



Professional risk prevention approach for SOHO/SME

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Principles of the analyses model

- **A company executive manages the prevention of occupational risks in his perception :**
 - Experienced risks of accidents or occupational diseases,
 - The legal risk incurred,
 - Technical, human and organizational problems that he has to resolve
 - Financial issues (costs of risk/costs of prevention)
 - His available time



- **His possibilities to act are very varied and depend on four key dimensions :**
 - The perception of external pressures on safety and health issues
 - His personal involvement with regard to his expérience, culture and ethics
 - His status and power in his company (owner, employed manager, business partner, ...)
 - The functioning of his company (size, employees' years of service in the company, methods of social dialogue, level of technology, ...)

Thus in a short or medium term, **we can identify dominating management styles** that explain how the company's business is oriented, define strategies, allocate means and manage employees.

In the field of safety and health we can **identify favorable factors or inhibitors** that could include the company's occupational risk prevention approach



Principles of the analysis model

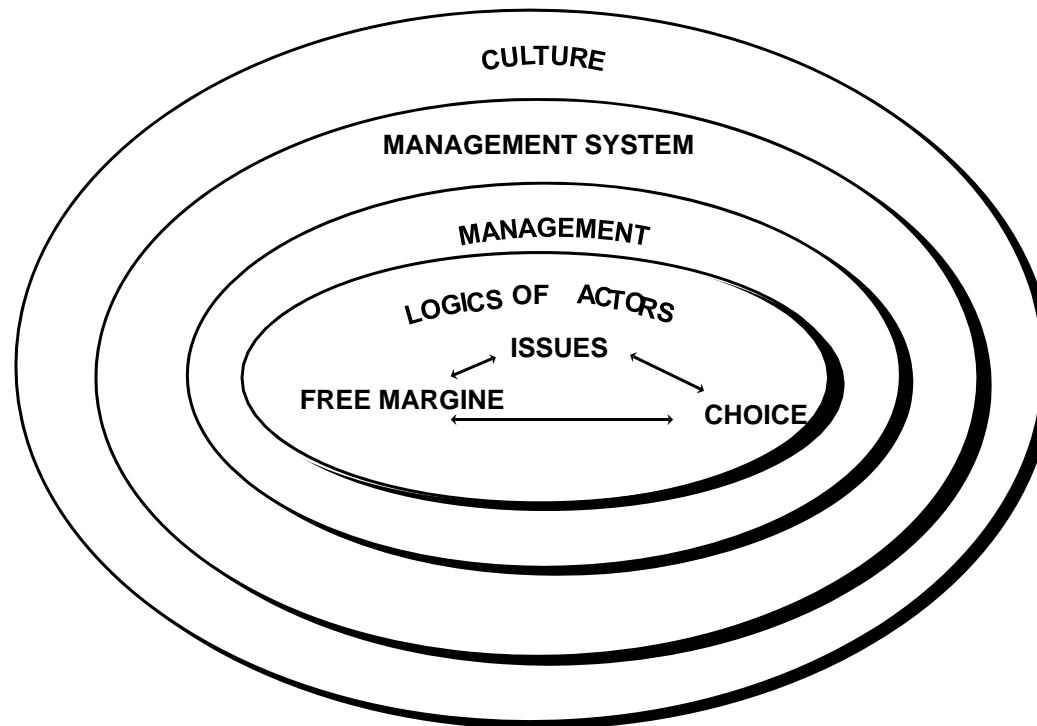
According to the relative importance of each of these dimensions, **the company's manager expressly or implicitly directed his way:**

- To assume his responsibility as company's director by making choices
- To affirm his will and authority in this area
- To coordinate the activities of his employees in the sens of prevention
- To provide resources and internal means to implement action plans
- To provide resources and external means to implement action plans



Safety and Health MANAGEMENT

Management device combining people, policies and means, to **continuously improve** the performance of company's Safety and Health at Work. Several layers are integrated into management :



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CULTURE OF PREVENTION

It's all permanent features that define and develop un feeling of BELONGING and REFERENCE among the actors of the organization

In the area of prevention, **three core values** build company's culture:

- attention focused on people
- transparency of functioning of the social dialogue process
- social dialogue with employees and their representatives

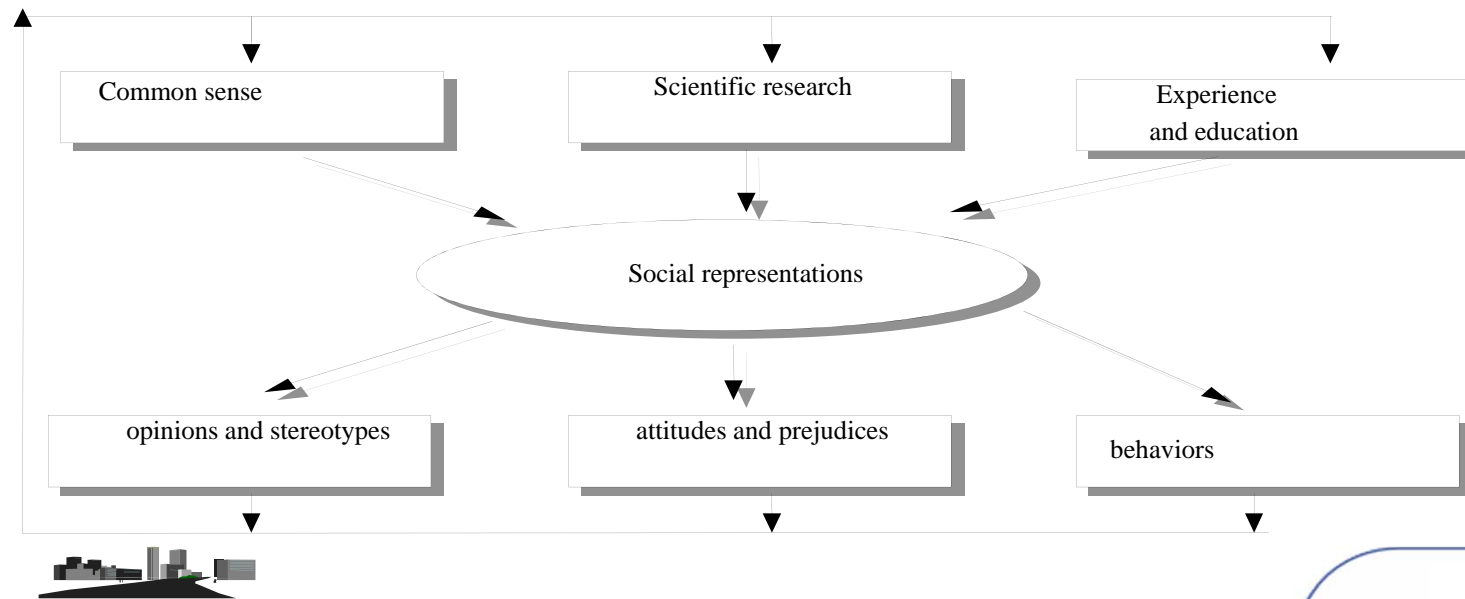
the objective is to reduce the risk for health and safety at work at the lowest possible level



REPRESENTATION OF PREVENTION

Explaining how people appropriate the knowledge of risks and decide to take actions in order to act on them. These are filters through which :

- . we oriente our attitudes and values,
- . we give importance to this or that events or situations,
- . we establish consensus with our partners,
- . we differ from others.



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7 styles of Safety & Health management have been determined

- **Aware of:** « we should do something ... »
- **Claim :** « I am waiting for dissatisfaction ... »
- **Centralist :** « I am the only one who knows what to do ... »
- **Paternalistic :** « If I make prevention, it's for my guys ... »
- **Regulatory :** « I do not want any trouble ... »
- **Contractual :** « I have to respect the rules ... »
- **Implicative :** « I make sure that everyone is concerned ... »

Some precautions ...



This typology has the following characteristics :

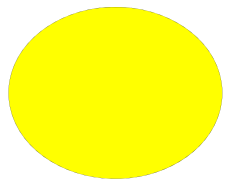
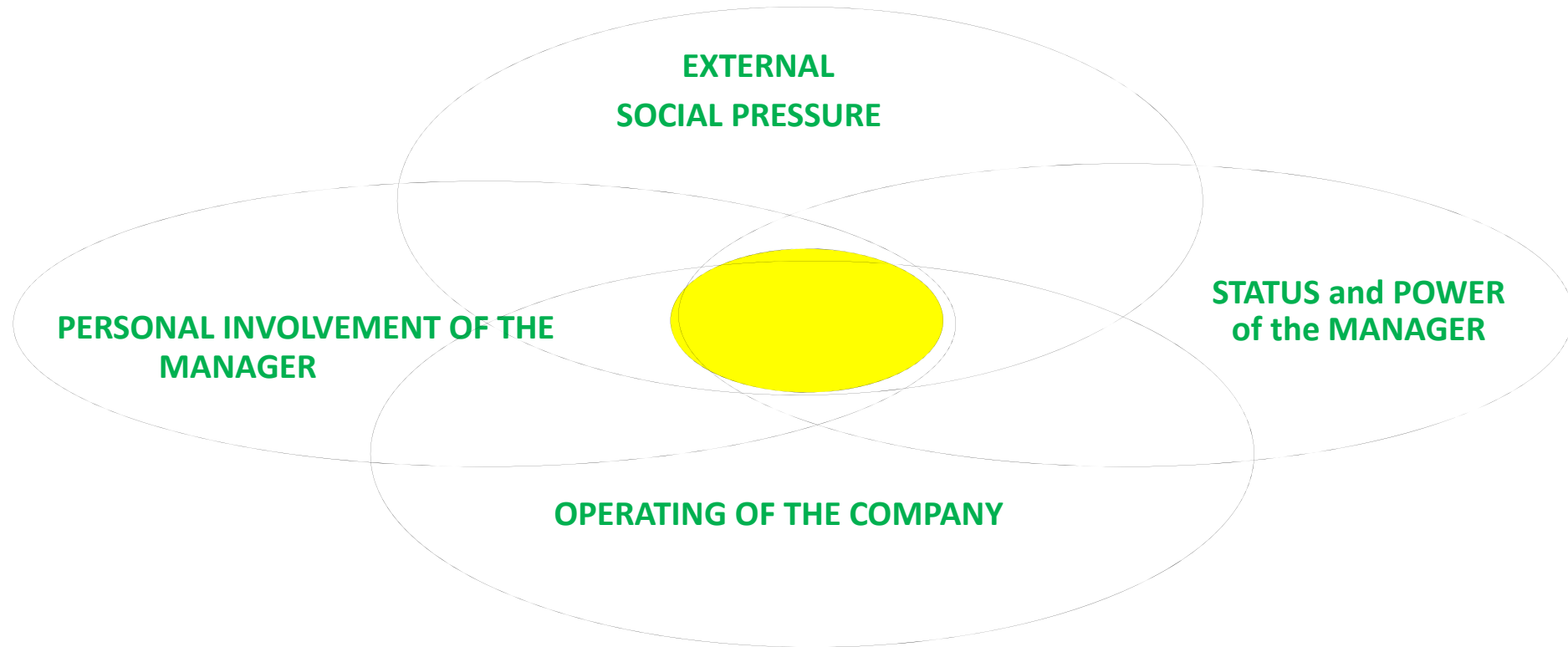
- Several styles can coexist within the same company if it has a certain size,
- The company may change from one style to another over the years,
- Some styles may depend on the company size, sector of activity (very competitive or not), its appropriation of prevention messages, contacts established with official OSH (occupational physician, the labor inspector, Cramif) and the financial health of the company,
- According to the diagnosis made, we cannot say that one style is better than another to advance prevention,
- However, the Health Insurance for Professional Risks promotes the "active - participative" style and to a lesser degree the "regulatory style".



The final diagnosis

- Offer to the company's manager a [self diagnosis on-line](#) to define:
 - Its Safety & Health management method
 - Type(s) of management style(s) established over years
- **An inventory** with a contact person designated by the director and experts at his disposal
- **Training** modules by half a day to strengthen internal expertise in Safety & Health
- **Coaching** in order to establish an action plan for prevention

DESCRIPTION of determinants of implementation of Safety & Health management



Comments : this is the result of 4 determinants defining a particular style of Safety and Health management



**l'Assurance
Maladie**

RISQUES PROFESSIONNELS



PERSONAL INVOLVEMENT OF THE COMPANY'S MANAGER

- Personal and professional itinerary
- Personal representation of the accident,
the risk, the death
- Experience of damages
- Psychological control of the function
- Time management and priorities
-

Management
styles of
prevention

DESCRIPTION of determinants of implementation of Safety & Health management



EXTERNAL SOCIAL PRESSURE

regulated

- **European level**
 - Safety & Health Directives
 - Standards
 - ...
- **National level**
 - Labor code, environment code public health code
 - Standards
 - Insurances
 - Tax system
 - ...

unregulated

- Clients, suppliers
- Contractor, subcontractor,
- Residents Associations
- ...

Institutional actors

- Labor inspectorate
- Occupational medicine
- Cramif
- Unions

Management styles of prevention

DESCRIPTION of determinants of implementation of Safety & Health management



STATUS AND POWER of the COMPANY'S MANAGER

Statut

- Employed manager
- Owner
- Partner
- ...

Roles

- Strategic
- Hierarchical
- Functional
- ...

Decision areas

- General
- One direction, one department
- Transversal
- ...

Management styles of prevention



Functioning of the company

Information and communication structure

- Hiérarchique
- Fonctionnelle
- transversale

Social reports

- Managers
- Employees
- Staff representatives
- External relations

Company culture

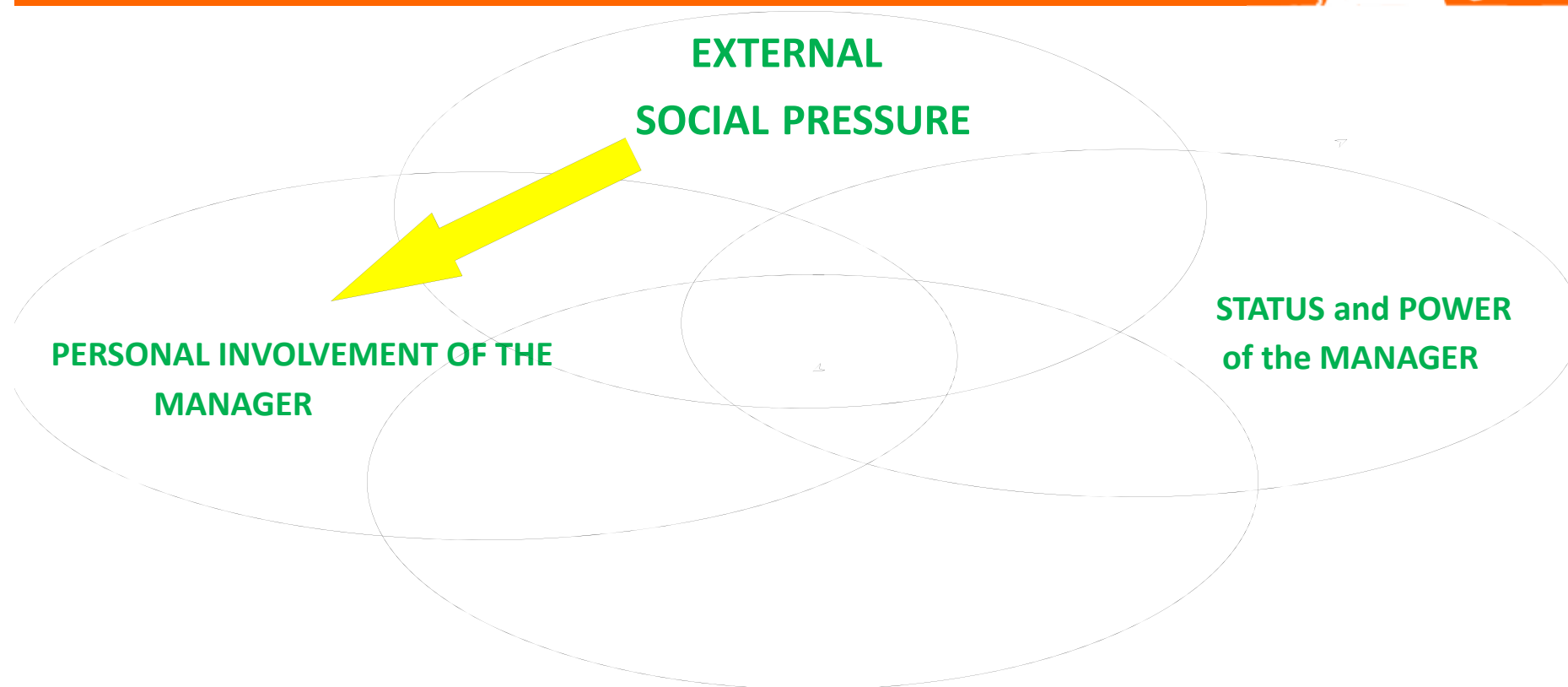
- Corporate culture
- Rules and procedures
- modes of operation
- Knowledge and skills of professions

Technical level

- Production facilities
- Maintenance activity
- Design of premises
- Occupational accidents and diseases

- ...

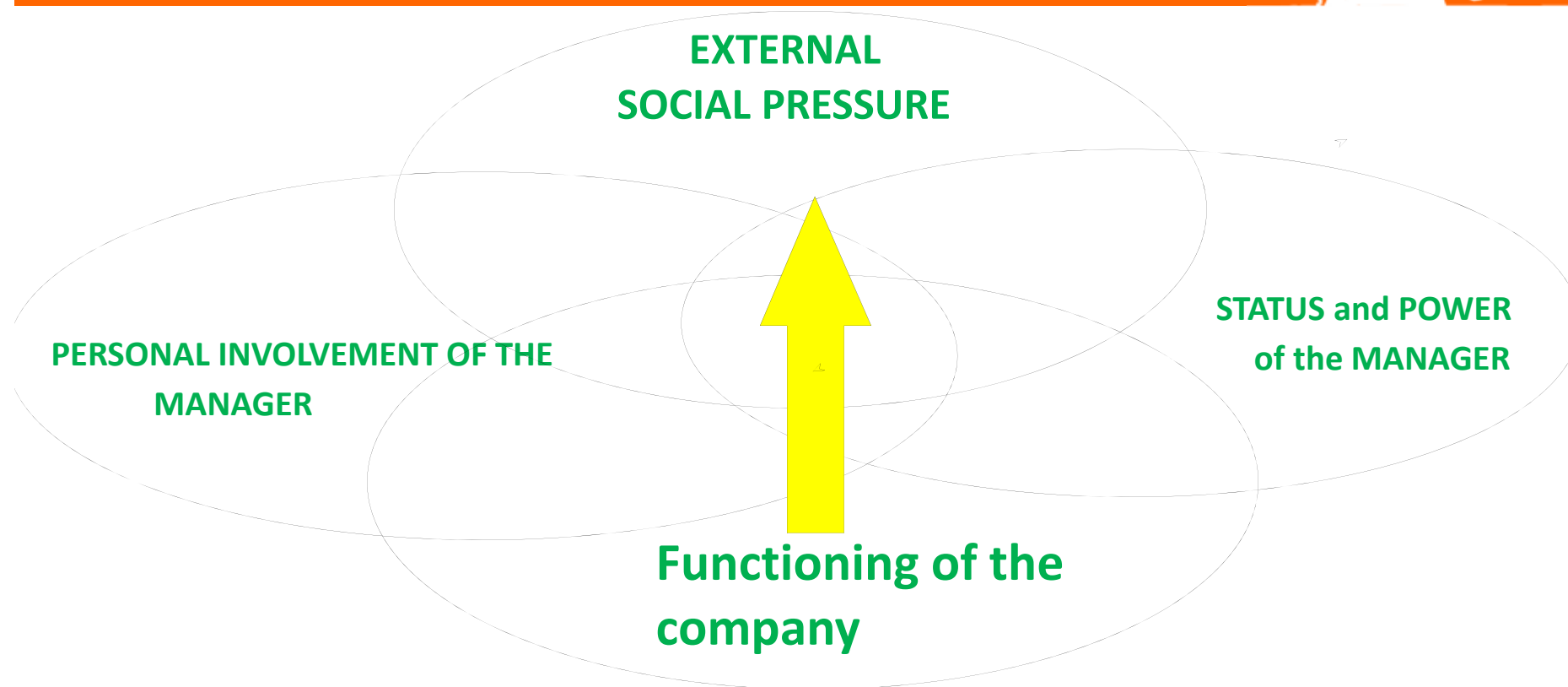
Prevention approach: CATEGORY AWARENESS



Comments: I am aware of the need for action on prevention and I agree with this objective. I believe that I haven't the means or the power to change things and that my employees are not interested in this question,

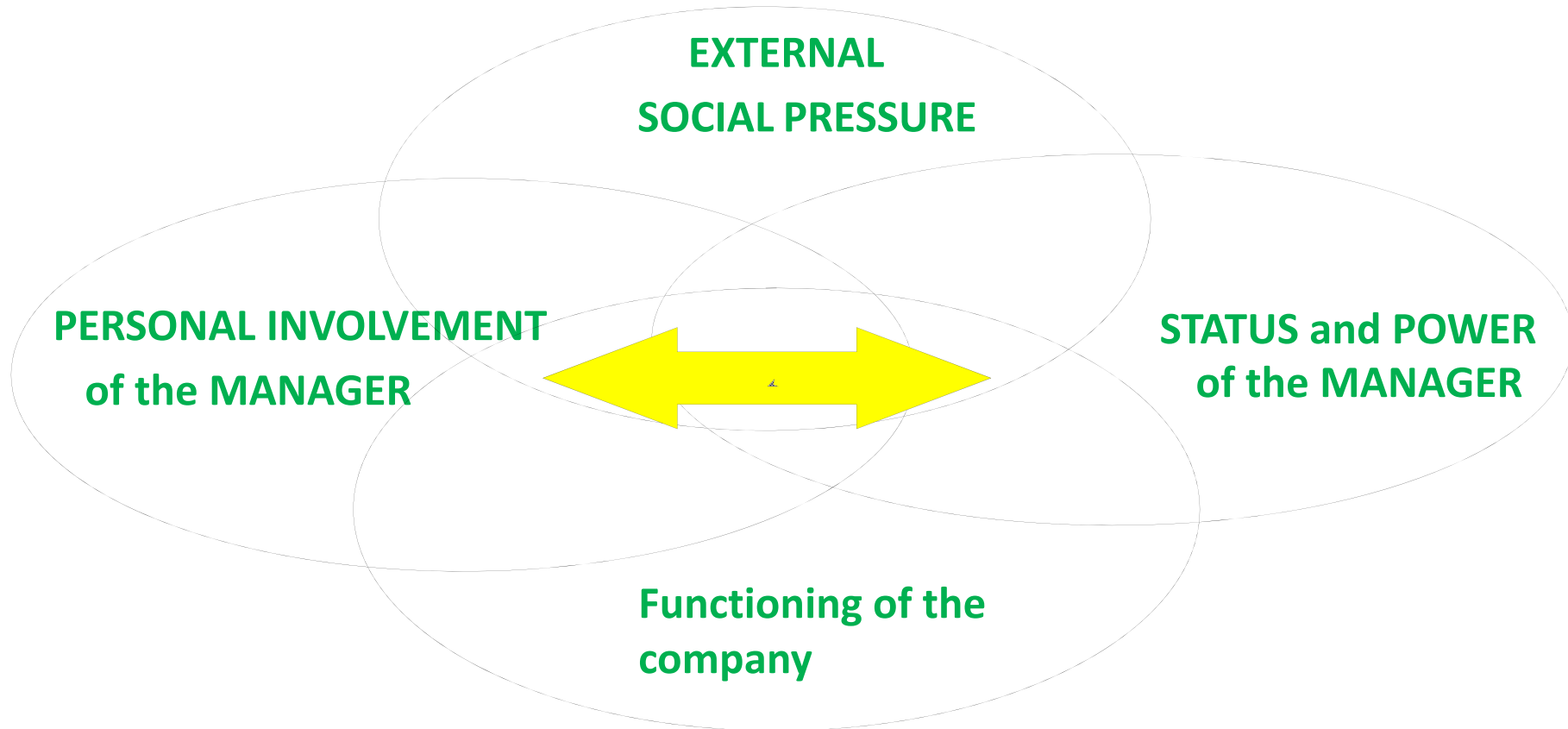
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Prevention approach: CATEGORY CLAIM



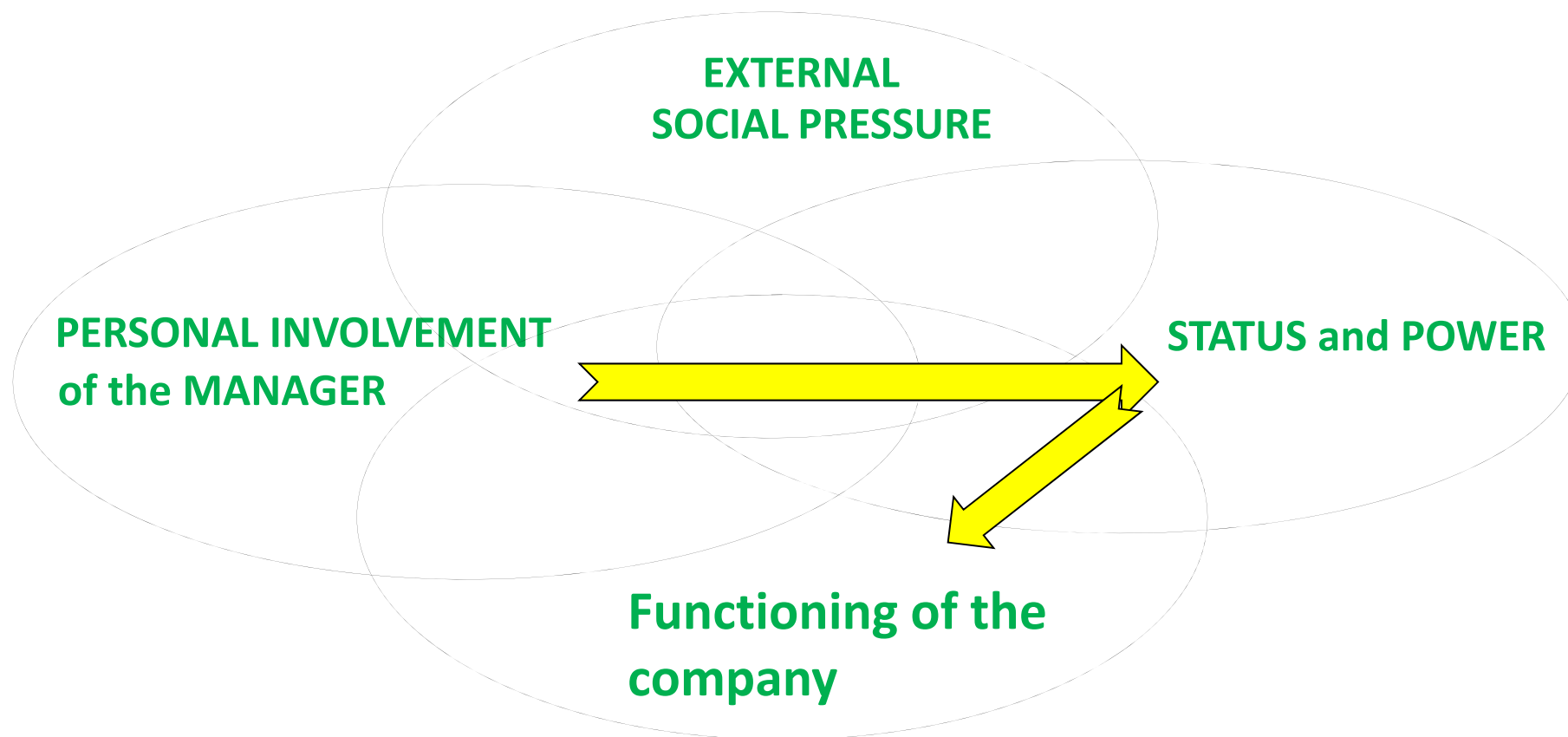
Comments : I note the beginning of a dissatisfaction in the company and contact the authorities.
I value interest or not to take actions and to reduce this dissatisfaction.

Prevention approach: CATEGORY CENTRALIZATION



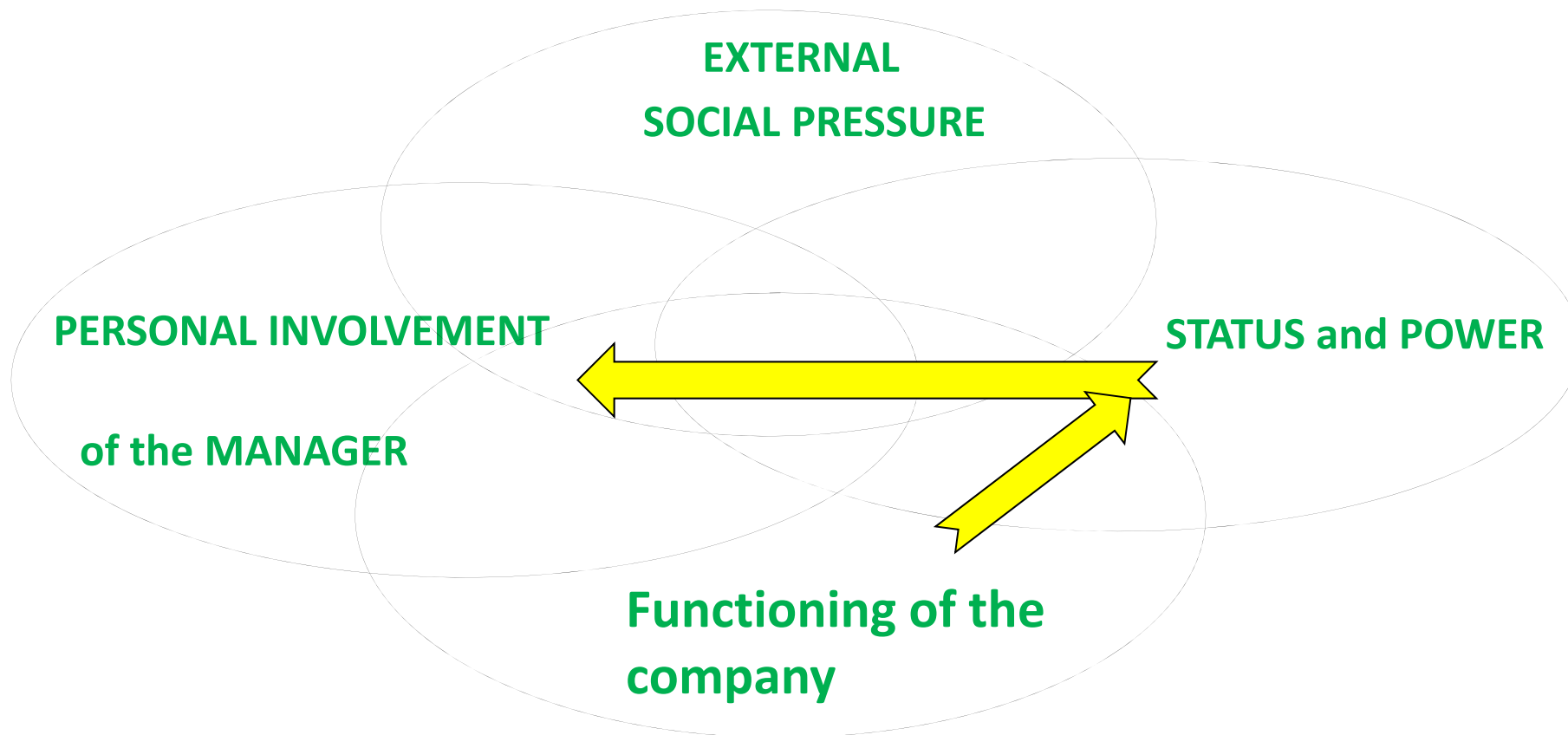
Comments : I decide and involve myself alone in the prevention process. I consider there is no need for internal and external resources to manage work situations.

Prevention approach: CATEGORY PATERNALISM



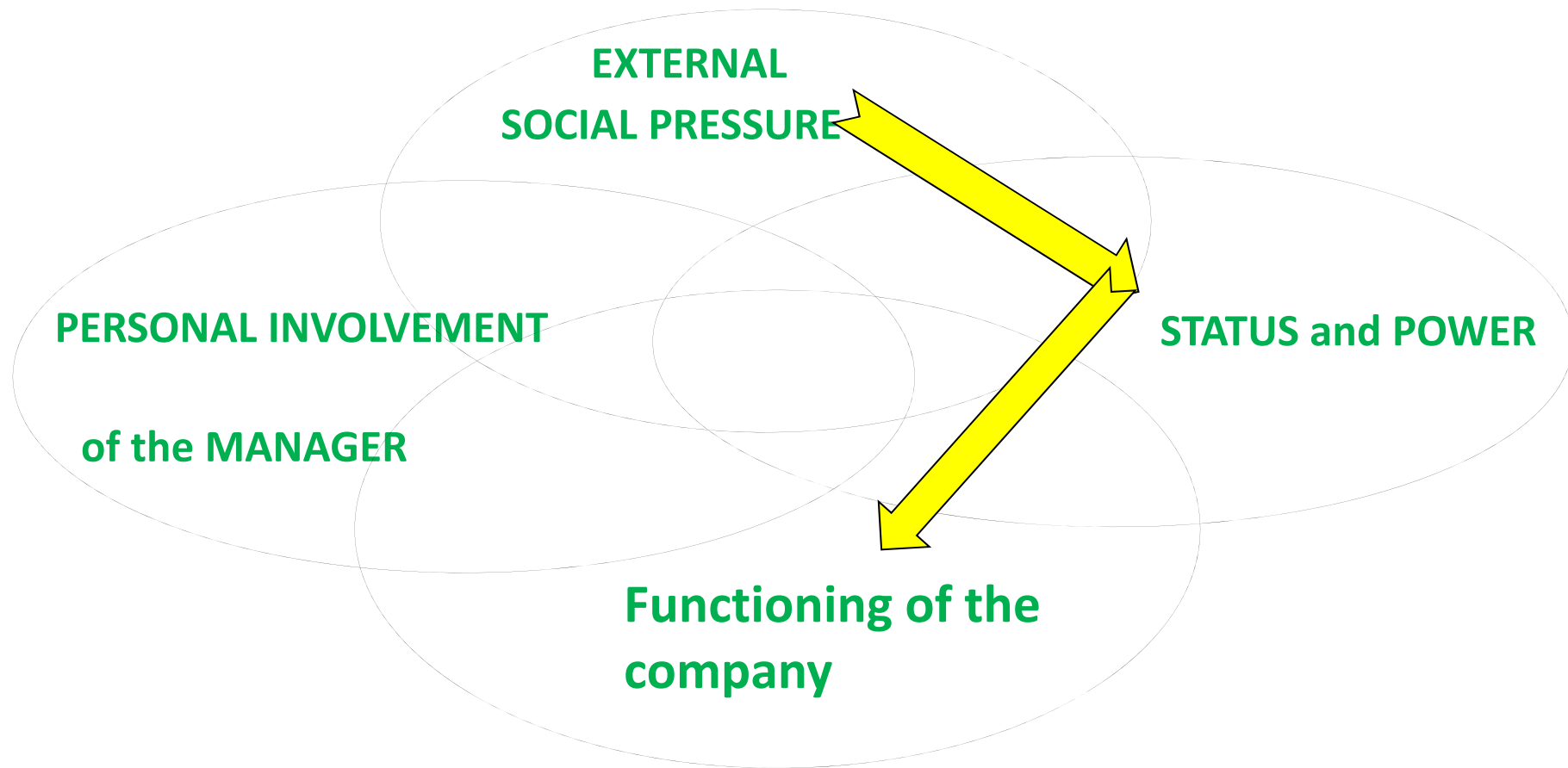
Comments: I have a special relationship with my employees. For protection reasons, I strongly take into account their opinions in order to implement prevention, but it is me who take the final decision. I am rather suspicious facing external demands.

Prevention approach : CATEGORY CONTRACT



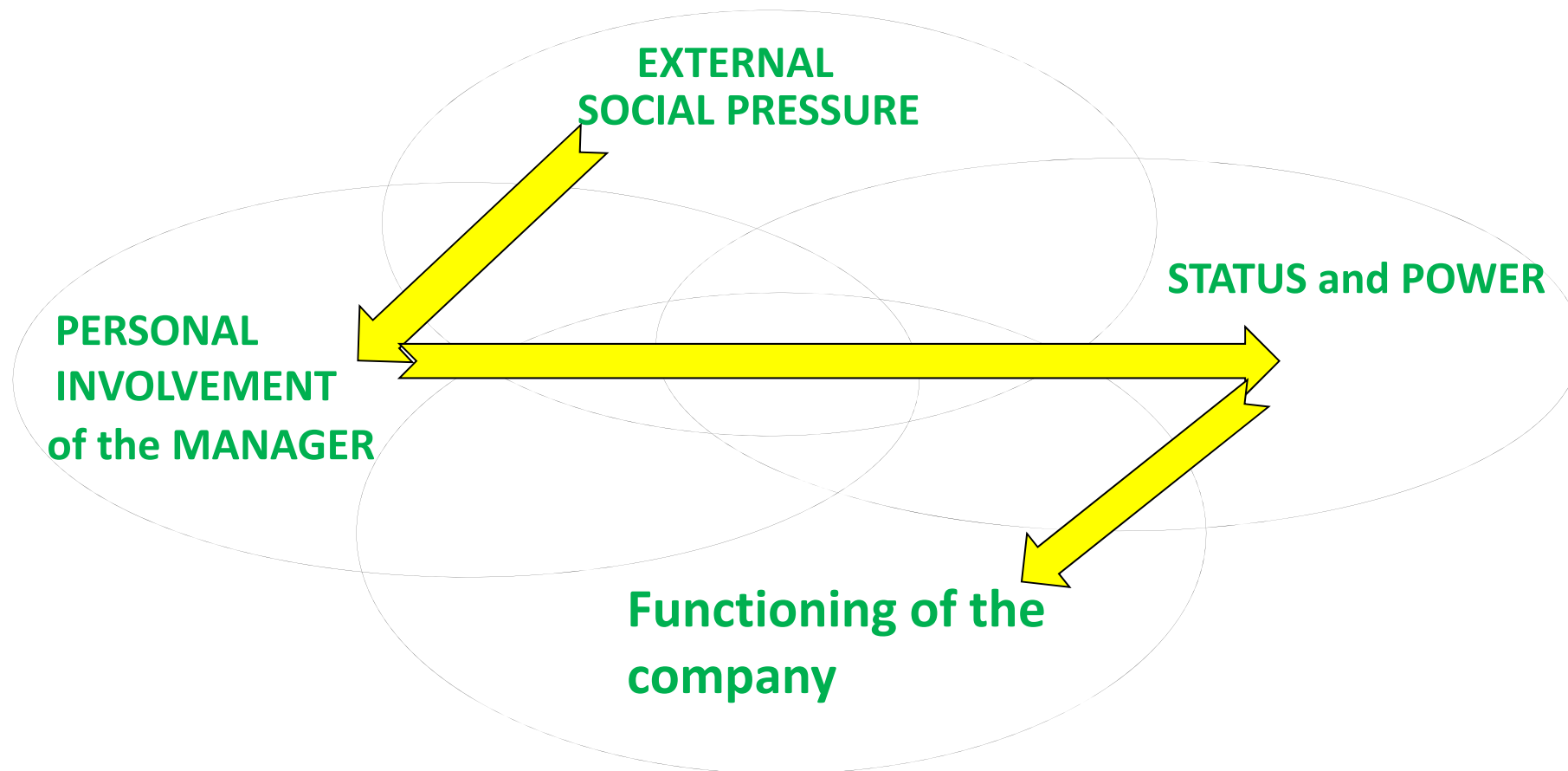
Comments: I have a special relationship with my employees based on mutual trust. The prevention approach is negotiated and change according to the results.

Prevention approach: CATEGORY REGULATION



Comments : I know the regulatory requirements without necessarily joining. I ask that they are respected. Any failure may result in sanctions.

Prevention approach: CATEGORY INVOLVEMENT

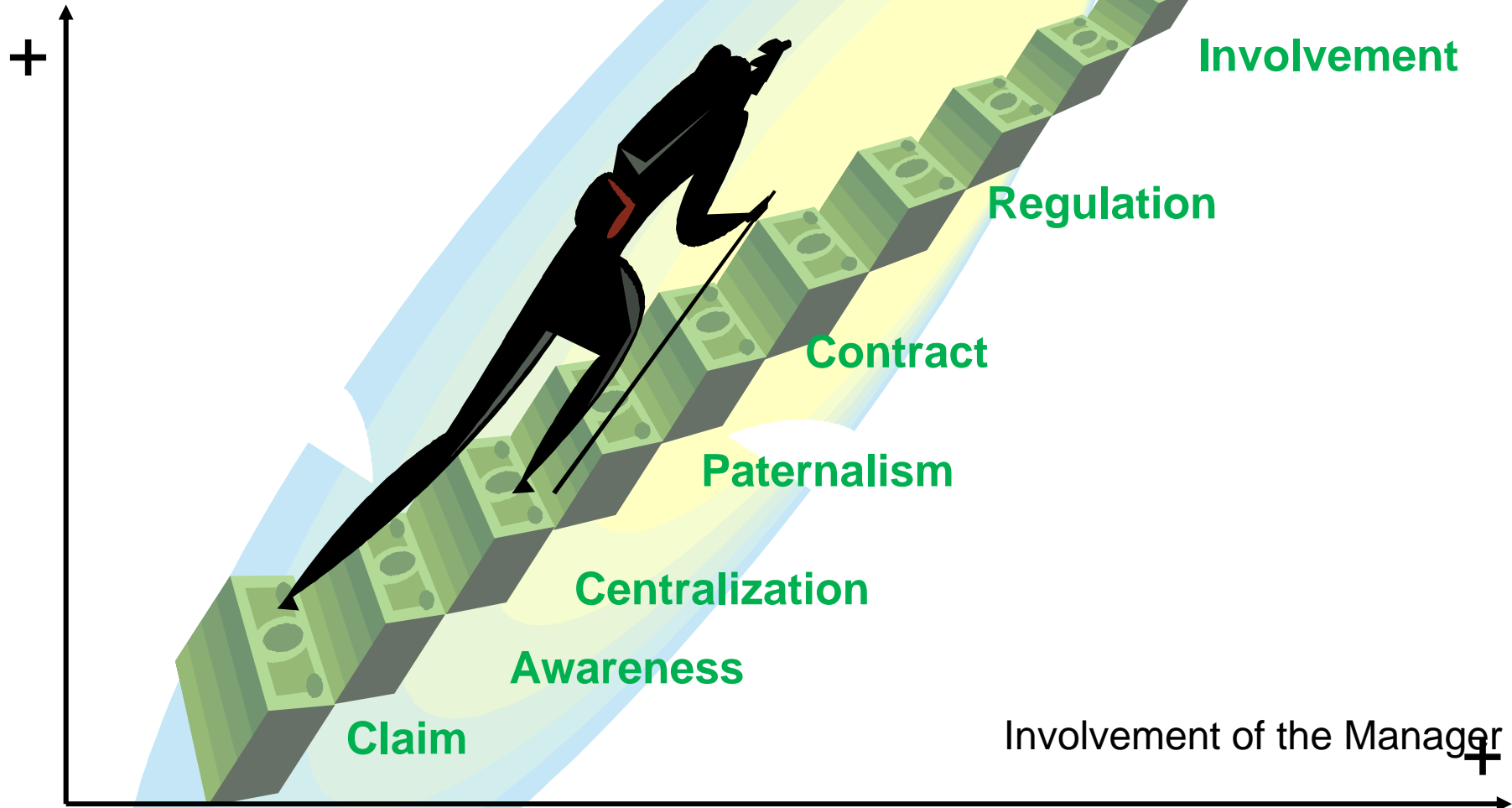


Comments : I know the regulatory requirements. I am attached to the well-being of my employees. I do not hesitate to seek for outside help and support myself by a renewed internal social dialogue.

Prevention approach: the stages of change



Requirements perceived on Safety & Health



Attention : As a result of serious events, the company may be forced to change styles.

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An assistance tool to Safety & Health at Work decision for SOHO/SME



The screenshot shows the 'Diagnéo Santé' website interface. At the top, there is a navigation bar with the logo 'Diagnéo Santé' on the left and three menu items: 'Autodiagnostic', 'Documentation', and 'Liens utiles'. Below the navigation bar, there are three small images showing people working together. To the right of these images is the logo for 'CGPME Ile-de-France'. Below the navigation bar, there is a 'Questionnaire' section with a text box containing placeholder text: 'Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.' Below the text box are four colored buttons: a green button 'Je décide et conduis la démarche de prévention', a blue button 'J'évalue les risques professionnels dans mon entreprise', an orange button 'Je renforce les ressources en santé et sécurité', and a purple button 'J'évalue des risques particuliers dans mon entreprise'. At the bottom of the page, there is a footer with the text 'Contact | Mentions légales'.

[Commencer l'autodiagnostic](#)

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- [Se connecter](#)
- [S'inscrire](#)

Welcome to your interactive platform of Occupational Safety & Health

Risk prevention is not a regulatory requirement, this is primarily a tool for performance and efficiency to consolidate and grow your business

A measurable return on investment: For 1 euro provided the return on investment is about 2.90 euros,

An advantage for recruiting and retaining employees.: The 2nd criteria of selection of candidates are the company working conditions after the salary and working hours,

Financial assistance available for businesses: There are many grants available for small and medium enterprises. Yet more than half of the companies do not know and do not use the available funds.

Diagnéo Santé est le portail dédié aux dirigeants de petites et moyennes entreprises.

Développé par la CGPME Ile-de-France et la Caisse d'Assurance Maladie d'Ile-de-France, le portail vous permettra :

- D'évaluer vos connaissances et vos pratiques, via un autodiagnostic en ligne,
- De vous former grâce à nos supports de sensibilisation et de formation,
- D'être soutenu dans vos démarches, grâce à nos guides de bonnes pratiques et des aides financières disponibles en Ile-de-France.

[Cliquez ici pour vous inscrire et accéder gratuitement aux contenus](#)



Conditions of access and use



- Access is free and free of charge, confidential and requires no preconditions (membership, prerequisite, ...). The only required information concern the main business and the staff,
- The company's Manager registers on the Web plate-forme Diagneo Safety & Health of the The General Confederation of Small and Medium Enterprises (CGPME) and gets a personal login and password,
- Then he clicks on the different topics and thus access to the questions
- When he **answered questions on the three themes** (*I decide and contact the prevention approach, I assess occupational risks in my company, I reinforce Safety & Health resources*), he gets two results and one recommendation :
 - **The strong and weak points on the three themes and sus-themes**
 - **His dominating management style**
 - **Assistance and support proposal**
- Then he can access to the **fourth theme** (I assess the particular risks in my company) where he has self-diagnostic tools validated by INRS, ANACT, Carat)
- Finally he has a **document link with information at his disposal.**

Conditions of access and use



- At any time, the company's Manager may stop using the tool, all his answers are conserved in order to obtain the final result.
- His answers as well as the results of the questionnaire are confidential. He is the only one who decides to whom he wants to communicate the results (close collaborators, occupational physician for exemple) and how he wants to draw the consequences.
- In the case of a « nomadic » use, a PC version is planned.



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- 📈 Mes diagnostics

- 🚪 Déconnexion

Questionnaire

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

I decide and lead the prevention approach

I assess occupational risks in my company

I reinforce Safety & Health resources

I assess particular risks in my company

I decide and conduct the prevention approach

Sub-themes



**Prevention
policy**

**Civil and penal
responsibilities and
employees'
involvement**

**Preparation and
organisation of
work**

**Training
supports**

documentation

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I assess the risks

Sub themes



Risk and action plan
assessment

Analysis of
occupational
accidents and
diseases

Health at work

Condition and
maintaining of
equipment

Training
supports

documentation

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I reinforce the Safety & Health resources

Sub themes



Training and Safety
and Health at Work
expertise

Subcontractors

Temporary
workers

Training
supports

documentation

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I assess individual risks in my company



**Musculo-
skeletal
disorders**

Chemical risk

**Psychosocial
risks**

Road risk

**Training
Supports**

documentation

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Training supports Specific risks

- [The bases of prevention](#)*
- [The methodes of accidents analysis](#)*
- [Psychosocial risks](#)*

* Click on the titles to access to documents



Documentation Specific risks

- [Occupational risk assessment](#)*
- [Policy and Prevention management](#)*

* Click on the titles to access to documents

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An example of a part of the questionnaire

Questionnaire

Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat. Duis aute irure dolor in reprehenderit in voluptate velit esse cillum dolore eu fugiat nulla pariatur. Excepteur sint occaecat cupidatat non proident, sunt in culpa qui officia deserunt mollit anim id est laborum.

I reinforce the resources of Safety & Health

Programme de formation et compétences S&ST

1. Les compétences en santé et sécurité dans l'entreprise

- Nous rappelons les consignes de sécurité chaque fois que nécessaire car chacun doit être conscient des risques
- Nous organisons les formations obligatoires en santé et sécurité
- Nous formons régulièrement les salariés sur les risques et les mesures de prévention (formations non obligatoires)
- Nous avons désigné une personne compétente en santé et sécurité

2. La formation des représentants du personnel

- Je ne pense pas que la formation des représentants du personnel soit dans les attributions de l'entreprise
- Je respecte l'obligation de formation si les représentants du personnel me le demandent
- La formation des représentants du personnel est utile pour la prise en compte de la prévention
- J'encourage les représentants du personnel à se former en permanence

3. Part des formations SST dans les formations

- Les formations en santé & sécurité ne sont pas la priorité de l'entreprise
- Je ne programme que les formations obligatoires
- Je finance régulièrement des formations dans ce domaine, même si elles ne sont pas obligatoires
- Les formations en santé & sécurité sont la priorité de l'entreprise

4. Existence de sauveteurs secouristes du travail (SST)

- L'appel aux pompiers suffit
- J'ai des secouristes bénévoles en interne
- L'activité de l'entreprise oblige à avoir des SST
- Je considère que c'est indispensable

Attitude de l'entreprise vis à vis des sous-traitants

1. Risques importés via les sous-traitants

- Je fais confiance à l'entreprise extérieure
- C'est l'entreprise extérieure qui doit éviter d'introduire des risques dans mon entreprise
- En cas de co-activité, je dois prévoir les cas où des risques peuvent arriver.
- Nous avons fait une analyse conjointe des risques avec l'entreprise extérieure avant son intervention

2. Accueil des entreprises

- Je sais seulement la date à laquelle l'entreprise extérieure doit intervenir
- Je fais une description sommaire des lieux avant son intervention
- J'ai prévu une procédure d'accueil (visite des lieux, bon d'intervention, ...)
- Je nomme une personne pour accueillir et suivre le déroulement des travaux

3. Répartition des efforts SST entre les entreprises

- L'entreprise extérieure est responsable de son travail.
- Je respecte le plan d'intervention qui a été établi selon le décret du code du travail du 2 février 1992
- J'essaye de combler la défaillance de l'entreprise extérieure si je constate de mauvaises conditions d'intervention
- La répartition des efforts se négocie avant l'intervention et de façon équilibrée pour les deux parties

[Enregistrer](#)[Continuer](#)



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- [Mon compte](#)
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Your diagnosis

You got 39 points

I am a manager aware to the issue of Safety & Health at Work

I am well informed of the legal, financial and human aspects of prevention and I know that I should be aware about this. However I'm still struggling to implement effective preventive measures for many reasons, I am a little bit lost and to date occupational health is not a priority in my business

Consulting

Information / Training documents on Diagnéo Santé

Registration / Training courses

Strategies

I realize or modify the evaluation document for risks and the action plan. I can contact my OSH department

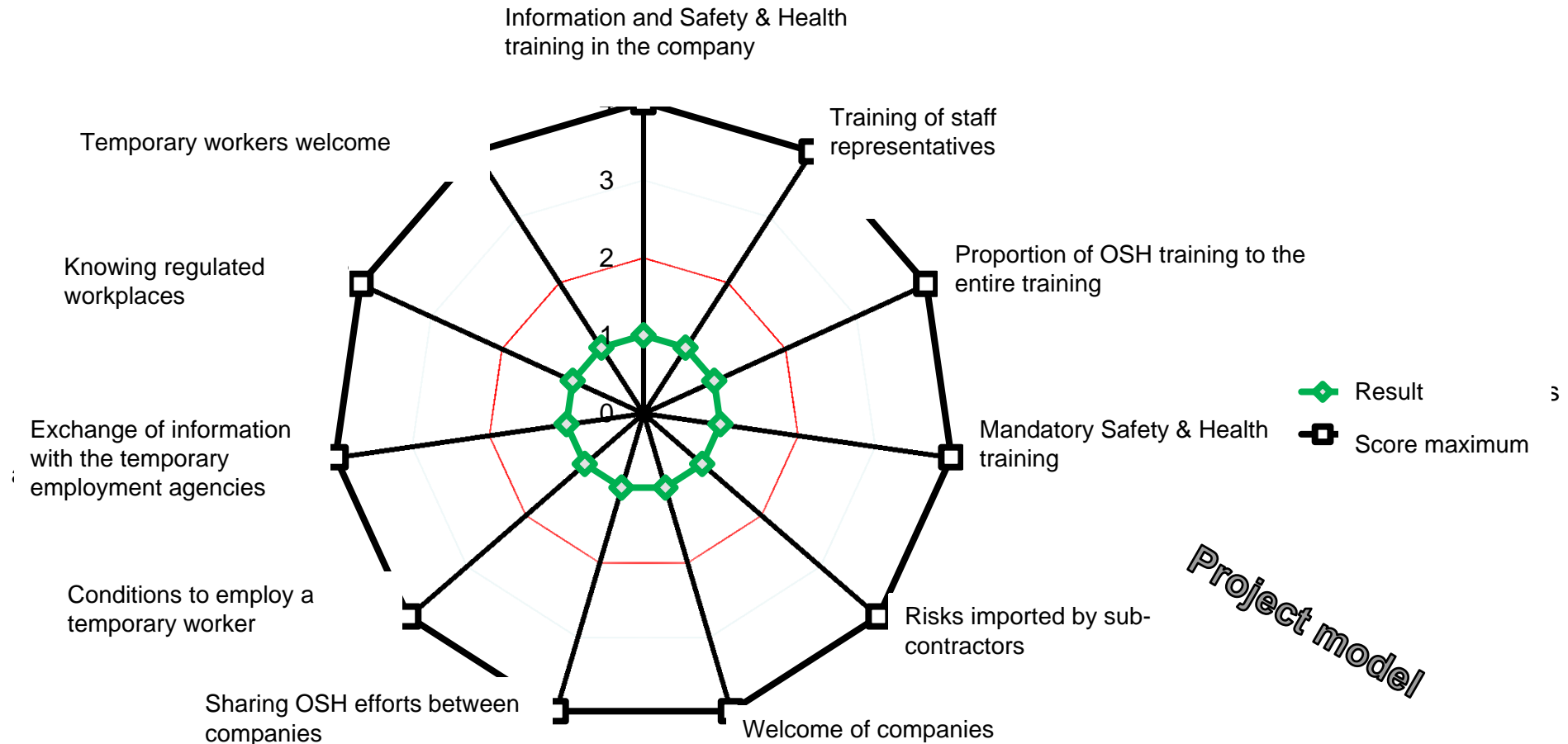
I check the conformity of my work equipment

I organize un training session for my staff

I reinforce my Safety & Health competences



An example of results





Conclusion

- There are **several prevention processes** in the company and each has advantages and disadvantages
- The treatment of the self evaluation questionnaire includes two parts :
 - Results processing on 13 themes which describe **the strong and weak points of the Safety & Health management**
 - Results processing in order to **highlight the management style of Safety & Health by the company's manager**
- These results are used **to define the priority actions** towards two axes:
 - An axis on concrete improvements in prevention management
 - An axis on possible processes of change (change from one style of management to another).

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Publishing conditions of this tool



- The General Confederation of Small and Medium Enterprises (CGPME) of the parisian region will organize a series of information sessions and will mobilize the representatives of lands in this region. A link will be made with the existing Diagneo Human Resources RH existant
- The Cramif (Health Insurance Fund for the parisian region) will put a link on www.cramif.fr and will mobilize its press departement
- The information will be transmitted to the SIST (Interprofessional Department for occupational health in the parisian region) and to the Dirrecte (Regional Directorates for companies, competition, consumption, labour and employment)