.g. by visiting companies and holding discussions with employers and employees, so that you obtain a good picture of what is really important in practice;
  - determining selection criteria and approaching companies for participation in pilot tests;
  - listing the most important sector risks on the basis of the information available: company visits, discussions, collective labour agreement or health and safety agreements, etc.;
  - listing available and feasible solutions for sector risks;
  - calling in one or more health and safety experts if necessary and in good time;
  - drawing up of a draft OiRA tool by the OiRA developer(s);
  - discussing/testing the draft OiRA tool in the project team;
  - making any adjustments to the draft OiRA tool;
  - companies carry out pilot tests with the 2nd draft OiRA tool, involving employers and employees (see also tip 13);
  - adjustment of the draft OiRA tool;
  - discussing/testing the 3rd draft OiRA tool in the project team;
  - final adjustments by OiRA developer(s);
  - (formal) assessment of the OiRA tool by the OiRA assessor;
  - final adoption of the OiRA tool by the project team; this also may equate to the approval/endorsement by the social partners;
  - if applicable:
    - notification in writing of the endorsed sector-specific OiRA tool to EU-OSHA;

- or, as social partners, include the sector-specific OiRA tool in the collective labour agreement (with additional agreements).
- communication to the sector: employers and employees;
- agree on the distribution and implementation in the sector and on maintenance and updating of the OiRA tool.

9. Ensure that the project group is behind the whole project plan and that there is therefore **support** for it among all those involved. This helps prevent surprises (unpleasant or not) along the way or afterwards.

10. Make clear agreements with the **OiRA developer** about the end-product that has to be delivered and his/her role in this. This should derive from the project plan and the programme of requirements included in it.

11. Also make clear agreements with the **OiRA assessor** about his/her role. In doing so pay careful attention to the differences between the role of the OiRA developer and that of the OiRA assessor. Take care that the OiRA assessor neither becomes a co-developer nor only becomes involved at the end of the development process.

12. Needless to say: make it as easy as possible for **the end-users (companies** (management / executives) **and employees) to participate actively**:
   - In the project team:
     - involve companies and possibly employees in drawing up the project plan.
   - During the development and the pilot tests of the tool, for example;
     - visiting the companies;
     - discussions with management or executives of companies;
     - discussions with employees, for example trade union officials;
     - pilot test of the draft OiRA tool by employers and employees (see also tip 13).

   Ask them what they think are the most important working processes and occupational risks in the sector, what the OiRA tool must be able to do for them (end-users), what benefits it will bring them and what practical solutions they have. This helps to tailor the tool well to the real world and experience of end-users.
   And it helps to ensure the tool will be used properly and enjoyably in companies and this creates the basis for good health and safety policy

   Make a start on the development of the OiRA tool. The number of meetings of the project team can be limited by clear go/no go moments, clear working agreements and good planning.

13. Ensure that **pilot tests** by employers and employees form part of the development process. Always check the following:
   - does the tool meet the programme of requirements (see tip 8), for example:
     - is the scope good?
     - is there a balance between 'completeness' and 'focus and feasibility'?

- is it user-friendly?
- does the tool find the priority risks, does it distinguish well between the presence and absence of risks and are any risks well covered by suitable measures?
- are there tips for additional practical solutions?

Only pay the OiRA developers(s) (if relevant) in full when the **task has been completed**. The client(s) ultimately decide(s) whether the sector-specific OiRA tool which has been developed meets the programme of requirements satisfactorily. Other members of the project team can play an advisory role in this.

Annex 2

Criteria for endorsement

Use this list of criteria as a checklist when drawing up your programme of requirements for the development of your own sector-specific OiRA tool, it will help you to improve and to guarantee the quality of your tool.

Criteria for endorsement:

1. Incorporation in or building up of the health and safety structure of the sector
- The development of the sector-specific OiRA tool is part of wider attention being paid to a preventive health and safety policy in the sector (e.g. standards in the area of health and safety, health and safety agreements or collective labour agreement). The process has been incorporated in the health and safety structure of the sector or is a serious first step in building up such a structure.

2. Legal framework
- There is a good balance between 'completeness ' and 'focus and feasibility'. The aim is for the OiRA tool:
    - to be complete within the meaning of the health and safety legislation and regulations (see also next bullet);
    - and to focus on the most important occupational risks: easy to recognise 'priority risks' as against 'other risks';
    - and to be easy to carry out in practice: manageable and motivating in scope. During the development of the OiRA tool it may therefore be necessary to make concessions.
- the OiRA tool covers the subjects which according to the EU/national legislation and regulations have to be included in any risk assessment. These include:
    - the roles and tasks and the number of the 'prevention officer[1]',
    - the role of worker participation in the implementation of the OiRA and the drawing up of the plan of approach (see also 3 below);
    - employees' access to the 'prevention officer', health and safety experts or the health and safety service.

3. Worker participation
- The OiRA tool contains a description with the role of worker participation (works council / staff representation) in implementing the OiRA and in drawing up and following the action plan.
- The OiRA tool stresses that in addition to the employer, employees too 'have a say' in the carrying out of the OiRA. This is to ensure wide input,

---

[1]The worker (or workers) designated by the employer to carry out activities related to the protection and prevention of occupational risks (following Art. 7 of the Framework Directive (Council Directive 89/391/EEC of 12 June 1989).

reliability of the outcomes and interaction between employer and employees (or their representatives) in the shaping of health and safety policy.
- The OiRA tool is only complete if it shows clearly how employees are involved in the OiRA process. The OiRA tool therefore contains practical tips, even for very small companies, to encourage and help employee involvement. The tips encourage the employer, in consultation with his employees (or their representatives), to choose the most suitable path. For example:
    - distributing an employees' questionnaire, allowing employees to fill it in anonymously and inputting the results into the OiRA tool;
    - discussing relevant subjects (based on the OiRA questions/statements) at meetings between staff and management and entering the results into the OiRA tool;
    - making photos to show one top risk (hazards, dangerous situations, ...) and discuss it, the results again going into the OiRA tool;
    - discussion of the results of the risk identification and evaluation by a group of employees, to set priorities and work in line with the plan of approach.

4. **Quality of the content**

- The OiRA tool guide, and where possible the explanations to questions, indicate that using the OiRA tool and complying with the provisions and rules may be useful because:
    - it is a (legal) obligation;
    - and it also has benefits: for both the employees and the company, such as preventing the harmful effects of exposure, reducing health complaints and absenteeism, cost savings and advantages for quality and productivity etc.
- Questions invite critical replies from the person answering them.
- The OiRA tool shows clearly whether an 'in-depth risk assessment' has to be carried out for some work risks, particularly if there are 'priority risks'. These may be biological risks, hazardous substances, physical stress, etc.
- After the risks have been listed the OiRA tool automatically indicates the class of risk: the severity of the risks. The OiRA tool then also automatically gives the priority for tackling the risk. The user can, however, change the priority, e.g. on the basis of practical (technical and economic) feasibility in the company.
- The OiRA tool is up to date as regards the science, the technology and the professional service provision of the sector: it contains measures which can really be used and solutions for preventing risks at work. This is why a check for usable sector information should be carried out in the course of development. This may include:
    - EU/national legislation
    - collective labour agreements;
    - health and safety agreements;
    - good practices;
    - solution manuals.
- To allow the situation in terms of technology, science and service provision in the sector to be conveyed adequately, sufficient use is made in the OiRA tool of possibilities for explanations to questions and for further links (if necessary/relevant). Where possible, there should be a link which allows the automatic generation of solutions.

5. Sector-specific

- The OiRA tool contains the top 5-10 of the occupational risks in the sector. This makes it possible for users to see clearly the 'priority risks' in their company, in addition to the 'other risks'. In this way the OiRA tool gives users a good focus and puts them in the position to find successful solutions to these risks in particular.
- When the action plan is compiled, the OiRA tool automatically generates sector-specific solutions with which to tackle occupational risks.
- The OiRA tool is in line with the language and the environment of the employers and employees in the sector. An OiRA tool for private car dealer companies, for example, begins with the workplace and lists risks involving car hoists. An OiRA tool for truck dealer companies also begins with the workplace but lists risks involving repair pits.

6. User-friendliness
- The OiRA tool is an attractive, reasonably concise digital tool and is fairly simple for the intended users to use.
- The OiRA tool enables users, for example by means of 'filter questions', to list and evaluate the occupational risks involved in all the work processes which take place in their company. Filling stations without a car wash therefore do not have to answer unnecessary questions about risks concerning car washes.
- All texts in the OiRA are worded in a language which the intended users will understand.

More information about user-friendliness and how to build the OiRA tool user-friendly see the guide about how to develop an OiRA tool and the guide about how to use the OiRA tools generator (the CMS-Content Management System).