Woker Care - supporting materials

Example provided by an IOGP Member – consistent with 597 Woker Care guidance, but exact activites and terminoly differ.

### OBJECTIVE OF THIS DOCUMENT

The purpose of this document is to provide additional information which may be useful in developing, executing and evaluating a Worker Care strategy and plan of activities.

This is a dynamic document which will continue to be developed as Worker Care becomes embedded across an organization, providing examples of best practice and innovation which should be tailored to the needs of your worksite.

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### SECTION 1: WORKER CARE STRATEGY TEMPLATE

##### Purpose of this template:

This document provides a template to help you develop your Worker Care Strategy. It exists as a guide and does not need to be strictly adhered to; it is important that the strategy reflects the vision for your site and is fit for purpose. Guidance on developing a Worker Care strategy can be found in IOGP reference documents.

##### Purpose of the Worker Care strategy:

The purpose of the Worker Care Strategy is to set out an agreed understanding of your Worker Care vision and how this will be achieved throughout the life cycle of the project or asset. The Strategy does not need to be long or complicated, and does not need to be too detailed as individual goals and action plans to deliver the objectives will vary with time, depending on the stage of work, the number of people on site, etc.

###### When to write it:

Development of a Worker Care Strategy should be considered as early as possible, and ideally at the beginning of the Design stage in projects. This is important as many of the components may need to be considered in the planning and implementation of the project and elements need to be included in contracts.

###### Who should write it:

The project or asset leadership team or equivalent organization have overall accountability for the Worker Care Strategy and its execution.

Key to the success of the Strategy is strong and visible leadership where senior leaders are expected to deliver on the commitments they have made and lead by example.

The responsibility for developing and leading the Worker Care Strategy can be delegated to a senior leader but this must be a person who has sufficient authority to make decisions and have influence over contractors and subcontractors.

Initial development of the Strategy should involve all relevant key stakeholders e.g. Project or Asset Leadership team, Contractor(s), Contracting and Procurement groups, Logistics groups, Facilities engineering groups, Security organizations, Safety and Environment, Medical and Wellness groups, Human Resources, etc. It may also be useful to involve local stakeholders, such as local Police, health services, and transport.

### WORKER CARE STRATEGY TEMPLATE

##### Objectives / Vision

State your vision and objectives for Worker Care on your Project/ Asset. This should be a rich description that is developed and agreed amongst the Leadership team.

**Example**

* Our vision of Worker Care will be present on our site by… [what it will look and feel like for all different roles on the site]
* The objectives of Worker Care on our site…

##### Business Case

Describe the business case for implementing a Worker Care programme on your site; where possible provide specific rationale and supporting examples.

**Example**

The Worker Care strategy is important to our success because:

* Competitive differentiator
* Employee value proposition for Owner / Contractor employees
* Enhanced project performance
* Risk mitigation
* Time / budget constraints
* Specific goals for the Project or Asset

##### Scope

The strategy should apply to all workers involved (e.g. Owner staff, contractors, Joint Venture partners) throughout the whole lifecycle.

This section should detail who the Strategy aims to encompass and may include which locations are involved e.g. worksite plus project offices.

It is useful to state here how contracted companies and workers will be included in the Worker Care programme.

###### Leadership

This section should state the commitment of senior management to Worker Care, their accountabilities, and how this will be translated into visible and felt leadership.

**Examples:**

* Developing and sharing a personal commitment to the welfare of the workforce.
* Establishing a presence and being recognised at the worksite, for example through involvement in site walk throughs with active engagement with the workforce, being present for discussion sessions, toolbox talks, talking to the workers in their place of work / rest areas.
* Ensuring that Worker Care performance metrics are developed, reviewed and discussed at each management committee.
* Instigating a reward and recognition scheme that recognises workers for promoting Worker Care behaviours and actions.
* Engaging with the workforce, learning, understanding and acknowledging the workforce problems, agreeing actions and ensuring they are followed up including personally checking that remedial actions / improvements have been made.
* Ensuring presence and participation at organised events and functions.
* Providing active participation at the Worker Care Committee.

###### Roles and Responsibilities

The Project or Asset Manager has overall accountability for the successful development, execution and evaluation of the Worker Care strategy. The Safety and Environment representative will be able to provide guidance on how to develop and execute the strategy.

Detail the key individuals who will be involved in achieving the Worker Care Strategy, and their specific responsibilities.

###### The 14 Worker Care Elements

This section defines the key actions that will be taken against each of the elements of the Worker Care programme. This is typically supported by a separate document which defines in detail the actions that will be taken for each element, which will vary during the lifecycle of the project/ asset.

**Example**

*“We commit to delivering programmes and activities for each of the elements of Worker Care to meet the Intentions described below:”*

| **Worker Care Elements** | **The intent is to …** | **Expectations and actions of the project/ asset** |
| --- | --- | --- |
| **A safe and healthy environment** | ...ensure that the physical, mental, cultural and social needs of workers are met, and to create opportunities to promote better health and safety |  |
| **A secure environment** | ...provide an environment that is secure from external and internal threats (e.g. low-level crime, criminal intrusion, assault, terrorist attacks etc.) regardless of location |  |
| **Ethical labour practices** | ...ensure a fair and just place to work. As a minimum, this includes ethical working practices, fair employment terms/ contracts and ability to raise concerns/ grievances |  |
| **Harmony with local communities** | ...build mutual respect between our neighbours and ourselves by minimising negative impacts (e.g. noise, pollution, social conflict, traffic etc…) and maximising positive opportunities (e.g. employment, contribution to local economy/society, using local suppliers etc...) |  |
| **Minimising environmental impact** | ...ensure the work does not have a negative impact on the environment (e.g. air/ water pollution, sanitation) and where possible enhance the environment (e.g. decontaminating land/ rivers…) |  |
| **Quality rest, sleep and privacy** | ...ensure people are well rested so they can perform work at their best |  |
| **Good nutritious food** | ...maximise workers health, morale and productivity by giving them access to nutritious food and drink, at regular times during the day, delivered in a hygienic way in suitable dining facilities |  |
| **Connections to home** | ...provide workers with an easy way to reach friends and family, especially in cases of emergency |  |
| **Leisure activities** | ...provide a framework for social interaction, and promote a sense of community and general wellbeing by providing access to a programme of activities, events etc |  |
| **Convenient services** | ...provide workers with access to convenient services and amenities |  |
| **Great place to work** | ...ensure that every site provides a productive working environment and that all workers understand how they are contributing to the broader business goals |  |
| **Learning opportunities** | ...equip workers with the knowledge and skills to do their work safely and efficiently and where possible to optimise their development potential |  |
| **Safe and convenient transport** | ...allow workers to travel safely to and from the workplace with minimal time delay |  |
| **Efficient infrastructure and quality facilities management** | ...ensure good quality infrastructure (water, power, sanitation) is in place and well maintained |  |

###### Monitoring and Reviews

It is important that Leadership assess the effectiveness of the Worker Care programme and look for ways to continually improve.

In this section, define how this will be tracked and how this data will be analysed and acted upon.

Metrics should reflect the key areas of Worker Care and prevailing focus areas / challenges, and may need to be modified to reflect changing phases and circumstances or to focus attention on prevailing challenges.

**Examples:**

|  |  |
| --- | --- |
| * *Worker Care Index* * *Assurance and inspections* * *Organised events held as planned* | * *Volunteer recruitment progress.* * *Worker engagement scores.* |
| * *Audits performed as planned* | * *Communication of resolutions (to issues raised).* |
| * *Audit Results.* * *Action item status.* | * *Workers survey’s results.* * *Recommendations implementation.* |
| * *Community complaints /resolution and closure/ feedback.* | * *Leadership engagement / activities.* |
| * *Status against complaints raised* | * *Worker unrest.* |
| * *Welfare indicators – sickness absence, TROIF.* | * *Recreation facility utilisation rates.* |
| * *Staff turnover.* | * *Hiring / retention targets.* |

Success can also be monitored and measured using engagement, business outcomes and other measures of performance.

### SECTION 2: WORKER CARE FEEDBACK

###### Introduction

Active and ongoing participation by the Owner, sub-contractors, workers and key stakeholders will be essential to embed the Worker Care Strategy.

It is essential to seek feedback from all stakeholders on the project throughout the lifecycle to determine:

* Effectiveness of programmes and activities in place
* Knowledge and understanding of Worker Care and how it is managed
* Ideas and suggestions for developing the programme and promoting continuous improvement.

###### Methods

Collecting feedback can be formal or informal using a variety of methods such as:

* Engagement scores specific to Worker Care
* Employee surveys
* Suggestion box
* Group meetings
* Town Hall meetings
* Worker Care fairs

All workers should be actively encouraged to provide honest and constructive feedback. This can be encouraged if there is the ability to feed back anonymously or there are incentives to do so.

Using a variety of methods of feedback at regular intervals provides an ongoing and dynamic barometer and demonstrates the Leadership’s continued commitment to Worker Care.

### SECTION 3: WORKER CARE COMMITTEE

###### Introduction

Effectiveness of the Worker Care strategy should be assessed on a regular basis. This may be carried out by the management team or in some cases, particularly where the workforce or site is large, it may be appropriate to set up a Worker Care committee. In other cases, a simple weekly check in as part of a broader management meeting may be suffice.

The purpose of the Worker Care Committee is to assess the impact of the Worker Care strategy based on qualitative and quantitative data, and to adapt improvements such that the impact is continually maximised.

The Committee may be part of an existing role such as Health and Safety committees or a separate, dedicated group may be created. Having the specific role in place ensures that Worker Care remains a key focus area, with a formal structure to monitor and guide the ongoing implementation and development of the programmes.

The Committee should include participation from select members of the Owner, contractor and subcontractor companies’ Leadership Teams together with worker representatives and other relevant stakeholders (e.g. security, catering). This Worker Care Committee is expected to meet regularly to review current issues, expectations, goals and performance. To be successful, a 'One Team' approach should be sought.

The following table gives an example of a Terms of Reference (TORs) for a Committee which should be adapted to be fit for purpose to your needs.

|  |  |
| --- | --- |
| **Sponsor:** | **Project/Asset Manager** |
| **Purpose:**  The purpose of this Committee is to:   * Ensure that the Ownerl and the Contractor Leadership team(s) develop and implement the Worker Care Strategy * Supervise the implementation of the Worker Care Strategy * Set and monitor metrics to measure the effectiveness of the Strategy * Constantly review, adapt and improve the Strategy in response to the metrics, feedback from workers on site and the changing phases of the site | |
| **Objectives:**   * Provide input, insight and ideas on how to implement the 14 Elements of Worker Care and adapt it throughout the life cycle of the project/ asset * Assist in communicating the Worker Care strategy, and associated actions that have been taken (e.g. services and facilities) to the wider workforce * Seek feedback from the wider workforce and communicate back to the Owner to help them monitor the effectiveness of the programme * Devise and implement measurements to assess effectiveness of the programmes such as improvements in safety performance, fitness for work assessments, participation in wellbeing events etc * Seek guidance from internal Owner publications, country specific legal guidelines, industry advice and examples of best practice to develop the programme * Engage with subject experts, Owner experts, communications groups and where applicable appropriate external agencies to help develop plans * Seek continuous improvement | |
| **Scope:** *(extent, boundaries and limits)*   * Influence and encourage rather than mandate * All workers on the Owner’s construction site including employed staff, primary contractors, and subcontractors * All reasonable locations associated with the project or asset which may include offices on site and off site as well as the construction site itself. | |
| **Methodology:**   1. Identify the provision required to deliver the 14 elements of the Worker Care programme ensuring it is applicable and develop a rolling plan of the activities for each which will change throughout the phases of operation. These should be prioritized dependent on need and local demands. 2. Develop specific action plans within this with clear responsibilities, accountabilities, communication methods and timescales. There may need to be sub-working groups to work on specific topics. 3. Assist senior leaders to provide leadership of the Worker Care Strategy including leadership visibility, reviews, monitoring and governance of the strategy. 4. Ensure that new contractors and sub-contractors are made aware of the strategy and, where applicable, enroll one of their employees onto the committee. It is essential that this person has the authority to implement the strategy within their workforce and is able to take significant decisions on behalf of their company such as a senior manager or project manager. 5. Develop clear, two-way communication strategies to ensure that the strategy reaches all workers involved with the project and that there can be feedback from the workforce to the committee. 6. Develop clear two-way communication with the local community and key external stakeholders. 7. Agree with the Leadership Team how the Committee will report back to them on the progress and effectiveness of the Worker Care Strategy 8. Identify opportunities for improvement by identifying trends, seeking guidance from subject experts, professionals, national and local agencies, identifying root causes of problems and implementing corrective action 9. Identify measures to determine the effectiveness of the strategy on site e.g. incident rate, fitness for work, quality, productivity, etc. | |
| **Committee Members: –** *numbers will vary depending on scale*   * Worker Care Leader (designated by Leadership Team) * Safety and Environment and Health professional * Construction Manager * Senior managers from sub-contractor companies (who are at a level who can take significant decisions) * Supervisor(s) (representatives) * Construction workers – volunteers or co-opted onto the committee * Trade union representatives * Occupational Health professionals (where available) * Representatives from catering, transport, facilities & security companies on site * *Others – this will depend on location and type of project e.g. communications* | |
| **Frequency and duration:**   * At least monthly meetings * 1-4 hours dependent on size of project / asset and workload | |
| **Outline preliminary agenda:** Introduction  * Confirmation of agenda, review of minutes and actions from previous meeting  Review of Worker Care strategyProgress and future work planned  * + - * Issues, successes and opportunities * Performance against plan including review of key metrics * Update from subgroups / team members   + - Opportunities for improvement and updating of plan     - Learnings from other sites * AOB | |