

Health and Safety Campaigning



Experiences from across the European Union and tips on organising your own campaign

GETTING THE MESSAGE ACROSS



European Agency
for Safety and Health
at Work

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Experiences from across the European Union and tips on organising your own campaign

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A great deal of additional information on the European Union is available on the Internet. It can be accessed through the Europa server (<http://europa.eu.int>).

Cataloguing data can be found at the end of this publication.

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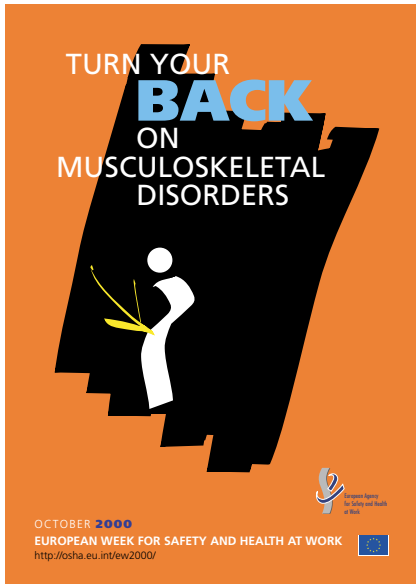
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INTRODUCTION



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Campaigning in your own workplace

You may want to raise awareness and promote action on health and safety in your own workplace. Many large-scale campaign activities and ideas can be adapted to the workplace level. You can make use of slogans and messages produced by others such as Health and Safety bodies. In any case the general planning steps described here such as setting clear objectives, getting support in your organisation etc. apply. Some ideas are contained in a case study on European Week and a separate checklist for workplace campaigns.

There's little doubt that advertising, marketing and public relations campaigns can significantly affect how people think and act. Just look at the items in your kitchen cupboard. Nearly all of these will be underpinned by some form of publicity, influencing your decision to purchase them over their rivals. But can the same 'promotional principles' be applied to occupational safety and health (OSH)?

The answer is a resounding 'yes!' Although you don't have access to the same financial resources of a multinational consumer goods company, you can still motivate people to think and act differently about health and safety at work via a well-planned and targeted campaign that promotes good OSH practice. In fact, scores of organisations have already done this.

Based on a survey of OSH campaign specialists across Europe, this manual provides a step-by-step guide to how to plan and run effective promotional campaigns, regardless of the size of your organisation. Contrary to popular opinion, it isn't complicated. You just have to get the 'mix' right, including the right messages, target audiences and other factors.

Whether you want to raise awareness about repetitive strain injuries through the trade press or run a more ambitious accident prevention campaign, supported by leaflets and advertising, the manual provides all the advice you need to get results. It is not a set of fixed rules; it is purely a collection of recommendations. Pick and choose what you want, adapt them to your individual circumstances.

In the first part of the manual you'll find general advice that applies to all organisations involved in OSH, big and small. More specific suggestions and information, including how to write press releases and deal with external agencies, can be found in the second part. In the appendices, we include a series of case studies.

**European Agency for Safety and Health at Work
July 2001**

(*) See 'Further information and resources' p.63



PREPARING AND ORGANISING A CAMPAIGN

p a r t 1

1 BEFORE YOU GET STARTED...

Do you need a campaign?



1

Do you have the resources?

Countless health and safety issues need a higher profile but this doesn't mean that every one that arrives on your desk merits a publicity campaign.

- *Would a campaign have any impact?* Put yourself in the shoes of your target audience. Are they likely to care about or act on the information you want to communicate? Does it pass the 'so what?' test? It may even be too late to make a difference, especially if you are you dealing with a date-sensitive issue.
- *Is your organisation the best one to run it?* Do you have sufficient credibility and resources? Or is perhaps another institution planning a similar initiative? Do your research.
- *Is there a more cost-effective alternative?* Campaigns are useful for reaching relatively large numbers of people, often in different locations. If you're focusing on small groups, other routes such as training, seminars, one-on-one meetings, emails and even phone calls might be more valuable, depending on the subject.
- Campaigns inevitably demand time and money. Do you have enough of both of these to do justice to the issue you want to promote? It might be worth considering trying to involve another organisation with similar interests to share the costs and workload.
- Do you have the infrastructure and human resources to deal with the interest generated by your campaign, for example training programmes and workplace visits?

Key objectives for health and safety campaigns

- Raise awareness of OSH problems, including their causes, amongst managers, employees and people who advise them on these issues, for example medical professionals.
- Provide practical solutions through 'good practice models'.
- Increase workforce knowledge of relevant legislation and encourage organisations to comply with this.
- Alert people to new risks and possible solutions.
- Obtain support for changes to legislation or guidelines.
- Position your organisation as an OSH authority and a valuable partner.

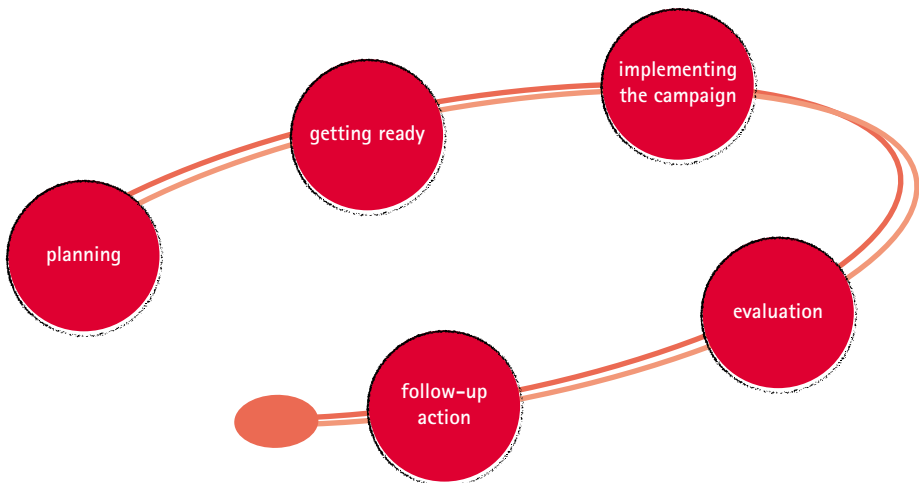


2 AN OVERVIEW OF HOW TO PUT TOGETHER A CAMPAIGN



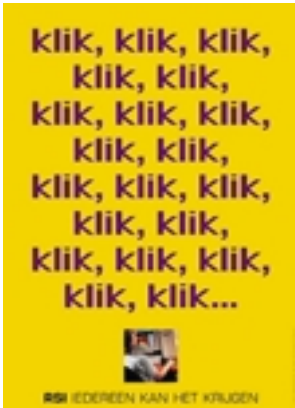
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- *Establish a measurable objective.* For example, 'Reduce stress-related illness in call centres by 10% over the next three years.'
- *Focus on specific target audiences.* For example, personnel managers in larger companies or owners of SMEs.
- *Develop a clear message.* This should be tailored to your target audiences and ideally include recommendations that they can act on. For example, 'Research has shown that call centres can reduce stress-related illnesses by following three basic steps.'
- *Identify the most suitable media to reach your target audiences.* Should you use advertisements, direct mail, posters, seminars, visits...?
- *Agree a budget.* Include an extra amount, say 10% for unexpected additional costs.
- *Find a good launch date.* Avoid major holiday periods, such as the run-up to Christmas, and try to link your campaign to a topical event or season to give it greater resonance.
- *Evaluate your campaign.* Learn from your experience so you can have a greater impact next time round.



3. ESSENTIAL INGREDIENTS FOR SUCCESS

Set a measurable objective



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Identify your target markets and audiences

- Set a measurable objective
- Identify your target markets and audiences
- Formulate a clear and simple message

Get these elements in place and you're half way there. Ignore them and you will struggle to realise your campaign's full potential.

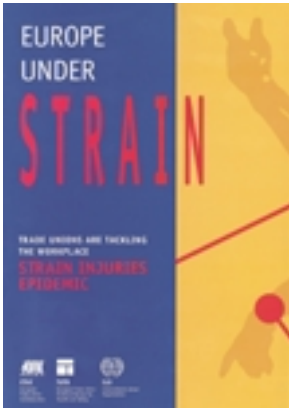
The only way to tell whether your campaign has been successful – and to learn from the experience – is to set yourself a measurable objective. Keep your goal fairly specific and realistic, taking into account the resources you have available. Don't expect to change the world overnight.

For example:

- Reduce machinery accidents in the printing industry by 5% over the next four years
- Reduce violent incidents to staff in a hospital by 30% over the next four years
- Reduce the number of employees who regularly lift heavy weights by 30% in the next seven years
- Generate 5,000 requests for an information pack on how to prevent injuries in the hotel and catering sector
- Raise awareness of the risks from asbestos in the construction industry to 95%
- All supervisors to have received risk assessment training in the next six months

To measure your impact, you will need to incorporate an evaluation system into your campaign. How to do this is explained later.

Focus is critical. If you try to appeal to too broad a cross-section of people, you will waste resources and dilute your message. Different target markets and audiences demand different messages and different media.



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- *Concentrate on sectors where the OSH problem you want to highlight is most acute.* For example, solvents in the print industry, asbestos in construction, manual handling in the health services.
- *Ask yourself, ‘Who are the people in each sector who can help me achieve my objective? Who has a vested interest in the issue I want to promote and the power and determination to implement my recommendations?’* These are your target audiences. In many cases, they will not be the individuals directly affected by the OSH issue you plan to highlight. They may be senior managers, union representatives, personnel managers, safety officers and other people who have responsibility or a professional interest in health and safety.

Who exactly you target will depend on your message. If your campaign is providing practical prevention advice, such as ‘10 steps to reduce Repetitive Strain Injury’, you would probably aim it at employers. If it is to raise awareness of symptoms of repetitive strain injury you may target employees. Use common sense and try to be as specific as possible. Your target audiences will determine the media you use.

Understand your target markets and audiences. Find out what their main concerns and issues are. This will enable you to tailor your messages to their individual needs and make your campaign feel more personalised and relevant.

Enlist the support of your target audiences, where possible. Involve associations or representatives of your target audiences to disseminate information or, better still, as campaign partners (see section on working in partnership). This can give your campaign greater credibility.

Target audiences

Possible target audiences identified in the Agency's survey include:

- Employers/enterprises
- Directors/personnel managers/managers/supervisors/trainers
- Employees
- Safety officers, in-house occupational health services
- Specific sectors, occupations or types/sizes of business
- Industry and trade associations
- Trade unions
- Professional associations
- Branches within your own organisations and intermediary organisations
- Working environment services
- Labour inspectorates
- Occupational safety and health professionals
- Suppliers/designers
- Medical professionals/health service providers/health educators
- Authorities, legislative bodies and politicians
- Members of the public, school children

Formulate a clear and simple message



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People are inundated with information every day. To grab their attention, your message must be short, simple and relevant to your target audience. They must immediately understand its importance and what you are asking them to do and why. Try to distil your main message down to a jargon-free statement, ideally no longer than two sentences. One way to do this is to think in terms of 'problem and solution'.

For example:

- Research has shown that 4 out of 10 clerical staff suffer from RSI. New guidelines could dramatically reduce this number and the associated costs.
- Failure to comply with legislation governing asbestos exposure could cost firms €20,000 in fines and ruin employees' health. Using a new 12-point protection plan these problems could be avoided.

A Member State campaign on safe working conditions in the agricultural sector targeted a limited number of hazards in a simple way, using TV, posters and leaflets. The messages were:

- Safe working means an organised workplace
- Safe working means organised tree felling
- Safe working means information and labelling of pesticides
- Safe working means a suitable tractor



4 PLANNING YOUR CAMPAIGN



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How big should your campaign be?



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A well-planned campaign is vital for achieving your goals and value for money. As the materials you require can take several weeks and even months to prepare, you should start planning at the earliest possible date. You need to ensure that all elements of the campaign such as training materials, guides, briefings of those delivering the campaign in your organisation, programmes of workplace visits or seminars etc. are co-ordinated. Make sure you have considered all the angles before you give the green light to produce any promotional items. This ‘thinking’ part is the most crucial; the rest is relatively simple and procedural.

The scale of your campaign will be determined by two factors:

- The importance of the issue you want to promote, both to your organisation and to the people directly affected by it
- The resources you can allocate to it.

Ideally, you should draw up a list of issues you want to promote during the year, establish their relative significance to your organisation’s strategic objectives and apportion your promotional budget accordingly. Remember, however, that big is not necessarily best. A small, well-conceived and carefully targeted campaign can have a greater impact than a large one.

Consider breaking up larger campaigns into discrete phases to make them more manageable and lengthen their impact. For example phase one may be awareness raising, followed by initial workplace visits, and finally follow-up workplace visits. Other campaigns have focused on different hazards in different phases.

Agree the 'tone' of the campaign



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When is the best time to launch?

The 'tone' of each campaign – its look and feel - will depend on your target audiences and the messages you want to communicate. There are essentially four routes open to you:

- **Cool and rational:** This is most suitable for high-level target audiences, such as heads of businesses and policy makers. Generally they want to hear a concise, unemotional and well-reasoned business case, supported by hard facts and figures
- **Educational:** Most effective when aimed at people who already appreciate the importance of the issue but need further information and advice to help them
- **Fun:** A useful option when dealing with subjects that are considered to be a bit dull and dry, even though they have important implications. Would be an important element for a campaign aimed at school kids and farm safety for example
- **Fearful:** This is one of the most popular routes and works on the 'scare them into action' premise: *'If you don't do this, you'll pay a high price.'* Handy for target audiences who are resistant to change or refuse to recognise the significance of a particular problem.

- Try to tie your campaign to a topical event that will reinforce your message. For example, the release of government occupational safety and health or other health statistics, release of new research results, a major conference or a national health day or week, such as a back care week or AIDS day, in which you can stress the occupational health angle. Could the date when tax payments are due or business tax matters being discussed be used to emphasise the business message? This will enable you to make use of the publicity of these events and give your campaign added news value. For example



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one Member State moved the date of its European Week activities on musculoskeletal disorders to coincide with a 'back pain prevention week' being organised by a back care NGO.

- Consider seasonal angles. Is the incidence of the OSH problem you want to draw attention to more prevalent in particular parts of the year, such as the winter or spring? If so, run your campaign during these periods. For example a campaign aimed at outdoor workers and skin cancer problems 'Keep your top on' was launched in the summer months. A campaign aimed at preventing accidents to school children on farms or entering building sites is probably best planned to launch immediately before the start of the summer holidays.
- If your campaign is designed to highlight a forthcoming development, such as new legislation, make sure it occurs just before the announcement.
- Avoid major holiday periods, such as Christmas and summer vacations, when most people will either be away or have their minds on other things. However it may be appropriate if your target audience is seasonal workers or their employers, for example in the hotel or agricultural sector.
- Spread your campaign over a reasonable period of time, typically a month or more. You should aim to start it with an attention grabbing 'big bang' and then drip feed news and information evenly across the rest of the period so you maintain a constant news flow. Do not cram all your promotional initiatives into one week, unless there is a very good reason for doing this. For example, if you want to promote a national 'awareness' day.

Example of timing

One Member State launched a campaign to reduce the number of children being killed on construction sites where they had entered to



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Choose the most appropriate means and media to reach your target audiences

play. The message was aimed at both the children and employers. The campaign was launched immediately before the beginning of the school holidays. Information was produced that could be used in the schools about the dangers, with a hard hitting message with stories of how children had been killed or seriously injured and separate information for the employers aimed at getting them to make their sites more secure to prevent children entering and to inspect for evidence of entry, for example looking for broken fencing and carrying out the necessary remedial action.

Example of timing: Is there a timed event you can use?

In some Member States in the summer there are agricultural trade events and shows held. One Member State has used this to launch new health and safety activities aimed at the agricultural sector, putting out a press release to coincide with the first day of a show and having a stall at the show.

Most campaigns involve several *media*, from press releases and magazine articles to posters and direct mail shots. The precise mix will be determined by your target audience, as well as financial and time considerations. Possibilities include:

- Publicity leaflets, posters for use in the workplace etc.
- Advertisements etc. (in press, TV, radio or cinema or posters on hoardings, bus, metro)
- Press activities – press releases, interviews, participation in TV or radio programmes
- Guides and brochures
- Newsletters
- Seminars, workshops, conferences
- Training
- Telephone advice
- Workplace visits

Targeting the asbestos message

One Member State wished to raise awareness of the risks of asbestos among construction workers. It chose to place advertising in the national daily newspapers habitually read by this group of workers. Placing the advertisements was expensive but follow-up showed that a large number of the target audience had received the message about 'killer dust'.



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Reaching women workers

Consider contacting women's magazines with an idea for a feature relating to 'typical women's work' and ill health for example safe working with VDUs in the office or violence risks to groups such as nurses or social care workers.

- Direct mail etc.
- Exhibitions

Other items to consider include: stickers, post cards, CD-ROMs, a website feature, video etc.

Getting free publicity

This could include:

- A photo opportunity for the press
- A radio phone-in on your occupational safety issue
- Writing and placing feature articles in magazines and journals (for example, personnel management, trade and safety journals)
- Suggesting a T.V. documentary to a T.V. company. They will want real life victims as well as experts willing to speak to the camera.
- Sending a letter to the paper, for example following a reported workplace accident related to your campaign area.

Human Interest

- The press and media generally want a human interest angle. They will want statistics of accidents backed up by real life victims or their relatives
- Testimonies and/or photos of victims may be needed for press releases, videos, advertisements and interviews. Makers of T.V. documentaries will want people willing to talk to the camera
- NGO health-related pressure groups and trade unions can be sources of contacts

Direct contact

In the Agency's survey most health and safety campaigns included face-to-face contact with the target audience. Examples included: seminars; conferences, workshops and exhibitions; training; institutions working with employers and visiting workplaces; visits by inspectors; telephone helplines and information services.

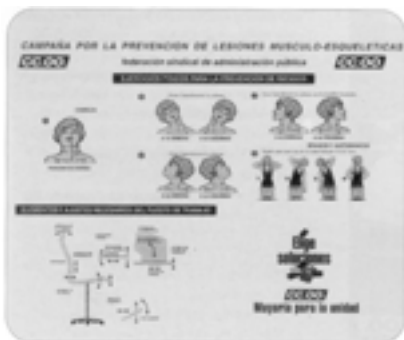
Roundtables

One campaign used roundtable meetings of company heads to motivate them to take action. The participants discussed common problems and heard presentations from colleagues who had successfully tackled similar difficulties.

Do you need external partners or skills?

Do you have sufficient skills and resources internally to run an effective campaign? In many cases you will need external support from design and advertising agencies to produce your materials, depending on the media you choose to reach your target audiences. There might also be opportunities to enlist the help of organisations involved in related fields. This could enable you to spread the costs and add greater credibility to your campaign.

- Identify the areas where you will need assistance from external design, advertising and PR agencies. Beware – they can significantly inflate your costs.
- Consider approaching major companies in your region for sponsorship. A lift truck manufacturer might be interested in part-funding a campaign that promotes the safe use of lift trucks in return for having its name featured. They may be willing to set up stalls at events you are putting on etc.
- Are there any related organisations inside or outside the OSH field that could join you?



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Sponsorship

One Member State wishing to promote improved risk assessment practices in hospitals ran a good practice competition where hospitals were invited to submit practical solutions they had implemented in the workplace. Prizes were offered, donated by sponsors, including patient handling aids.

Working in partnership opens up new channels to promote your campaign and adds credibility. You need to identify partners who not only share your commitment but who also have resources and the ability to take decisions. It is important to understand and acknowledge the functions, priorities and strengths and weakness of your partners. Be aware of cultural differences when operating across borders and establish channels and forums for exchanging information and ideas regularly. Be clear who is taking responsibility for what activities and that decisions taken are understood by all.

Possible partners

Partners identified in the Agency survey included:

- Labour inspectorate and enforcement bodies
- Regional occupational health services and prevention services
- Accident or health insurance bodies and companies
- Trade/industry associations
- Employers associations/ industry federations
- Trade unions
- Health related professional bodies
- Professional bodies related to the sector you are targeting
- Health and safety professionals, hygienists, ergonomics associations etc.
- Government health or employment departments and municipal governments.
- Safety councils
- Public health bodies
- Local health services
- NGOs, particularly health and disability related pressure groups.
- Institutes, scientists, experts
- Town halls, chambers of commerce and guilds
- Schools and colleges, for example if aimed at school children or young people
- Other branches of your organisation

Accident prevention partners

In one Member State various accident prevention agencies – at work, at home and on the road – join forces to organise an annual accident prevention day.

Working with partners within your own organisation

You may have to work with different units or regional offices of your organisation to implement your campaign. It is vital to manage these relationships productively and treat the units and regional offices as partners. Be sensitive to their workloads and the possibility that they may not have the necessary skills you would like. Training, supported by clear and open information channels, might be required.

Agree a budget and responsibilities

- Calculate the costs for each of the external services required, including production costs of leaflets and other tools
- Establish an overall cost for these items and add at least an extra 10% for 'unexpected' expenses
- Are the total costs within your budget? If not, reduce your expenditure on low priority media
- Agree your total budget
- If you have support staff, allocate responsibilities. Who will direct the campaign, shaping the messages and tone? Who will co-ordinate the campaign and ensure that everything happens when it should? Are there other departments you need to work with such as publicity or training? You need named people who have accepted the responsibility to work within the campaign. If you are working with other partners you will have to ensure that there is clear understanding over allocation of tasks and responsibilities.



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Incorporate a system to monitor your campaign's success

There are various qualitative and quantitative research techniques you can use to measure your campaign's impact. These range from focus groups to awareness surveys and are discussed in more detail in 'Evaluating your campaign'.

Now write a brief



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One of the best ways to crystallise your thoughts and plans is to write a campaign brief. You'll also need one of these to explain to any external agencies or partners what you are trying to achieve.

Keep the brief short and simple, preferably no more than two pages and three pages maximum. Below is an example of how to set out and write one. This is a fairly common format.

BRIEF

Objective:

Target audience(s):

Background:

Key messages of campaign:

Media:

Partners:

Other requirements:

Timing:

Budget:

5 GETTING READY FOR THE LAUNCH

Market test the concept



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Co-ordinate production of the promotional materials

Prepare systems for dealing with enquiries

If possible, find a friendly member of your target audience and see what they think of your proposed campaign. Or try elements out in one region/department before launching to the whole country/organisation. Does your key message strike a chord with them? Have you chosen the best media? Often you will find that your campaign 'guinea pig' will provide valuable suggestions and insights that will enhance your chance of success. If you can't locate a suitable person from your target audience, ask someone in your organisation who isn't close to the project to see what they think.

- Make sure all promotional literature, exhibition boards and any other materials you require are ready before the launch date, ideally one week ahead of schedule. Bear in mind that certain items, such as professionally printed literature and videos, can take from weeks to months to produce and deliver. Build these factors into your schedule.
- Obtain clearance for all texts and messages from the relevant specialists in your organisation. Check that the details on the materials, especially contact numbers, are correct. Mistakes can easily slip through the net.

Your campaign should include a response mechanism that enables your target audiences to request further information of help. This can take a variety of forms, from tear-off reply cards and fax-back services to phone numbers, email addresses and Website addresses with downloadable files.

- *If possible, have a dedicated phone number and email address for any enquiries.* If you

expect large numbers of enquiries, you may want to have separate contact points for different target audiences. For example, one for employers, another for staff and a further one for the press.

- *Assign individuals to deal with enquiries.* Make sure they will be available throughout the campaign. For out of office hour calls, have a telephone answering system in place.
- *Prepare a question and answer sheet for people handling enquiries* to ensure accurate and consistent replies. You could also post this on your Web site as an FAQ (Frequently Asked Questions) page.



6.

FINAL CHECKLIST

- Do you have a measurable objective?
- Have you pin-pointed your target audiences?
- Is your key message clear and actionable?
- Have you chosen the most suitable media for your target audiences?
- Are all your materials ready for the launch?
- Do you have systems to provide support, further information, handle enquiries etc.?
- Is an evaluation system in place?



7 LIFT OFF

You've launched your campaign and it has taken off. Now make sure that everything is running smoothly. Check that advertisements have appeared when they were supposed to and that brochures, leaflets and other materials have been sent out on time. A quick phone call to a random selection of your target audience will do. Alternatively, put your own name and address on the list of target audiences so that you receive the materials when they do.

If you have produced a press release, call the journalists who received it to ask if they need any more information or would like to speak to one of your specialists.



8

EVALUATING YOUR CAMPAIGN'S IMPACT

Quantitative measures

ÉVALUATION DES RISQUES : QUELLES PRATIQUES ?

L'évaluation des risques professionnels doit être une obligation permanente.

Il est essentiel pour de nombreux professionnels.

On distingue quatre types de démarches. Elles se basent sur l'analyse de l'activité.



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Your campaign should have been formulated in terms of measurable targets and objectives. Where possible the campaign should be evaluated by looking at the success of the approach and methods used and changes achieved measured against the objectives set. Measures may be in terms of outputs such as number of leaflets ordered or outcomes such as changes in accident statistics.

- *Counting requests for further information:*
This is one of the simplest ways of gauging the impact of your campaign, although you obviously can't infer from the results whether people are acting on the advice you offer. Further research, probably qualitative (see below), will be required to establish this. Typically, you should aim for a 10% response rate from your target audience. If it is difficult to quantify the size of your target audience, use a proxy, such as increases in the number of hits on your Web site or telephone calls about the campaign.
- *Awareness, attitude and action surveys:*
This involves sending a questionnaire to a representative cross-section of your target audience. Ideally they should be carried out before the campaign starts and after it finishes.

They can be used to measure:

- Levels of awareness of the campaign's message before and after the campaign, e.g. awareness of existence and causes of work-related dermatitis.
- Changes in attitude, e.g. the importance of supplying and wearing ear defenders.
- Changes in action, e.g. asking employees if they have received training on an issue or risk assessment activity by employers.
- Whether they noticed your campaign and what impact it had (see box for sample questionnaire).



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Some simple evaluation methods used in previous campaigns

- Checking number of enquiries/ increased contact with the institution
- Counting hits on the website
- Requests for information/publications
- Checking numbers of participating organisations
- Counting hours, visits, meetings attended
- Pull-out survey in publications

Keep it short and simple to ensure a high response rate. A more time-consuming alternative is to conduct telephone interviews, although this will generate a higher response. How many people you contact will depend on the size of your target audience. Aim for the largest sample size that is practically and economically possible, preferably around 100. Funds permitting, you could use an external research agency.

- *Tracking or measuring health and safety indicators:* Monitor the statistics for the health and safety field that your campaign is targeting or carry out your own survey. Again aim to monitor before and after the campaign. If it is injuries from slipping, for instance, have these declined since you ran your promotion? For diseases or risks with a long latency it is not possible or can even be misleading to simply compare before and after statistics. A campaign can lead to increased awareness and therefore increased reporting of an ill health problem so reliance on statistics alone would make it appear that your campaign had a negative effect. In this case the only real

Sample questionnaire

- Did you see our campaign about injuries caused by slipping in the workplace?
- If so, where?
 - Press
 - Direct mail letter
 - Factory Futures conference stand
- Were you aware of the impact these accidents could have on your business before you saw the campaign?
- Did the campaign increase your knowledge and understanding of this problem?
- Were our suggestions for avoiding these accidents useful?
- Have you implemented any of our recommendations?
- If so, have you noticed any decline in these accidents yet?
- Would you like to receive further information or support?

Thank you for taking the time to complete this survey. Please return it in the prepaid envelope.

If you have any questions, feel free to call us on 0982-87393 or email us at stop.slipping@hsw.org

way to judge the campaign is by measuring changes in awareness, attitudes and behaviour. With all issues there will be delay in the campaign having an effect and filtering down, so you will have to establish long-term tracking systems. Although you can't attribute any improvements exclusively to your campaign, you could claim some credit if other research indicated heightened awareness of the problem as a result of your campaign.

Qualitative measures



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To gain deeper insights into the success of your campaign and how to improve the next one, interview a small but representative sample of your target audience, either over the phone or face-to-face, individually or in 'focus groups'. Have a series of broad questions about the campaign but allow individuals to explore issues around these. Personal interviews like these often generate valuable suggestions and enable you to gain a closer understanding of the triggers that will encourage your target audience to improve health and safety. Again, it is worth carrying out qualitative research before and after your campaign.

Carry out a 'post-mortem'



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Learn from your research and from your experiences of putting together the campaign.

- *What strengths and weaknesses did your research highlight? Was your target audience too broad, diluting your key message? Which media produced the best results and why? Did your research throw up any hidden issues that merit a further campaign?*
- *How smoothly was your campaign run? Were there any problems producing the support materials or dealing with the enquiries? How could these be avoided in the future?*

Set aside a specific time to address these and other questions, perhaps a month after the campaign has ended.

WHAT NEXT?



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So you've finished your campaign and it was a wonderful success. Now you can take your foot off the accelerator pedal and relax...Not quite. Not everyone will have been impressed by your campaign and there will be other issues you need to promote. In fact, once you've had a taste of campaigning and realised that it's not as difficult as people sometimes think, you'll probably want to keep going as well as tackling fresh problems.

- *Keep the 'old' issue on the boil:* Look for opportunities to rekindle interest in your original campaign. These could include the publication of new statistics or a press report dealing with a related problem. One of the quickest and most cost-effective ways to respond to events like these is to contact the press, using the event as a hook to make a broader point. For example if there's a news item about a group of workers claiming compensation for exposure to asbestos, you could issue a press release explaining the risks of this substance and measures to minimise them. Even quicker, phone journalists.
- *Develop an overall communications strategy:* You could plan a rolling programme of health and safety initiatives, to keep the interest you have generated in health and safety going. However, be careful not to overstretch yourself.
- *Share information and experiences with other organisations:* Don't reinvent the wheel or make mistakes that others have already made; keep in touch with your peers in related organisations and learn from their experiences and share yours. Perhaps there's someone in another country who has already run a successful campaign that you could use as a template in your region. Or maybe they can offer advice on specific media problems. At workplace level can you make contact with safety officers from other organisations in the same sector? On the Agency website and those of other health and safety organisations you may find examples of campaigns. Also on the Agency site is an On-line Forum which you can use to contact other people.

A young boy with dark hair, wearing a plaid shirt, is shown from the chest up, looking down at a large, shiny, reflective ball he is holding. The image is faded and serves as a background for the text.

CAMPAIGNING SKILLS

p a r t I I

1

TIPS ON HOW TO WRITE AND PRESENT INFORMATION

General guidelines



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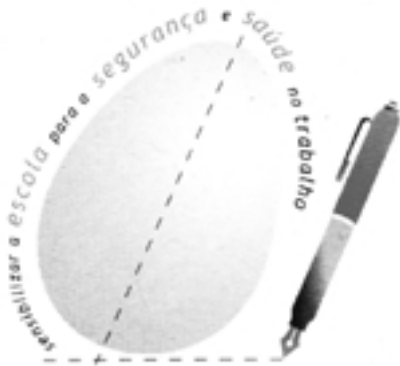
Writing hints

How you write and visually present your promotional materials and supporting brochures can make or break your campaign. However, this doesn't mean you should panic and call in an advertising or marketing agency to do the work for you. You may not have the budget to do this. More crucially, you probably have the skills to do the work yourself, possibly to a very high standard. It's not as hard as you think, provided you follow a few simple rules.

- *Focus on a single, simple message:* This could be as basic as 'Asbestos Kills' or 'Five easy steps to cut stress-related illnesses'. Every aspect of your campaign – notably the text and visual imagery – should support this message. Avoid the temptation to slip in other points. This will confuse your target audiences or blur your message.
- *Create a consistent look and feel:* All your promotional materials, from advertisements to newsletters, should appear to be part of a family. The visual images can vary but the style and tone should be identical. This is largely a design issue and will help prompt 'brand' recognition and reinforce the messages your target audiences have seen elsewhere.

Use clear, jargon-free language

- *Imagine you're explaining the importance of your campaign to a member of your target audience, face-to-face.* Use the same words in your campaign as you would use in this context. Be natural. Don't try to be clever.
- *Personalise the text.* Talk about 'your business' and 'your staff' and, where possible, slot in references to your target audience's market. For example, 'Failure to comply with the new solvents directive could cost your business up to €10,000 in fines.'



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- *Avoid long and complicated sentences.* If in doubt, read the text out loud and see if the length feels natural and the meaning is clear. A good principle, initially, is to write as you speak and then edit out unnecessary words.

Get your message across immediately

Anyone reading any text should know the main point you are making within seconds. There are two ways to do this:

- *Headlines:* This is the attention grabber, the line that communicates the essence of your campaign and encourages your target audience to read on. In occupational safety and health promotions, it will often focus on the problem, leaving you to provide the solution in the main text or 'body copy'. Headlines should tell as full a story as possible. For example, don't just say 'New product launched', put something like 'New handling device could cut back injuries by 15%.' There are no laws on the length of headlines, although they are rarely longer than a short single sentence.
- *Body copy:* Whether you are writing a press release, advertisement or any other form of literature, you should aim to get your key message across in the first sentence, or the second at the latest. Subsequent sentences should provide factual back-up and elaborate on your main point. Start with the most important points and work your way down to the least significant. In advertisements and other promotional literature, it is common to end with a sentence that links the copy back to the headline, but this isn't essential.

Break up long text with sub-headings and other devices

Large slabs of text are uninviting and often deter people from reading them. That's why newspapers, magazines and other experienced players use a variety of devices to break up their text. These include:

- Sub-heads



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How to improve your campaign's visual impact

One Member State produced information for the fishing industry on laminated cards in the shape of a fish. A hole punched through also meant it could be tied in place on a boat. This gave the material more chance of survival in the workplace as well as being eye-catching. Laminated materials could also be more practical for kitchens, farms, construction sites etc.



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- Bullet points
- Italics
- Splitting paragraphs
- Using boxes

These techniques are usually employed with text that runs to several hundred words, for example in newsletters, articles, press releases and direct mail letters. Handled correctly, they can be useful signposts for readers, drawing their attention to the key messages.

- *Choose your supporting images carefully:* Make sure they illustrate your main message. Cartoons used carefully can be a good way to liven up a somewhat dry and boring health and safety message, including to show accidents. However remember that text on its own can be very powerful.
- *Aim for clarity and simplicity:* Avoid trying to put too much on a single page or board. This will undermine the campaign's focus and confuse your target audience.
- *Use your corporate colours and typography in the text and visuals:* This will help reinforce awareness of your organisation and underline its consistency and professionalism.

Campaign slogans

'Turn your back on musculoskeletal disorders'

- Uses relation between back problems and musculoskeletal disorders
- Includes the message that back and other musculoskeletal disorders should not be tolerated
- Is sending the message that YOU need to do something.

'Success is no accident'

- The campaign is prevention of workplace accidents, and signals that the aim is no accidents
- Implies that planning and management are crucial elements for ensuring workplace safety



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- Links business success to lack of accidents in the workplace, making a link between the fact that the most successful businesses also have the lowest accident records.

‘Working well together’

- A construction industry campaign to improve health and safety through joint working and co-operation between employers and employees and their trade unions
- Well is used in its two meanings...‘well’ meaning good health, and ‘well’ meaning in a good and effective way
- Likewise ‘working well’ signifies working in a healthy and safe way, but also means functioning in a good and effective way
- ‘Together’ is used to give the message about working in co-operation and partnership.

‘Back in work’

- Aimed at preventing back injuries in the workplace
- Back is also used in the meaning of return, here return to work. Part of the campaign is about rehabilitation of back injured workers into work.

‘Work! it’s a risky business’

- A trade union campaign aimed at union safety representatives and employers and promoting joint working to carry out suitable and sufficient risk assessments as required by the law
- Use of the term ‘business’ again is hinting at the business case of paying attention to good health and safety. The term business is being used in its two meanings of ‘enterprise’ and ‘matter’ or ‘subject’.

‘Work isn’t child’s play’

- It is a serious issue
- It is an issue that requires planning and management
- Children should not be working!

Practical tools and informing by example

Most health and safety guidance includes checklists and other practical tools. In addition real case studies can be a highly effective means of convincing a sceptical audience that what you are proposing is realistic and achievable. A general leaflet or supporting guide can be turned into a series of sector leaflets by inserting specific sector case studies in the different versions or check lists adapted to the sector.

1 head
Make a double chin, look down and slowly shake your head to say 'no'. Repeat this head-shaking movement 5 times.

2 shoulders
Roll your shoulders: first 5 times forward, then 5 times backwards.

3 arms
Place your right arm across the front of your body. Grab your right elbow with your left hand and gently pull your arm towards you. Keep this position about 5 seconds, then switch arms.

4 wrists
Join hands in praying posture and twist your wrists around. Keep it up for about 5 seconds.

5 standing up
Stand up behind a chair and hold the back of the chair. Balance on your feet by standing alternatively on heels and toes.

6 fingers
Open and close your fingers into a fist. Repeat this movement 5 times.

To sit well is to sit actively

Keep moving

These exercises help you to prevent strain injuries!
download the screensaver at // [www.prevent.be / screensaver /](http://www.prevent.be/screensaver/) **PREVENT**

2. HOW TO GET THE BEST OUT OF DIFFERENT MEDIA

Press releases

Press releases are a must for virtually every campaign, especially for the launch. They give you the opportunity to generate free coverage in newspapers, magazines and the broadcast media, including TV, enabling you to reach thousands if not millions of your target audience.

But which publications and stations should you send your press release to? There will be hundreds in your country. First, draw up a list of the publications and stations that your target audiences are most likely to read or listen to, including trade publications and local press. Second, focus on those that are likely to be interested in your story. Not all will be.

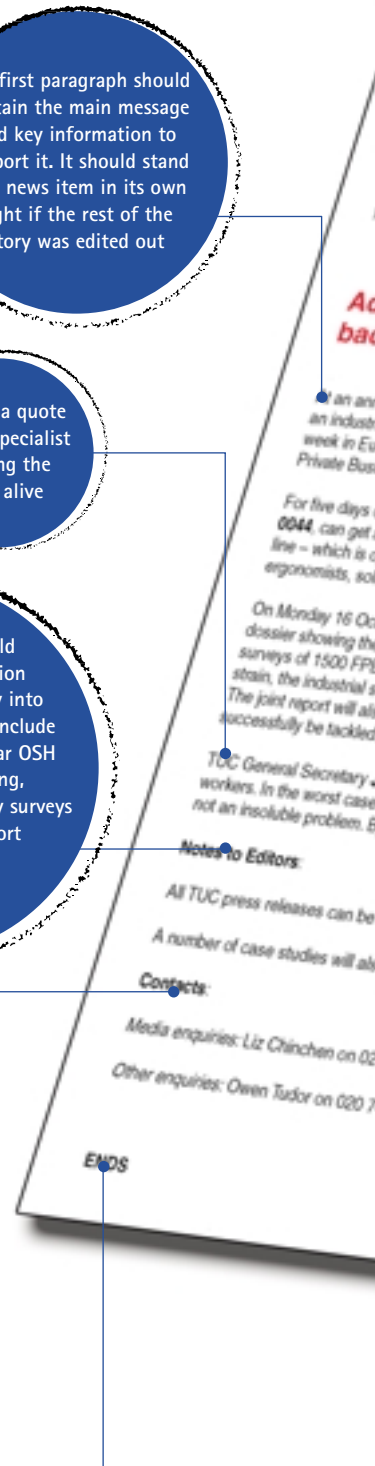
Finally, once you have narrowed down your list, identify the individual journalist who is likely to deal with your subject area. Media directories often provide this information. Alternatively, call the publication or station. Always send your release to a named journalist and, time allowing, call them to see if they received it and whether they need additional information.

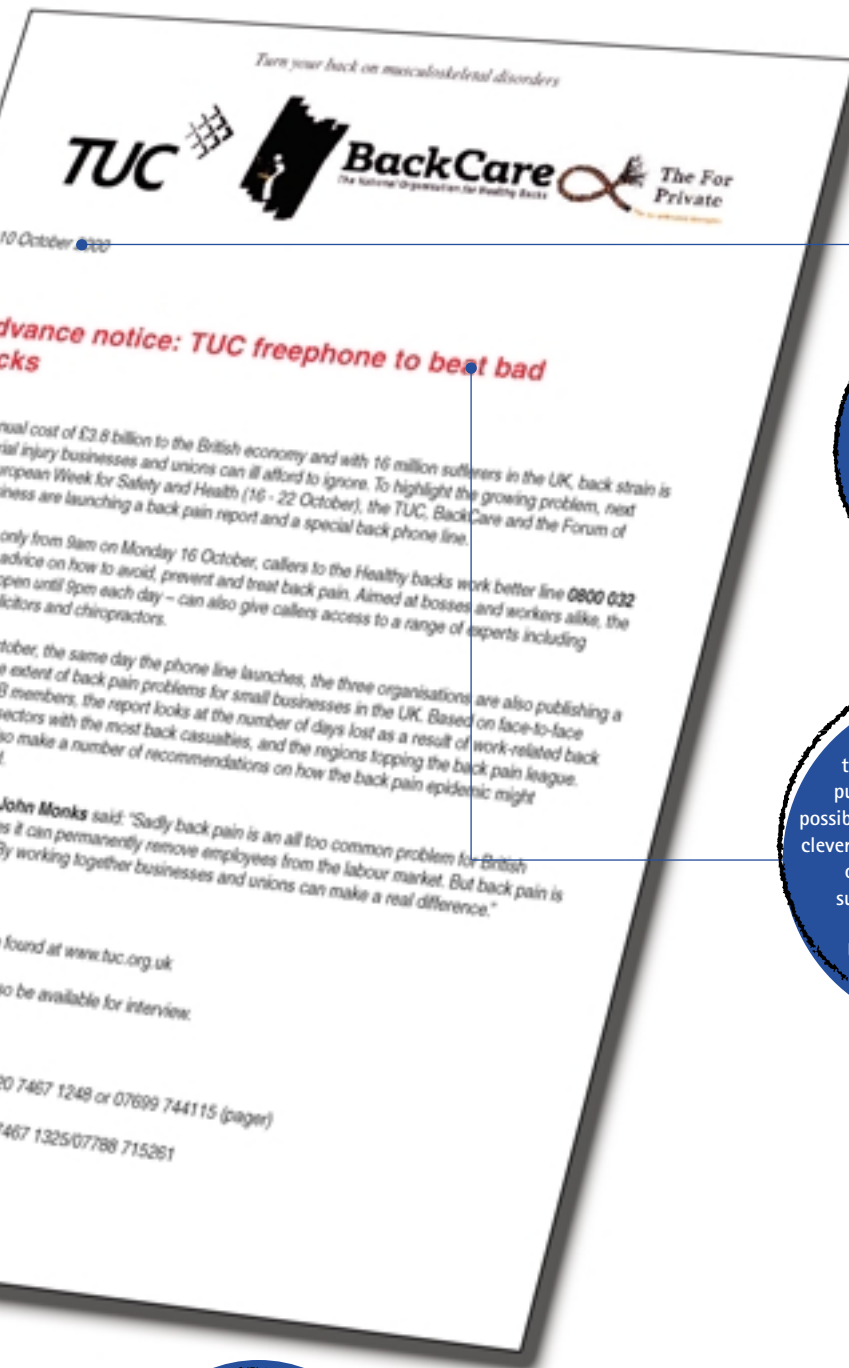
The first paragraph should contain the main message and key information to support it. It should stand as a news item in its own right if the rest of the story was edited out

Include a quote from a specialist to bring the story alive

'Notes to editors' should contain useful information that does not fit naturally into the main story. This could include background to the particular OSH issue you are highlighting, methodological details of any surveys carried out and/or a short description of your organisation

Include at least one contact name number, preferably with a home or mobile phone for out of office hours enquiries. Journalists often work late





Double space your text to make it easier to read and to enable journalists to make notes

Put an embargo date if you don't want the story to appear in the media before a particular time and date. Journalists will respect this. Always date your release, even if it is not embargoed

The headline should tell the whole story and be as punchy and hard-hitting as possible. Don't bother thinking of a clever, witty headline; journalists – or more specifically their sub-editors – will make up their own headlines. Use bold letters to make it stand out

Put 'Ends' where the main story finishes. This is a common convention and reassures the journalist that no pages are missing

Direct mail letters

Direct mail letters are a popular medium for reaching large numbers of named individuals, often in highly focused markets. If you don't have your own database of names, you can easily buy a list from a marketing or direct mail specialist in your region. To target a sector, a trade association may let you use their list. Trade unions, employers' associations etc. may be willing to include your information with their regular mailings. In the workplace can you use the internal mail system, put information in with wage slips or send round an email?

Address your letter to a named individual

If you like, highlight key sub-messages with italics or sub-headings. Or break them out with bullet points to help readers scan the letter quickly

Research has shown that people nearly always read the PS in a letter. Use this as your 'call to action'. Remind readers what you want them to do, why and when

*Most ac
the legis
therefore
implement*

*The risk ass
risk and how
You need to in
measures will
training for staff
just health and s*

Support from you

The Regional Safety

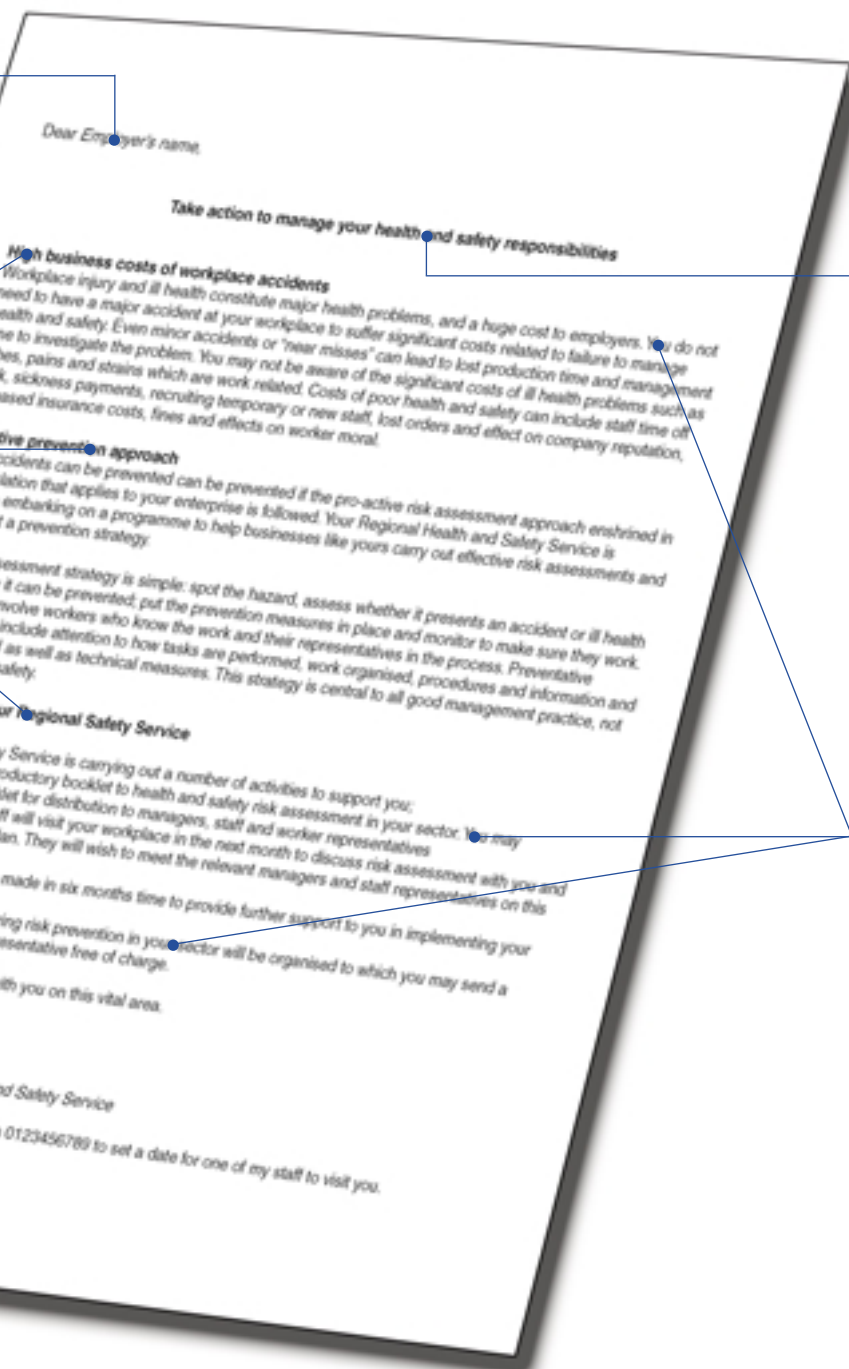
- Enclosed is an intro
photocopy the book
- A member of my staff
agree a prevention pl
visit.
- A follow-up visit will be
prevention plan
- Regional seminars cover
manager and worker repre

We look forward to working w

Yours Sincerely

Director of the Regional Health an

P.S. Please phone my office now on



Your heading should incorporate your main message or 'sales' proposition

Personalise the text with words like 'you' and 'your organisation'

Press advertisements



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- Use relevant and arresting images. Remember you are competing with other advertisements in the publication.
- The headlines alone should give all the information required. In many cases, this is all people will read.
- Keep the body copy short, typically no more than 200 words.
- Incorporate a 'call to action' – tell readers what you want them to do. This can either be in a headline or at the end of the ad.
- Always include a contact number or address for obtaining further information or assistance.
- The typeface and colours used should ideally be in line with your corporate identity in order to create a consistent look.

TV and radio advertisements

Always seek professional help from external agencies experienced in these media. Don't even think of doing it yourself.

Posters

One simple message and powerful image is all that people can take in when walking past a poster. They are unlikely to stop and read anything in detail.



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Notice Board Posters

VIOLENCE AT WORK-REPORT IT!

- Report all threats, injury, verbal abuse or harassment as soon as possible
- Complete the incident form
your department manager has a copy
- Contact counselling services
for support after an incident, ring extension 123

This information is VITAL to help us prevent further incidents

Your Safety Committee: campaigning to prevent violence to staff

- A popular and simple way to disseminate the message in the workplace
- Notice-board space is tight. Would an A4 or A5 poster be better than larger sizes?
- On a notice-board poster you may want to convey a bit more information:
 - Bold title giving the message
 - Sub messages (as few as possible) for example Why it is important and What you want done.

Newsletters

Newsletters are a useful way to keep people regularly updated with information in fields where there is a lot going on or where you want to investigate different issues in depth. The biggest problem is finding enough stories to fill more than one edition and having the time to get each issue out on time. If you can overcome both these hurdles, fine. If not, consider an alternative channel. In the workplace the safety committee could circulate a regular news sheet, including by email if available or by having a regular slot in the general staff newsletter.

- Encourage readers to look inside by indicating what stories are on the other pages.
- Clearly brand the document so people know who it is from.
- Try to keep your stories short and crisp. Readers aren't usually willing to wade through large amounts of text.
- Break up large articles with sub-heads to make them more inviting.
- Use captions to images to tell and support your main story. If a photograph shows a new product, for example, don't just say 'The new product'. Instead, put something like 'The new product can reduce exposure to noise pollution by 15%'.



Brochures



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Conferences and exhibitions

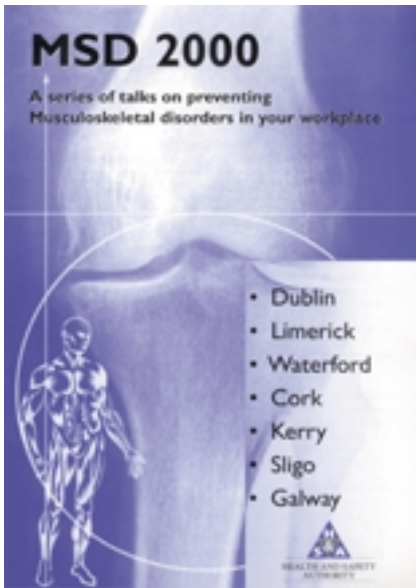
Brochures are useful for providing background information that has a long shelf life, for example details about particular health risks and conditions and even promotional material about your organisation.

- The first page should tell readers everything they need to know – what the brochure is about and why it is important. Keep it and the opening pages as short as possible to encourage people to delve further in.
- For people not familiar with your organisation, consider including a small, discreet description of who you are and what makes you different on the inside cover.
- Guide readers through the text on the inside pages using headings and sub-heads. Remember that most people will only skim the brochure. Your main points should stand out clearly.
- Pull-out quotes are a handy way to draw attention to key messages.
- Consider including a wallet or pouch on the inside back cover so you can include additional materials, tailored to individuals.

Exhibition stands can be used at a variety of events

- Public exhibitions
- Trade/professional shows
- Promotional road shows
- Local exhibitions
- Private shows or launches
- Conferences
- Touring exhibitions, e.g. in public areas such as shopping centres, libraries etc.

Some Member States and organisations have successfully used a touring bus to take their campaign and message right into the



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workplace. As well as carrying materials, resources and trained personnel, the buses exhibit the campaign slogan on the outside to get travelling publicity. Health and safety stalls can be successfully used in the workplace.

Plan your exhibition stand

- Use strong colours and visuals to catch people's eye. If possible have interactive demonstrations that involve visitors to your stand. A video can be shown.
- Have a simple clear message, focusing on features and benefits. This should be visible from some distance. Put supporting information and less important messages in smaller type faces. Keep all information to a minimum as most people will only spend a few minutes at your stand. They do not have time to read masses.
- Include literature stands so visitors can take away information.
- Ensure those running the stand are friendly and knowledgeable. At least one person should always be present. Try to have a 'dedicated' person in charge of the stand and avoid having someone else assisting with the stand as a 'favour'. If you are sending your own stand structure etc. ensure they know how to set it up and take it down.
- How many people will attend? Who will they be? You need to have enough supplies of the right materials.
- Ensure the stand and materials will arrive on time and you have enough time to set up BEFORE the event starts.
- Ensure you will have all necessary equipment and materials – this may include table, chairs, pens, paper, enquiry form to record visitors' questions, power point for electrical equipment, computer etc.
- Follow up exhibition leads promptly, prioritising enquiries.

P a r t I C a m p a i g n s k i l l s

Videos



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Videos are a popular tool for training and educational purposes and they can also be run on exhibition stands, but they can be expensive to produce. For maximum impact, keep them to around five minutes and no longer than 20 minutes. Beyond this time viewers' attention span will swiftly fade. Always seek professional assistance. You will also usually have to put together supporting literature that viewers can take away with them. If it is to be used for training think about producing some interactive workshop questions or other training materials for use with the video. For health and safety a video can be useful:

- To show good and bad practices
- For dramatic reconstruction to show the process of events leading to an accident, or the flow of activity needed to achieve good practice
- To show the consequences through victims showing and talking about their ill health problems
- For interactivity – stopping the flow of the video to ask ‘what happens next?’ or ‘hazard spotting’
- To reach a wider audience, providing they have a video, including in schools, training colleges, workplace training, exhibition stands. It can be useful if the video is available for hire. It may be useful for training those who are not highly motivated by traditional teaching methods or do not have a high reading level or if made highly visual, for use with those who speak different languages. Sub-branches of your own organisation or outside organisations organising their own workshops to join in your campaign often like to show a video.

Health and safety authorities will often loan videos for use at workplace events.

As part of a campaign to cut musculoskeletal disorders from manual handling in the agricultural sector and to support activities for the European Week for Safety and Health at Work one Member State produced a video.

- *Aim:* Support awareness raising and prevention action on manual handling in the agricultural sector through use of a video illustrating good practice.
- *Main activities:* Production of a 20 minute non technical, highly visual video presenting real and typical manual handling problems on farms and practical solutions to solve the problems.
- *What was done:* Musculoskeletal problems are one of the most important aspects of ill health in the agricultural sector. Practical solutions are available but are often not recognised or widely known. The target audience was defined as farmers, farm workers and agricultural students. This audience is generally not receptive to reading detailed, technical material. Therefore it was decided to make a highly visual, non-technical video which used 'sound bites' and real life examples to get the message across. The project team included an agricultural labour inspector, an ergonomist and a video specialist. The video was shot on location on farms with the participation of farmers and farm workers. The tasks illustrated in the video were:
 - Handling livestock e.g. sheep. Solution:
 - Include looking at the person (their training, experience, physical suitability), the equipment (races, cruses, loading gear), the animal (its health and familiarity with people)
 - Handling slurry store slats. Solution:
 - Use proprietary lifting slings and suitable loader to lift large slat sections
 - Fit small slat sections, which can be safely handled manually, to allow access for pumps and stirrers.
 - Handling tractor wheels. Solution:
 - Use a proprietary wheel handler, either as a freestanding unit or as an attachment on a lift truck. Wheel handlers can lift, carry, rotate and tilt wheels to aid fitting and removal from the tractor.
 - Handling 200l drums of chemicals (for example containing pesticides or veterinary medicines). Solution:
 - Use a proprietary drum cradle to move and tilt larger containers
 - Plan storage arrangements to reduce the distance containers have to be moved
 - Handling bags, churns and other containers. Solution, wherever possible:
 - Change to bulk mechanical handling
 - Use loaders, transport boxes and lift trucks to handle all materials
 - Stack deliveries on a trailer so that they can be handled without having to be lifted from the ground.

The video also gives tips to reduce the risk of injury when lifting and carrying, including the proper use of tools and manual handling aids for: chemical containers, sacks, blocks, batteries, fence posts, bales, loose materials, long beams, peat bales and tractor weights.

The video was launched during European Week so that it could be included in publicity material for the Week. The video was distributed to all the regional labour inspection offices in the Member State. It has been shown at agricultural shows. The key audience is new entrants to agricultural work and over 250 copies were distributed free to agricultural colleges. A longer version was produced for purchase.

Surveys

A pre-campaign survey can be used at the launch of a campaign and also be used later to evaluate the campaign. It is especially useful if you are tackling a new risk or area where there are no existing statistics. It will have to be planned properly to ensure results are available for the start of the campaign. Surveys need to be properly designed and analysed to yield credible results for the press and public. The launch of the results of a staff survey can be an effective start to a campaign in your own workplace.

Campaigning by Internet

The Internet is a powerful mass communications medium that can be utilised in your campaign. It can be used interactively. Journalists and other organisations wanting to report or promote your campaign will welcome being able to obtain electronic versions of your campaign materials. Put your web address on press releases. It will be best if you set up a part of your website dedicated to your campaign and provide the direct link to it. Internet based news services can provide a link to your subpage if they report your story. Interested organisations will also be able to distribute your web address and put a link from their site to yours.

Consider a dedicated web sub-page on your campaign to:

- Set out campaign aims and timetable
- Keep visitors up to date on campaign events and progress
- Carry out surveys
- Make available copies of press releases, leaflets, brochures and posters. Your budget for printing and distribution will be limited, especially if you want to produce colourful eye-catching artwork. This can be a way of increasing your distribution without extra cost. It also means that you may reach interested parties who are not on your



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CD ROMs

mailing list. Consider making information available in both html and pdf format

- Place downloadable artwork, slogan etc. that the press and interested others can use
- Use in an interactive way:
 - asking organisations to pledge themselves to the campaign by the website
 - collecting supporting case studies or practical actions from campaign participants
 - developing campaign networks
 - setting up a discussion/good practice exchange forum
- Make available a whole range of supporting information which you would not be able to publish and distribute by traditional means
- Make available photos and artwork etc. that would be costly to print and distribute
- Create links to other related information sources.

Several organisations have found that distributing essential health and safety information by CD-ROM to back up a campaign can be effective, for example for getting information to small businesses. They can hold a great deal of information compared to a printed publication and they are easy to store, package and post. They can be used in an interactive way and as a training aid. Regular updates can be issued.

Some other ideas

- TV and radio drama - one Member State got a radio drama series about rural life to include farm accidents in one of the scripts
- Theatre - one Member State has developed theatre plays on the theme of occupational safety and health



**CAMPAIGNING
IN SOME
SPECIFIC
AREAS**

p a r t | | |

1 REACHING SMALL AND MEDIUM-SIZED ENTERPRISES (SMEs)



**GOOD HEALTH IS
GOOD BUSINESS**

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SMEs will have limited time and resources to carry out their own campaigns or take part in others: they have fewer human resources and less access to information than large companies with a health and safety department. You are unlikely to be able to reach them through the specialist health and safety press for example. To reach them the message has to be highly relevant and placed in an arena where they will see it.

Some tips from the Agency survey include the following:

- Use personal contact to reach SMEs. Reliance on publicity alone is unlikely to be effective. The most effective contact means is workplace visits, but attendance at fairs, training, workshops and regional seminars can all be part of the promotional strategy.
- Actively involve credible partners to support the campaign and disseminate the message. This helps to create interest and build trust within your target group. These include employer and trade associations, chambers of commerce, and (mutual) insurance organisations. Involving local branches will help to bring the campaign closer to the SME.
- Make your message highly relevant to busy owners of SMEs who will have many priorities. Communication needs to be direct and also conveyed in a business-like context. They will be looking for simple, ready-to-go solutions. Provide practical tools and concrete examples and case studies.
- Do not ask too much. Aim for step-by-step improvement to motivate SME action.
- The business case can be a highly effective message for SMEs, many of which are struggling for economic survival.
- Labour inspectors and other external support agencies may need information and training on how to attract and support SMEs in the campaign.



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- The smallest SMEs are less likely to have a trade union in the workplace. However some national authorities have co-operated with trade unions over SME campaigns, as trade unions may be motivated to demonstrate to the SME employer that they can offer them positive support on health and safety, for example by helping them to meet legal requirements and providing training.

Ideas to reach SMEs include the following:

- A CD-ROM containing basic and essential information proved a popular part of an SME campaign. Company visits prior to the launch helped to get the message right.
- Many SMEs belong to a trade association. Place articles and advertisements in the trade journals. Also particularly for SMEs the message will be more effective if targeted at the particular risks for their sector, illustrated with sector examples. Information in trade journals will have to carry a clear sector orientated message. If possible involve the trade association as a campaign partner. This will add more credibility and relevance.
- There are small business organisations or associations that have members. Use them to direct mail information to their members.
- Encourage larger employers to work with their small contractors on health and safety. Produce publicity material that the larger employer can distribute. Encourage larger employers to support smaller ones through a 'good neighbour' scheme.
- Place information in a chamber of commerce etc. and carry out other co-operative action through the chamber of commerce.
- A health and safety bus can be used as a 'mobile' resource to bring the health and safety message and support directly to the door or onto the site of the SME. This has been used in construction site campaigns for example. If the bus carries an advertisement



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on its exterior it takes the message through the streets at the same time.

- Direct contact support programmes for SMEs, e.g. by regional institutions or labour inspectors, can be the most effective, but resource intensive.
- Some Member States have used the business trend to hold 'breakfast meetings' to try to reach SMEs. Small meetings or seminars of 15-20 in the local area of the company may be more effective than large conferences.
- Use personal invitation and contact.
- Running SME campaigns that involve workplace visits where individual goals are set with SMEs can be effective in achieving action. Results of interventions can be used as case studies to enhance the campaign in general.
- Sign up a credible and successful business entrepreneur to launch the campaign and deliver the business message of good health and safety.
- Use trade events to organise a stand or launch an activity.
- Keep it local, including targeting the local press.

A recipe for success? A campaign for SMEs in the catering sector

One Member State's health and safety authority has been campaigning to improve health and safety standards in the restaurant and catering sector. There are many SMEs operating in this sector. Larger organisations in the sector often operate branches on a franchise basis, so the individual franchises often are effectively operating as SMEs:

- The first step was to set up a 'liaison group' with relevant groups operating in the sector, for example:
 - Catering and hospitality trade associations



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- Beer producers' trade association
 - Catering equipment manufacturers' trade association
 - Trade unions
 - Public sector catering organisations
 - The relevant part of the labour inspectorate which covers hotel, restaurant and catering workplaces
- A series of targeted information material has been produced, starting with awareness raising of legislation and employers' duties, the cost of accidents and the business case and the highest accident rate risks (includes slips, trips and falls, cuts and burns and equipment hazards and manual handling).
 - The information format chosen was a series of short free information sheets addressing single topics that can be easily photocopied, reproduced in the trade journals or handed out at workplace visits by labour inspectors. The guidance was produced in consultation with all those in the liaison group ensuring that it had the backing of them all and that the message was right.
 - Information was placed in trade and catering association journals and also distributed by unions and other member organisations of the catering group to their members.
 - Catering trade events were also used to distribute information.
 - In this way the 'catering with care' message was disseminated to SMEs and others.

2 IN YOUR OWN WORKPLACE

Safety officers, managers, trade union representatives or prevention committees may wish to run awareness raising and action motivating campaigns in their own workplaces. Many of the larger scale ideas presented here can be scaled down or adapted to the workplace. An event like the European Week for Safety and Health at Work creates a good focus for a workplace campaign. Below is a checklist of planning elements and for workplace campaigning; even in the smallest workplace you can obtain free information from your health and safety authority for distribution, organising a suggestion scheme etc.

- Why have a workplace campaign?
 - To promote a new policy
 - To raise awareness
 - To promote action such as reporting accidents, use of manual handling aids or carrying out risk assessments
- Who to involve?
 - Safety officer
 - Senior managers, for example to sign up their support and commitment
 - Departmental managers
 - Trade unions
 - Safety committee members
 - Contractors
- Some planning elements:
 - Have you got the support of senior managers?
 - Can you get a budget allocated?
 - Can you get the support of named people in other departments? In any case you will need to take your campaign out from your office or desk. Who are the key people in each work area you need to target and meet?
 - Is there a forthcoming event you can use like a health promotion initiative?



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- Secure permission to use notice-boards, internal mail, inserts into pay-slips, photocopier etc.
- Review workplace accidents to get some hard figures for your campaign or carry out a workplace survey.
- Is there a computer department? Would they scan some material for you to produce a poster, leaflet etc.?
- What scheduled opportunities are there for you to present your campaign? Health and safety committee meetings, key management meetings etc.
- Choose your message; for example use the 'budget savings' message with senior managers. Use the 'fewer staff absences' message with departmental managers.
- Follow up and evaluation:
 - Where possible, follow-up events like seminars by providing a summary of what happened for example
 - Where possible, evaluate the campaign. Has training gone up? Have risk assessments been completed? Have accident rates gone down? Beware! A campaign can increase awareness of occupational health problems and can therefore increase the reporting of health problems. What may appear a negative effect is in fact a positive effect.
- Some ideas:
 - Use the European Week for Safety and Health at Work or choose a topic that is already the issue of a campaign topic being run by your own health and safety authority
 - Hold a health and safety open day or awareness day. Invite speakers from the health and safety authority, trade union etc. and invite them to run stands
 - Put on a workplace exhibition, for example in the entrance to the workplace

Backs for the Future

As part of a general initiative to reduce manual handling accidents, one hospital ran a health and safety open day. It was planned by the safety committee. The Personnel department and the trade union organised information stands with literature and with personnel to answer queries. The local health and safety authority also provided a stand with material and a local provider of patient lifting aids provided demonstrations. A small seminar was also planned to which key departmental managers were invited and speakers included a senior manager, trade union officer and a representative of the local labour inspectorate.

- Distribute information produced in-house or obtain copies from your health and safety authority
- Put information in the in-house newsletter
- Start a 'safety matters' news sheet from the safety committee
- Distribute information about the campaign by email or put it on the website (some enterprises have an intranet for staff)
- Show a video. Many health and safety authorities will loan videos
- Carry out special risk assessments on the campaign issue
- Set prevention goals with individual departments
- Hold a series of workshops in individual departments
- Use hazard spotting by one department in another department
- Run competitions and quizzes
 - Poster competition
 - Slogan competition
 - Health and safety quiz between departments
 - Good practice solutions competition
- Encourage workers to give their ideas for improvements and good practice, maybe by giving rewards.

FURTHER INFORMATION AND RESOURCES

Below are some sources of more information on health and safety campaigns and campaign materials, some of which are featured in this document. Campaign details and materials can be found at the website addresses.

European Agency for Safety and Health at Work: All Agency publications and information on the Agency website <http://osha.eu.int> can be downloaded free of charge. Specific information on campaigns can be found at <http://europe.osha.eu.int/publications/campaigns/>. Agency *Newsletters* also contain reports of the latest campaigns in Europe and the Member States and can be downloaded from <http://agency.osha.eu.int/publications/newsletter/>.

- 1** 'Preventing work-related accidents' is the theme for the European Week for Safety and Health at Work 2001 information campaign being run by the Member States during October 2001. More information is given at <http://osha.eu.int/ew2001/>.
- 2** Information about 'Turn your back on musculoskeletal disorders' activities that took place during European Week 2000 on preventing musculoskeletal disorders is given at <http://osha.eu.int/ew2000/>

Further details of the survey of campaigns referred to in this document will be given at <http://europe.osha.eu.int/publications/campaigns/>

Agency site links to *Member State sites* where information about national activities on European Week and other campaigns may be found.

European Trade Union Technical Bureau. Activities include

- 3** 'Europe under Strain' campaign to prevent work-related musculoskeletal disorders: <http://www.etuc.org/tutb/uk/msd.html>
- 4** Support for International RSI Day together with the ETUC and ICFTU
- 5** Austria 'Backen wir'. Occupational Safety and Health issues in Bakeries. More information from Dr. Elsbeth Huber, Zentral Arbeitsinspektorat tel: +43 1 71100 6381

Austria. AUVA Workers Compensation Board.

- 6** Sicherheit und Gesundheit bei der Arbeit (safety and health at work) risk evaluation CD-ROM aimed at small businesses (AUVA with various partners)
- 7** Motor vehicle repair apprentices schools programme media package. Further information from Ing. Mag. C. Schenk, Dr M Rotte, AUVA
Allgemeine Unfallversicherungsanstalt (AUVA), Adalbert Stifter Straße 65, A-1200, Vienna, Austria.
www.auva.at
- 8** **Austria Bundesarbeitskammer**, Referat ArbeitnehmerInnenschutz Prinz Eugen Straße 20-22, 1040, Vienna, Austria. Inform (get in shape) CD-ROM and brochure produced as part of European Week 2000 campaign activities with various project partners.

Belgium Prevent Institute for Occupational Safety and Health

- 9** Strain prevention exercises screen saver <http://www.prevent.be/screensaver/>

Range of posters from Prevent at <http://www.prevent.be/prevent/pre07.nsf/webaffiches>

- 10** **Belgium. KBC Insurance and Handcentra medical organisation** 'Hands are vulnerable, hands are valuable' campaign. Details from KBC-Verzekeringen, Diestsestraat 269, 3000 Leuven, Belgium.

Denmark Arbejdstilsynet National Working Environment Authority www.arbejdstilsynet.dk

- 11** Sector Inspection Campaign Programme in the Foundry Sector. Further details from Lars Rasmussen, Phone: +45 / 3915 22 10, e-mail: LRA@arbejdstilsynet.dk

- 12** Local labour inspectorate exhibition stand carried out as part of European Week 2000 activities
- 13** Denmark BST Esbjerg. Range of campaign posters at <http://www.bst-esbjerg.dk/tekst/nyheder/nyplakat.htm> and <http://www.bst-esbjerg.dk/tekst/nyheder/plakat.htm> e.g. ‘stop before you burn out’ stress poster.
- 14** Denmark NUL Arbejdsulykker campaign materials <http://www.arbejdsulykker.dk/html/mat.html>
- 15** Finland Invalidilitto ry Kumpulantie 1 A 00520 Helsinki, Finland. Brochure on person handling, part of European Week 2000 campaign activities
- 16** Finland, Local Community Week. More details from Occupational Safety and Health Inspectorate of Kymi, P.O. Box 145, FIN-53101 Lappeenranta
- 17** Finland Wellmedia. European Week 2000 campaign materials. Contacts <http://www.wellmedia.fi/>
- 18** France EUROGIP INFOS, no. 27 mars 2000, 55 rue de la Fédération, 75015 Paris
- 19** France INRS: Range of posters from INRS at <http://www.inrs.fr/indexproinfo.html>
- 20** France INRS: ‘Comic strips’ circulated as common insert in regional ‘Prévenir’ magazine produced by CRAM, Caisses régionales d’assurance maladie.
- 21** France Ministries of Employment and Health joint initiative on needle stick injuries to health care staff. More information at <http://www.sante.gouv.fr/pdf/m5817.pdf> and <http://www.sante.gouv.fr/htm/pointsur/contamination/index.htm>

Germany BAUA ‘Medieneinsatz im Arbeitsschutz’ Use of Media in OSH, BAUA, Germany

Germany BAUA (1999): Medieneinsatz für Sicherheit und Gesundheit. Tagungsband 3. Medienworkshop’98, Dortmund 1998.

- 22** Germany BGZ Berufsgenossenschaftliche Zentrale für Sicherheit und Gesundheit. Campaign to reduce cement dermatitis. Details from GISBAU, Gefahrstoff-Informationssystem der Berufsgenossenschaften der Bauwirtschaft, Hungener Str. 6, 60389 Frankfurt am Main, Germany, www.GISBAU.de

Germany Breucker, Gregor et al. (1998): Success Factors of Workplace Health Promotion. European Network for Workplace Health Promotion Project Paper No. 1. Essen: Federal Association of Company Health Insurance Funds, BKK Bundesverband. <http://www.baua.de/whp-net/>

- 23** Information brochure on manual handling.

Belgium Prevent, Institute for Occupational Safety and Health. <http://www.prevent.be>

Ireland Health and Safety Authority.

- 24** Details of campaigns such as Safe Towns/safe working campaign at <http://www.hsa.ie/osh/focusmnu.htm>

- 25** European Week 2000 activities, including a public transport advertising campaign and programme of regional seminars. See website at <http://www.hsa.ie/osh/ew2000.htm>

- 26** School children farm safety programme, poetry competition

- 27** Advertising campaign, using famous people.

- 28** Laminated fishing safety card.

Details of above activities from HAS, 10 Hogan Place, Dublin 2, Ireland, <http://www.hsa.ie>

- 29** Italy Emilia-Romagna Regional ‘Togliamocelo Dalla Testa ‘Amianto Stop’ Asbestos Campaign information <http://www.regione.emilia-romagna.it/amianto/index.htm>
- 30** Italy Regione Lazio, Giunta Regionale, poster produced for European Year of Safety and Health at Work <http://www.regione.lazio.it/internet/index.htm> (click on ‘Portale sanità’ to go to health and safety section)
- 31** Italy CGIL, CISL, UIL. Special RLS (MSD) edition of 2087 magazine produced as part of European Week 2000 activities.
- 32** Luxembourg Association d’Assurance Contre les Accidents, Bureux: 125 Route d’Esch, L-1471 Luxembourg
- 33** Netherlands TNO Arbeid. Examples of campaigns and supporting materials can be found at <http://nl.osha.eu.int/publications/campaigns/arbocampagne2000.stm>
<http://www.arbo.nl/publications/campaigns/>
- 34** Netherlands Ministry of Social Affairs, ‘Stop RSI Campaign’, 1999
- 35** Portugal IDICT. Details of campaigns at web page <http://www.idict.gov.pt/campanhas/index1.htm> for example textile sector campaign

Other activities have included:

- 36** IDICT ‘safe workplace’ programme
- 37** IDICT ‘safe work, better future’ schools programme.

Further details from IDICT, Avenida da República, 84, 5º Andar, P-1600 –205 Lisboa, Portugal

Spain INSHT. Catalogue of all posters is given at <http://www.mtas.es/insht/information/carteles.htm#catalogo>. Examples of campaigns and materials include:

- 38** Silla de ruedas: http://www.mtas.es/insht/campa/nov_10_99.htm
- 39** ‘No te dejes pegar por los pegamentos’ poster http://www.mtas.es/insht/images/carteles/Car_015_imp.jpg or http://www.mtas.es/insht/information/car_015.htm
- ‘Hace diez minutos’ campaign <http://es.osha.eu.int/news/#noticias> includes a ‘tríptico’ and a ‘documento’. Also news of campaigns by other organisations can be found via this link
- 40** Spain Marine Social Institute (IMS) ‘Your safety on board ship is not a game’. More information from INSHT, C/Torrelaguna 73, E-28027, Madrid, Spain
- 41** Spain CC.OO. Musculoskeletal disorders campaign <http://www.ccoo.es/cgi/mixer.exe/campanas.mix>. More information from Angel Carcoba, Departamento de Salud Laboral, Fernández de la Hoz, 12, 28010 Madrid, Spain
- 41a** Mouse mat on VDU safety produced by CC.OO. federación sindical de administración pública
- 42** Spain UGT International Day of Health and Safety at Work, April 28th. Campaign material at <http://www.ugt.es/campanas/28abril.htm>
- 43** Sweden Joint Industrial Safety Council Isocyanates campaign. All materials, including checklists, information brochures etc. are available on a Website. <http://www.asn.se/service/isoc.html> (Swedish) or <http://www.asn.se/htmdoc/isoeng.html> (English)

Sweden Arbetsmiljöverket. Work Environment Authority. This web page presents all the front pages of its brochures, posters etc. <http://www.av.se/publikationer/broschyror/43ochframat.shtm>

- 44** Arbetsmiljöverket (now part of Arbetsmiljöverket). Poster from musculoskeletal disorders campaign activities 2000

45 The Health and Safety Executive (HSE) <http://www.hse.gov.uk> has produced various sector-targeted exhibition stands and supporting brochures as well as risk targeted publicity items

Details of campaigns at <http://www.hse.gov.uk/new/index.htm>. For example

46 ‘Good Health is Good Business’ campaign

47 HSE ‘Back on the Farm’ video on manual handling in the agricultural sector, ISBN 0 7176 1866 8, produced for European Week 2000 campaign activities, can be ordered online at <http://www.hsebooks.co.uk> from HSE Books, PO Box 1999, Sudbury, Suffolk, United Kingdom

The video uses voice-over. By changing the voice-over it could be produced in other language versions. Enquiries to Andrew Wetters, Publicity & Press Promotions, Directorate of Information and Advisory Services, Health and Safety Executive, Daniel House, Trinity Road, Bootle, U.K.

48 UK HSE and construction industry partnership campaign ‘Working Well Together’. An example of running a campaign via a website. <http://wwt.uk.com/>

49 UK Trades Union Congress back care campaign <http://www.vl28.dial.pipex.com/backcare.htm>
Partner organisations: The Forum of Private Business, website: www.fpb.co.uk; BackCare, website: www.backpain.org Information about other TUC campaigns at <http://www.vl28.dial.pipex.com/>

50 UK UNISON. Details of health and safety activities such as risk assessment and working in partnership and needle stick injury campaign at <http://www.unison.org.uk/home/index.htm>

51 UK Government Department of Health zero tolerance campaign against violence to health care staff. Details at <http://www.nhs.uk/zerotolerance/intro.htm>

Hazards magazine website: Links to various trade union health and safety campaigns at www.hazards.org/campaigns

New Zealand Department of Labour ‘Bright Ideas for Promoting Safety and Health in Your Place of Work - The A to Z Book of’. Details of how to order this free publication from the Occupational Safety and Health Service of the Department of Labour, New Zealand at <http://www.osh.dol.govt.nz/order/catalogue/index.html>

APPENDIX 1 SOME CAMPAIGN CASE STUDIES

European Week partnership campaign **1 2**

Objectives: The European Week is an information campaign aimed at making Europe a safe and healthy place to work by promoting activities to reduce the number and severity of work-related accidents. The key objective is to stimulate OSH activities in individual workplaces. A secondary objective is to promote the common European position and activity on safety and health at work, such as directives and guidelines.

Target groups: include organisations, companies and workplaces of all sizes and sectors. Everybody involved in occupational safety and health matters is invited to take part, especially safety and health institutions and organisations, trade unions and employers' organisations, companies, managers, employees and safety representatives. Special efforts are made to produce materials and plan activities that would be relevant to small and medium-sized enterprises (SMEs). Participating organisations are expected to acknowledge the European element of their activity.

Partners: It is a partnership campaign on a grand scale. It is co-ordinated by the European Agency for Safety and Health at Work. It is backed by all Member States, the European Commission and Parliament, trade unions and employers' federations. It provides a unique opportunity to focus attention on the importance of workplace safety and health. It is being co-ordinated by the Agency and is run in all 15 EU Member States and beyond, for example applicant countries to the EU.

Timing and time scale: The Week itself is an annual event and takes place in October, but each year the campaign runs throughout the year, with the Week itself coming at or near the end of the campaign. There is flexibility for the participating partners. Each Member State decides on the precise week within October to take account of its local circumstances. For example one year a Member State varied the week for its activities on MSDs to coincide with a national back care week organised by an NGO enabling them both to carry out joint activities.

Key messages: why workplace accidents and ill health occur, how costly these are, that they are preventable, particularly by applying the European Directives transposed into national legislation and that you are invited to use the Week to carry out some prevention activities yourself, thus avoiding the problems listed above.

Format and methods:

- It is a decentralised 'enabling' campaign. Core information materials (leaflets, posters, information sheets, logo and slogan) are produced in all Member State languages. Member States will produce their own materials and plan activities according to their national context and needs. The Member States in turn have the responsibility to encourage all those with an OSH interest, right down to workplace level, to get involved. Some for example direct mail information about the Week to a large number of workplaces and use employer and trade union organisations to distribute information to their members. Many of these organisations produce their own materials and use the Week as a focus for their own activities. Many of the other examples of campaign activities described here were carried out under the umbrella of the European Week information campaign.
- Each year a new topic is chosen to focus upon, selected in agreement with the key stakeholders (national administrations, trade unions and employers).
- There is no set formula for a European Week activity and they can range from the simple to the ambitious.
- Workplace activities have included:
 - Special risk identification and assessment activities, safety audits in the workplace etc.
 - Training seminars or workshops
 - Workplace safety and health exhibitions

- Information material aimed to raise awareness at the workplace
- ‘good neighbour’ schemes encouraging larger companies to support smaller ones
- competitions or suggestion schemes to develop and exchange good practice
- encouraging the participation of workers and/or their representatives
- launching a new workplace policy of prevention initiative during the Week.
- National and regional organisation activities have included:
 - Distributing information packs
 - Advertising on buses, railway stations etc.
 - Launching videos or new guidelines during the Week
 - Launching a regional networking group during the Week
 - Announcing the results of research or a new prevention programme during the Week
 - Running good practice competitions
 - Organising a week long telephone helpline staffed by specialists.
- A special feature for the European Week is put on the Agency website and the ‘mirrored’ sites in the Member States. Other participating organisations are encouraged to make information available on their websites. Materials and the logo are freely downloadable.
- It is a rolling series of campaigns and experience suggests that it is building up a momentum and the necessary structures to maintain it are being developed in the Member States. In some Member States there is evidence that each year a larger number of workplaces actively take part.

Trade union risk assessment partnership campaign with employers 50

Aim: to improve workplace health and safety compliance with health and safety legislation, in particular for employers in the public sector to carry out risk assessments as required by European Directives and national legislation.

Objectives:

- Every employer to carry out a risk assessment in consultation with the union
- To get employers to publicly ‘sign-up to safety’ with the union and promote co-operation between the union and employers.

Time scale and timing:

- A one year campaign
- Used a change in government and a new governmental policy of promoting co-operation between the social partners. The government minister for safety and health at work agreed to support the launch of the campaign.
- Campaign was planned for launch in May, giving several months run in to the European Week for Safety and Health at Work in October when a second stage of activity was launched, in particular the workplace safety representatives were invited to inspect the workplace and look for any problems relating to risk assessments.
- Campaign was finished in April the following year. An international workers memorial day on April 28th was used to repeat the campaign message once again and that the activity started during the campaign should continue beyond the formal campaign life.

Budget: included ear-marked money for the sectors and regions to promote their own activities and events as part of the campaign.

Organisation: A campaign team from the health and safety department, sector groups and the regional offices, the training department and the press and publicity section was set up. This was important to ensure that the campaign was adopted throughout the union, and that a national initiative was realised in the workplace. Risk assessment is very broad, and the sector groups, regions and workplace branches were encouraged to adapt the campaign and focus it on the most relevant risk(s) for them.

Methods:

- Leaflets and detailed guidelines and practical resources such as posters, stickers and ‘artwork’ on the process of risk assessment were produced, distributed throughout the union to every workplace branch and employers were encouraged to obtain and use the same materials. The materials were produced and printed before the start of the campaign. As the campaign concerned improving compliance use was made of the national health and safety authority information and guidelines in the union guidelines.
- Training was devised for: Union negotiators in the sectors and campaign co-ordinators in the regions; union representatives in the workplace; joint workplace training involving employers and the union. Training was planned and delivered prior to the start of the campaign as well as throughout the campaign period.
- Text for a letter to employers was produced for the regions and workplace branches to use to write to local employers, explain the campaign and invite them to be involved. Employers were invited to carry out health and safety risk assessments with the union safety delegates, and then to work out a joint plan of priorities and action with the union to implement the necessary improvements. Employers were invited to make joint statements with the union to the local press when ‘signing up’ to the campaign.
- Model letters for use for writing to the local press were produced.
- Template materials such as a press release, slogans, cartoons and other artwork were made available on the union web site, for use at local level or for employers to use in house journals.
- A national press launch, with co-ordinated regional launches, was made. ‘Template’ press releases for the launch and throughout the campaign were produced at the national office, and sent to the sectors, regions and workplace branches for them to adapt and use for their own particular circumstances. The cost-effectiveness of good health and safety standards at the workplace was emphasised and media coverage was obtained in the business media, including on national radio and the in the major business newspaper.
- Regional launches included joint seminars with regional employers’ associations.
- The local labour inspectorate was invited to attend some events organised by the union and circulate their own guidance material.

Evaluation: The campaign was measurable by carrying out a survey before the campaign to find out how many employers had carried out a risk assessment which could also be used as publicity material, and a follow-up survey at the end of the campaign.

Organising a cross-Member State trade union awareness-building and action campaign **3**

Objectives include:

- Raising awareness of causes and prevention of work-related MSD
- Promoting the implementation and enforcement of European legislation, national legislation and other official measures
- Ensuring consistency in how the European legislation is implemented in the Member States
- Campaigning for enhanced European requirements and guidelines covering MSD

Partners: The European Trade Union Congress initiated the campaign using its Technical Bureau to co-ordinate the campaign with the national confederations and European sector groups. Support for the campaign was obtained from the International Labour Office.

Planning and development process

At an ETUC seminar on MSD participants flagged up the need and motivation to run a cross-union awareness raising and action building campaign to bring together in an effective way the individual actions being taken.

A transnational task force to co-ordinate and discuss the campaign preparations was set up. To develop the right campaign elements and get all trade unions from the various Member States and European sector confederations on board two participatory workshops were held and a questionnaire distributed to collect information on national trade union activities on MSD.

At the first workshop the results of the questionnaire were discussed and presentations were made of existing national campaigns. Participants suggested aims, means and resources for new activities and volunteered to carry out individual actions. Responsibilities were allocated and a timetable set. In this way the campaign was devised to build upon and enhance at a European level existing, effective individual campaigns.

At a second workshop an action programme was discussed and agreed. A list of negotiating areas and training needs was set. The structure for the campaign was agreed as well as the necessary resources (materials, training etc.). Participants were allocated different aspects of the campaign to take forward.

The campaign proposals were taken forward to meetings of the Working Environment Committee to ensure that it agreed and was committed to the campaign.

Methods:

A 'tool box' of European resources was produced, including:

- A graphic poster
- A detailed brochure containing practical information about causes and prevention of MSD, case studies of prevention activity and examples of trade union campaign activities and materials
- A special edition on MSD of a regular newsletter.

An exchange of materials between the national organisations was promoted.

A series of round Europe seminars was held to promote the campaign further.

A prominent feature about the campaign, press releases and materials were placed on the website <http://www.etuc.org/tutb/uk/msd.html> with links to other relevant sites such as the Agency European site.

Timing: Other events were used as key dates to focus their own activities, including the European Safety and Health Week on MSD in October 2000 and an annual International RSI day on February 28th.

Member State Public Transport (bus and train) Advertising Campaign to promote MSD prevention theme of European Week 25

Aim: To support activities for European Week on MSD one Member State organised an Advertising campaign. A professional agency was engaged, and trade union and employer groups were also consulted on the format.

Objectives:

- To raise awareness of European Week and the importance of preventing work-related musculoskeletal disorders and encourage participation in the Week.
- To reach a very wide audience including SMEs and their employees.
- To use this to complement a very wide range of European Week activities on musculoskeletal disorders.

Main activities:

- Production of eye-catching advertising material which was placed on buses and trains (inside and outside) in the major cities.
- Use of this advertising in two phases: In the spring to introduce the theme of European Week; and the Week itself.

- Use of the same advertising material in poster format to be made widely available and used in conjunction with other activities.

What was done:

Advertising material was designed and placed on public transport across the major cities. This included both trains and buses. Advertising material was designed for both interior and exterior advertising. In this way not only users of public transport were exposed but also car drivers, cyclists and pedestrians. The potential audience was therefore very broad. The material was designed so that it could also be produced in poster format for use on company notice boards for example.

The transport advertising campaign was backed up by radio and press advertising and used to compliment a whole range of European Week activities such as a series of radio phone-in competitions, a series of free seminars across the country and an information pack, and information including case studies on their website.

Timing: Advertising took place in two phases. The aim of the first advertising phase in the spring was to raise awareness of European Week and the theme of musculoskeletal disorders, to prompt employers and employees to seek further information and to prompt enterprises to start to make their own plans for activities to take place during the Week. The aim of the second advertising phase was to reinforce the first phase.

Trade union, NGO and small firm organisation partnership on back care 49

Partners: A national union joined forces with a small business organisation and an NGO concerned with campaigning and advice provision concerning all types of back pain. They also signed up various specialists to support their back injury campaign activities during European Week.

Objectives: raising awareness of extent of back problems in SMEs and action to be taken by

- Launching results of a survey of back problems in SMEs during European Week
- Providing a telephone line information service with expert advice backup operated during the Week.

Organisation and Methods:

A survey of the extent of back strain, preventive actions being taken and their effect and the current state of knowledge about prevention in 1500 small firms was conducted, timed to have the results available to get publicity for the campaign during European Week. This involved a postal survey and face to face questioning of small firm members of a forum of private business. The results were launched as a report during the European Week and were used to promote the Telephone Information Line. The report made recommendations for actions to support the prevention aims of the campaign, such as support for small businesses to tackle back pain: education on causes and prevention; tax incentives and improved and free access to non-traditional health specialists.

A telephone information line was operated during European Week for small firms and their employees to obtain advice on preventing and treating work-related back strain. Callers to the phone line were sent information on tackling work-related back pain and asked if they would like to be called back by a range of experts including lawyers, ergonomists, safety consultants, physiotherapists and chiropractors who advised on the law, prevention and ways to get back to health and faster. Various experts and expert organisations had been approached and invited to offer their services during the Week for the phone line, which operated Monday to Friday 9.00-21.00.

The three organisations jointly issued 100,000 education posters to small firms prior to the Week to promote the phone line service and to raise awareness of the potential to tackle the problem under the heading 'healthy backs work better'.

Throughout the summer before the Week in October and in the run up to the Week several joint press releases were made providing background information about these activities and particularly to advertise the telephone line.

The press releases and the posters etc. were made available on the websites of each of the 3 organisations. The survey was issued during the Week by press release and it was placed on the websites of each participating organisation. Back pain case studies of workers with problems were also collected and used to help publicise the campaign aims.

A Local Community Week – concentrated inspection action in one community 16

Participants: This ‘Local Community Week’ involves the whole staff of the regional inspectorate.

Objective: To stimulate occupational safety and health activities in SMEs in a specific community.

Organisation and Methods:

During European Week for Safety targeted inspection activities are carried out in small enterprises of less than 20 employees and other supporting and awareness raising actions in one chosen district (for example of 10,000 inhabitants). For this special week of inspections, the town is divided into areas that are allotted to the inspectors. Each inspector visits all the SMEs in their area making a visit of about 20-30 minutes. During the visit they get a general overview of the situation, check the mandatory Occupational Health Care Contract, provide relevant advice and leaflets. An average of 20 enterprises are visited by each inspector over a 2-3 day period. Further advice is provided by phone.

Prior to the start of the Week a press release is distributed to the local press and radio (and TV if relevant). Letters are sent to relevant organisations: the employers’ and employees’ organisations, vocational schools and institutes, insurance companies and trade associations.

Normally, an exhibition is arranged during the Week in co-operation with relevant collaborators and expert assistance from the permanent Labour Safety Exhibition at the Ministry of Social Affairs and Health. Local suppliers, for example distributors of personal protective equipment, are asked to send material for the exhibition and the research institutes working with risk assessment present their results and company level methods.

Trade union sector based campaign on MSDs ‘Are you working or wearing out?’ 41

Objectives: Include to increase the number of organisations recognising MSD, informing the work force of the risks and taking prevention action.

Organisation:

As the union is organised on a sector basis it was necessary to get the support and involvement of the sector groups. Therefore the campaign was organised by setting up a planning team drawn from their sector organisations and adapting the campaign to target the specific risks, occupations and needs in the different sectors. For example the campaign has focused more on VDU work in the banking and public administration; manual handling in the health services; checkout operators in supermarkets; chamber maids in the hotel sector. This also meant the campaign was more attractive and relevant to the employers in the various sectors.

Main activities:

The 5 campaign steps are:

- pushing for practical application of relevant regulations such as manual handling and display screen equipment
- developing and promoting a flexible method for identifying; assessing and preventing the risks of MSD in companies

- reducing the risk through practical work at company level
- training union officials
- and assessing the impact of the campaign.

The campaign has operated at three levels. Level **one** consists of a broad awareness raising and information campaign aimed at promoting implementation of the legislation and preventing the risks of musculoskeletal illness. Level **two** relates to detailed work to raise awareness at the work place level by helping companies and safety officers to make presentations on MSD; organising company visits and meetings with workers; and training union prevention officers in recognising the primary factors causing MSD and encouraging them to demand risk assessment and prevention measures. Level **three** relates to interventions in companies where risks of MSD are known to exist.

Campaign methods have included: widespread distribution of posters and leaflets to companies and training activities.

A highly successful part of the campaign has been organising joint training in the sectors involving individual companies and the occupational accident mutual societies. For example joint training aimed at chamber maids was organised with one major hotel chain.

Results:

Increase in sector specific training programmes, including in conjunction with the Prevention Services of the Mutual Insurance organisation.

Increase in information available to workers in the workplace on risks and prevention

Increased recognition among workers and employers of MSD causes and prevention

Increase in workplace risk assessments and surveys and subsequent prevention plans

Increase in sector specific agreements on MSD such as with hotel chains.

Campaigning between different government departments – Needle stick injury initiative **21**

Objective: to reduce the number of accidents and injuries from needle sticks and other sharp objects in the health care sector.

Partners: Ministries of employment and health. This cross government department action includes information, training, research, and co-operation with manufacturers regarding product safety.

Methods:

A series of official circulars were planned and put out, for example to:

- provide background information and emphasise the legislative requirements;
- emphasise how blood borne diseases are transmitted in the health care setting and how they should be prevented.

All relevant information has been placed on their websites

Evaluation of a direct-mail campaign to 'Stop RSI' **34**

Objective: To increase awareness and preventive action on MSD.

Target group: Employers and employees. Employers were used as an intermediary group to reach employees.

Methods: Direct mail with other information back-up. A health and safety authority informed by mail 50,000 employers with more than 20 workers about the risks of RSI in VDU work. Employers could order free information materials for distribution among their personnel. In addition, a web site was opened where this information was available for workers and employers, and a CD-ROM produced.

Evaluation: The campaign was evaluated after seven months. Evaluation included assessing numbers of enquiries, and evaluating changes in awareness and action at the workplace and opinions of campaign materials, including a CD-ROM. It appeared from this evaluation that about 25,000 employers had asked for the information materials. In 40 % of those the knowledge on RSI and the attention to the issues at company level had increased. In all 25 % of the employers said that due to the campaign information additional measures were taken at company level. The knowledge on RSI had also increased in 80 % of the workers; 33 % took measures after consulting the CD-ROM. People were satisfied with the utility, the form, the content and user-friendliness of the CD-ROM (rated at 7.2 out of 10). The intermediary role of the employer was judged as being positive as it provided starting points for common initiatives.

A long-term campaign aimed at businesses, organised in phases 46

'Good Health is Good Business', Member State Health and Safety Authority campaign

Objectives: To raise awareness of the importance of managing health and safety to employers. To improve workplace health and safety by improving health and safety management in workplaces.

Key message: Good health is good business. Using the business message and business terminology such as economic benefits, investment, business success, avoiding prosecution, etc., 'Prevent ill health today and start protecting your staff and your profits'. The national currency symbol was incorporated into the logo.

Target group: Employers, directors and managers, including SMEs.

Timescale: Major and general campaign running over several years, broken down into several phases, to provide a precise focus in each phase and to keep the momentum of the campaign going.

- Phase 1: Noise, MSDs and respiratory sensitisers.
- Phase 2: Dermatitis, cancer, asbestos.
- Phase 3: Hand-arm vibration, solvents.
- Phase 4: Consolidation phase building on previous action to persuade managers to take action on all risks covered by previous phases.

Organisations and Methods:

- **Materials:** Producing a range of straightforward materials on the business case and plain speaking, practical information on what needs to be done to manage health and safety. In each phase, separate guidance on the targeted risks was produced. Material included brochures, guides, promotion of existing materials, videos etc. The material makes heavy use of case studies of workplace interventions that illustrate what practical improvements have been made and what these meant in terms of savings to the businesses concerned.
- **Methods:** Have included using a well-known and successful business figure to promote the campaign message, targeting business media and forums, direct mail, breakfast seminars and meetings.

New chemical risks campaign 43

'Do you work with isocyanates and polyurethane? WARNING! New risks identified' information campaign

Campaign partners: The campaign was initiated by a Metal Workers' Union, and organised by the Joint Industrial Safety Council (liaison between employers' and employees' organisations in the field of

occupational safety and health, promoting health and safety). Directly involved were the Clinics of Occupational Medicine and both the trade unions and the employers' organisations.

Why: To act on new research findings.

Objectives: Included raising awareness of hazards associated with handling isocyanates and polyurethane, promoting identification of the risks and safer ways of handling them at workplace level.

Methods: Awareness about the campaign was raised through articles, brochures and via communication through the trade unions and employers' organisations. Workplaces and people were reached with direct mail, checklists, self-evaluation sheets and brochures. Practical tests and case studies were performed with selected workplaces. The activities generated a great interest, as reflected by the many articles in the daily and monthly press together with radio and TV attention. General and branch-specific brochures conveyed the main information, including new research findings and resulting implications for handling.

Do you work with isocyanates and polyurethane?
WARNING! New risks identified!

- Introduction
- New risks!
- Do you know if there are any isocyanates in the chemical products that you work with?
- Might I become ill?
- Have you had a medical examination?
- How can I protect myself?
- Should concentrations in the air be measured?
- Have you received any training?

'Stop Asbestos' A regional campaign programme 29

Why: The action was triggered by new legislation on asbestos.

Objectives: To inform about the new norms of controlling and handling the risks of asbestos.

Target groups: Local administrations, the relevant industry associations, affected companies and remediation workplaces, and members of the public.

Format: National campaign operated through regional programmes.

Methods: Included the identification of places of asbestos use, carrying out research and studies about the issue of reducing the risks of asbestos handling, and providing training for those that handle asbestos. The campaign was run through regional programmes and adapted by the regions to their particular needs. The campaign was structured into several phases, each working with a set of publicity products. For the campaign as a whole, a logo, pictures and a slogan were produced. These publicity products were backed by census cards to register the sites and an information folder containing brochures and leaflets and including a floppy disk. Information was placed on the web site. The campaign was publicly presented using seminars, information stands, etc. Advertisements and technical articles were published in professional print media of the sectors involved. A telephone hotline was set-up to answer queries.

In some regions, the specific programme was accompanied by a publicity campaign directed at the general public.

Limited budget small business (bakeries) programme 5

Partners: Federal Ministry of Labour, Health and Social Affairs; implementation by a regional labour inspectorate. Collaboration with the bakers' guild and bakery trade branch organisation and the accident insurance company.

Objectives: To reduce flour dust loads in bakeries, and encourage improvements in handling procedures.

Methods: To collect data and get people more involved, an activating questionnaire was sent out to all bakeries. Following the analysis, meetings of members of the bakers' guild were organised by the guild in the different districts in the region. During the meetings, presentations were given by inspectors and an occupational health doctor about the issue. Time was allowed for discussion and exchange of experience between the members. Affected persons described their sufferings and videos demonstrated correct handling. Participants received an information package and free dust masks. The action was enforced by rising media coverage and visits to bakeries by the guild officials responsible for disseminating information.

Sector Inspection Campaign Programme 11

Campaign coordinators: Working Environment Service. Local supervisors are responsible for the individual activities.

Objective: Improve awareness and compliance with health and safety legislation.

Timescale: A campaign plan covering a period of several years.

Format: For a specified period of time, targeted sector or industry campaigns are run covering all working environment issues in that sector. All campaigns are nationwide and conducted according to a common concept, which ensures a uniform exercise of authority. To ensure this, a guide for inspectors, a visit scheme, and a guide for enterprises were developed. The sector is given advanced warning of the campaign allowing the coordinators to prepare for its implementation. As many partners as possible, within the sector and within the safety and health arena, are involved.

Methods: Various methods which can include information folders, training activities, advisory activities and inspection. The effect of a campaign will often depend on the combination of activities and methods in relation to the particular working environment concerns the campaign is directed to address.

Example: Foundry campaign of The Working Environment Authority
A steering group of foundry experts developed the campaign/information material to give to both the enterprises and the inspectors. A guide for inspectors provided information about the foundry processes, hazards by chemicals, ergonomics, noise, accidents, and hand-arm vibration. A visit scheme enabled a uniform inspection. The guide for enterprises included information and checklists for the different processes. The inspection was carried out in two steps: a visit with inspection and approximately three months later a control visit. Training sessions, a conference and a telephone hotline accompanied the inspection activities.

APPENDIX 2 ADDITIONAL TIPS FROM THE AGENCY SURVEY

The Agency gathered survey information from a number of organisations across Europe which have carried out health and safety campaigns. The advice and information received was used to write this guide. Some additional ideas and suggestions from them are given below and further details of their campaign activities can be found on the Agency website at www.europe.osha.int/systems/. Although based on national or regional campaigns many of the messages are relevant to in-house enterprise campaigns and the ideas could be adapted to the local level and some ideas for this are given.

- Personal contact with SMEs, using simple and direct information, is the most effective.
- A survey can provide background information for a campaign and a focus for the launch. The results can also be used to set priorities and targets for the campaign. A version of the survey or questionnaire can be included in campaign materials so participants such as individual companies can use it to investigate their own situation.
- Use case studies and real life examples. Carrying out pilot investigations prior to the start of the campaign will also help to plan the contents and format of the campaign.
- Award schemes for good practice can be a good way to motivate action and give some prestige to health and safety actions in enterprises. Case studies generated can be disseminated as part of the campaign.
- Employers – target the business message; Employees – target the personal health message.
- Do not rely on getting press coverage to promote your campaign as this can not be guaranteed.
- General campaigns may be more effective if elements targeted or adapted to sectors are incorporated.
- Concentrate on a limited number of simple messages.
- One approach is to do some general awareness raising to set the scene followed by more specific actions such as workplace visits.
- Some campaigners recommend concentrating only on occupational health and safety issues so as not to ‘dilute the message’. Others have found it useful to integrate the workplace health and safety message with other issues such as public health, environmental pollution or general health promotion.

According to the Agency survey successful campaigns may be:

- Across all sectors or sector related
- Directed at all types of enterprises, or aimed at SMEs, self-employed, contractors, site owners etc.
- Single issue directed or general OSH awareness
- Targeted at good OSH management and development of a management culture
- Targeted at specific workplace action.

They may:

- Use financial incentives or the good business message
- Make information freely available or provide training
- Involve direct support and making ‘improvement’ contracts with enterprises receiving support
- Make use of certification
- Include seminars, conferences, exhibitions and forums
- Stimulate the exchange of experience and good practice
- Use breakfast meetings
- Use mobile road-shows
- Use the internet
- Incorporate specific inspection activities.

APPENDIX 3 ACKNOWLEDGEMENTS

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APPENDIX 4 YOUR PERSONAL NOTES AND PLANNING TOOLS

Use these pages to make your own notes, plans and jot down useful addresses and information.

Campaign contacts

| Organisation | Contact person | Contact details (telephone, email, address) |
|--------------|----------------|---|
| | | |

Campaign aim, audience and message

| What should change? | Who should change? | What message will persuade them? |
|---------------------|--------------------|----------------------------------|
| | | |

Campaign project planning and monitoring

| Task | Subtasks or milestones | Person responsible | Deadline |
|------|------------------------|--------------------|----------|
| | | | |

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In order to encourage improvements, especially in the working environment, as regards the protection of the health and safety of workers as provided for in the Treaty and successive action programmes concerning health and safety at the workplace, the aim of the Agency shall be to provide the Community bodies, the Member States and those involved in the field with the technical, scientific and economic information of use in the field of health and safety at work.

European Agency for Safety and Health at Work

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