

# A general framework for designing & analyzing OHS management

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## Occupational Health Management (OHM)

- OHM is concerned with the improvement of safety, health, and welfare of individuals at work.
- It deals with the primary prevention of health risks and hazards.
- OHM – is concerned with the performance management
- Success of the OHM depends on constant auditing and learning of the OHM process.

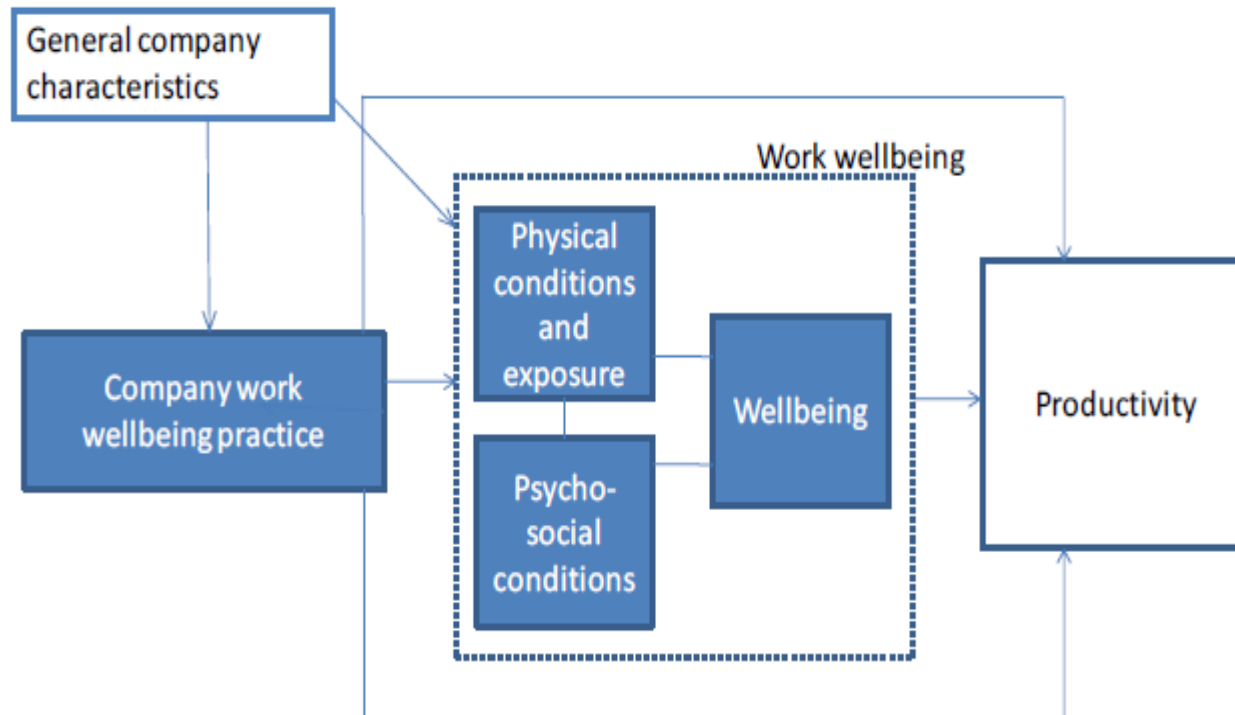
## OH management

- Discussion of OHM focus on indicators and/or external provisions or agreements.
- Performance indicators are important in order to understand the effectiveness of OHM actions & management.
- We argue that this is not enough to obtain a sustainable OHM management change.

# Performance indicators

- Attendance behavior -> impaired performance, productivity loss (due to absenteeism and presenteeism)
- High employee turnover -> in some case not good for company image
- Motivated colleagues -> the lack of it impacts work performance
- Improved output quality -> quality shortages undesirable
- Excess costs or losses -> profits are more desirable.

# Model- company practice, employee wellbeing and productivity

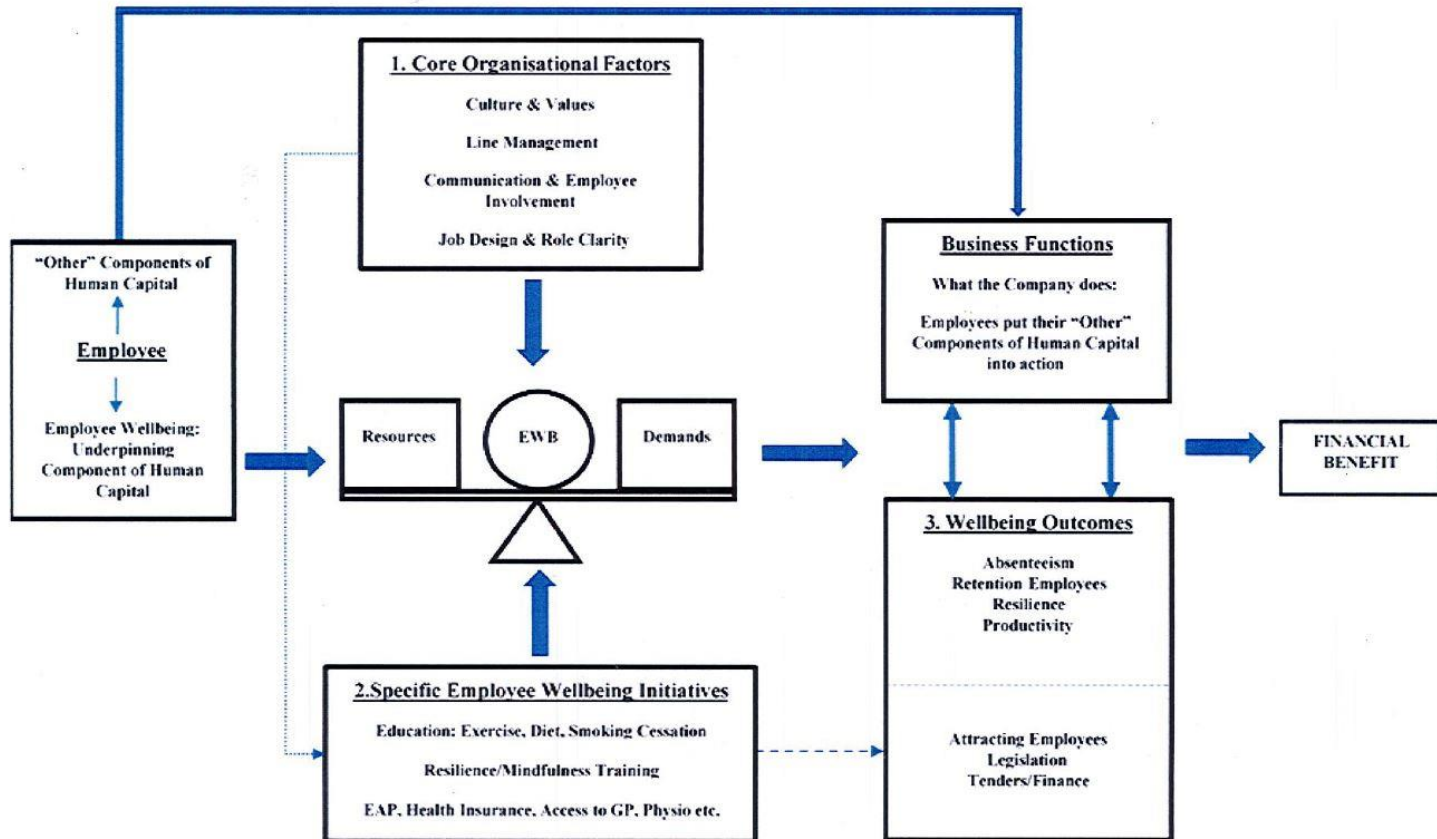


DAMVAD and expert group, 2011.

## Knowledge about financial outcomes of OHM is a strong case, but is it enough?

- Any intervention that makes good business sense has a better chance of making a lasting positive impact on operations.
- Managers decision-making and learning change with financial information
- Organisational learning and management does not change
- Why? A complex issue ..... Many conditions affect....

# Framework for management & promotion of employee wellbeing

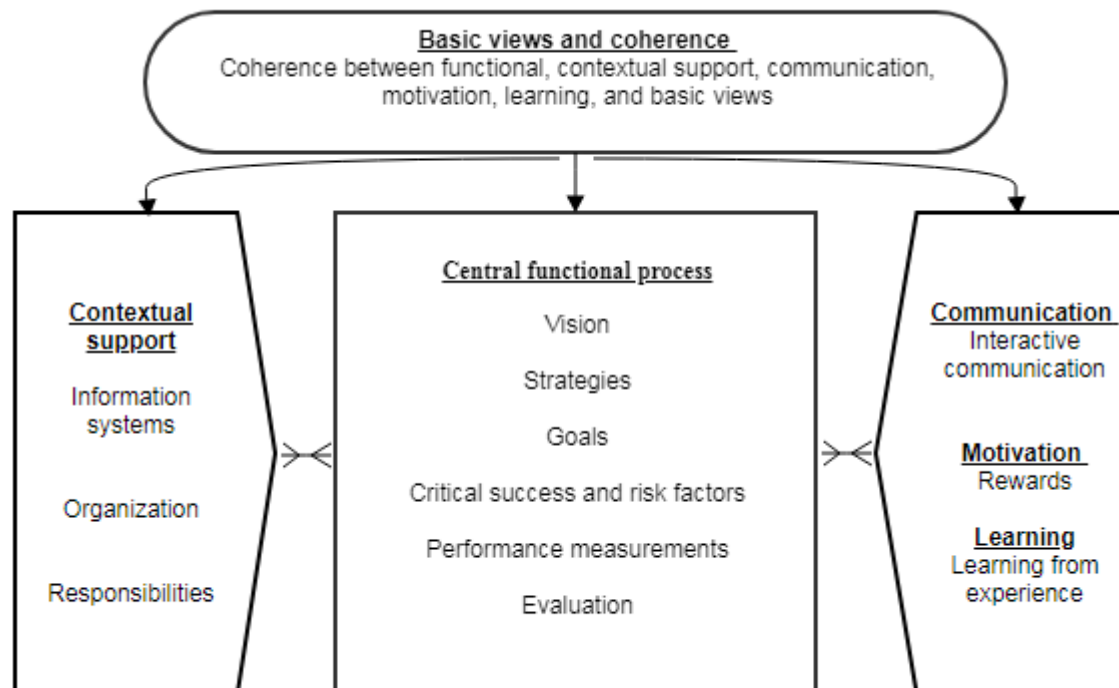




## Legal provisions concerning OHS management in Sweden.

- The employer has the main responsibility to tackle work environment management with support from employees, safety representative & occupational health service experts.
- The provisions are mandatory but organizations have their own internal voluntary OHS management systems.
- The provisions are not linked to the general performance management of an organization i.e., the business process.
- OHS has the potential to be significantly improved if it is integrated in the *general business performance management system*.

# Framework for designing & analyzing OHM



# Components of the OHSM framework

- The central functional process referred to in almost every performance management system.
  - *Vision, Strategies, Goals and targets, Critical success and risk factors, Performance measurements and Evaluation.*
- Contextual support processes
  - *Organization, information systems, responsibilities.*
- Communication
  - *interactive communication* between people involved, interactivity is a precondition for a continuous *learning process, motivation (rewards-salary, demands, benchmarking)*.
- Basic views and coherence

# Basic views, values and coherence

- Some kind of basic views and values in all organizations
- *Basic views* refers to what is expressed with respect to what should be obtained by the design and the use of performance management system
- *Values* are the fundamental shared values (i.e., fundamental ideas and principles) which exist in the organization
- *Coherence* – between the components is necessary because when they do not fit well (either in design or use)...failures can occur.

## Important questions...

- (1) Important issues for future?
- (2) Basic views and values?
- (3) Management challenges?
- (4) Strategies and plans?
- (5) Goals/targets?
- (6) Critical success and risk factors?
- (7) Kind of performance measurement?
- (8) Information system available to support the performance management?
- (9) Interactive communication?
- (10) Clear responsibilities for action?
- (11) Reward system?
- (12) Learning from experience?

# Finally

- Framework should not be used with ‘a tick the box mentality’.
- From a famous saying “this framework may be wrong, but it can be useful.”
- Involving stakeholders- employers, employees, safety representatives, and occupational health service experts, researchers etc.