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The classical representation of the employer was the innovative forward-looking patriarch.

He took the decision on all relevant questions:

- The product
- The used techniques and processes
- The workplace arrangements

Classical figure: The ingenious engineer
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The most expensive industrial photo – for The Times

H. Nordhoff with his staff – VW Wolfsburg
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The **Functional Differentiation** in companies is built up on specific knowledge and work division.

Decision making becomes more complex.

Specific *fractions of the workforce* have appeared – with specific interests.

- Regarding working conditions
- Regarding the development of the company

Representation and Participation

Social Partner Project Wood – Lisbon Workshop 29 November 2018
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Action level

Workplace

Plant

Company

Economic Sector
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Thematic Level

Accident prevention  Risk Evaluation
Noise  Psychosocial Risks
Workplace Design  Task
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Stakeholders

Employer
Health and Safety Committee
Works Council
Trade Union
Employees
Occupational Physician
External Services
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What guides us?

Law ↔ Voluntary agreements

Representation ↔ Participation

Hierarchy ↔ Participation