



Joined-up Working:

The HELA Training Co-ord
Portal's Journey to the
Extranet

Dr Heather Williams
University of Salford





HELA Training Co-ord Portal

Why it was developed

Who was involved

How we set about the task

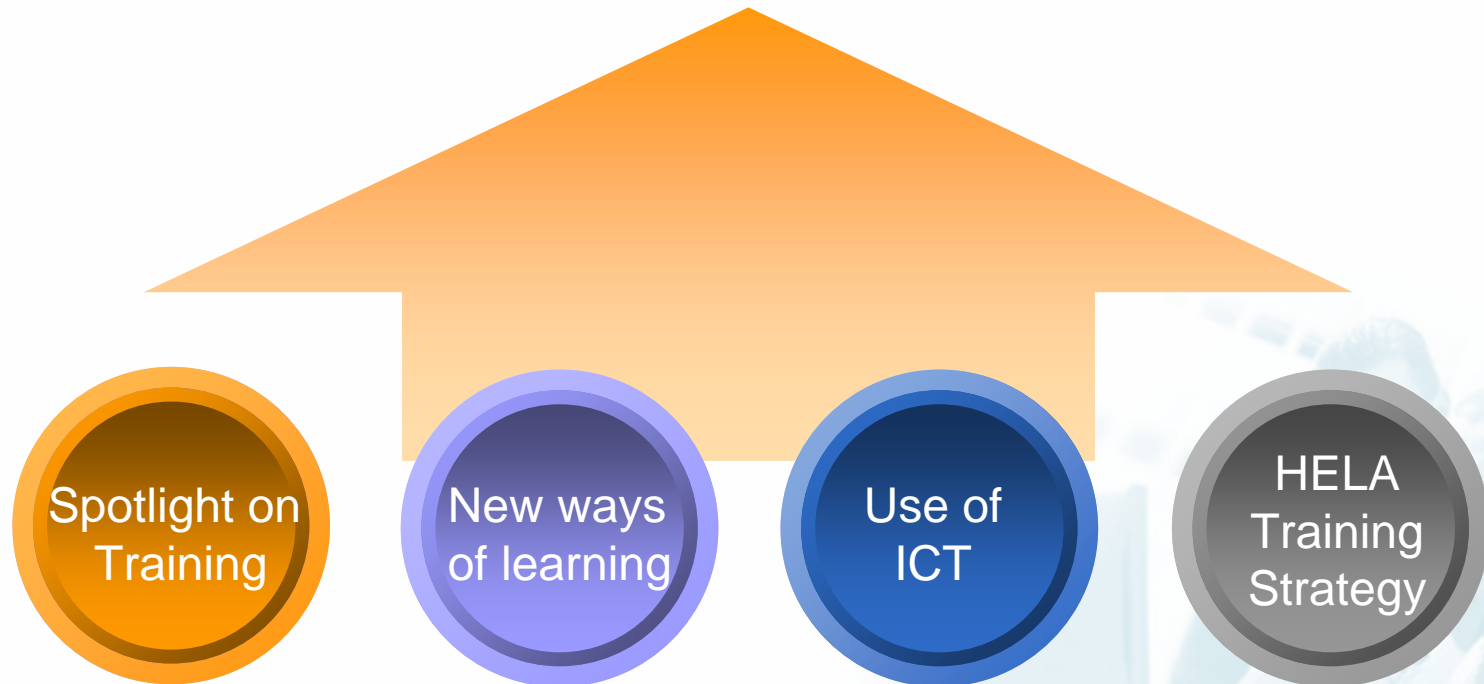
What the outcomes were

Where the future lies

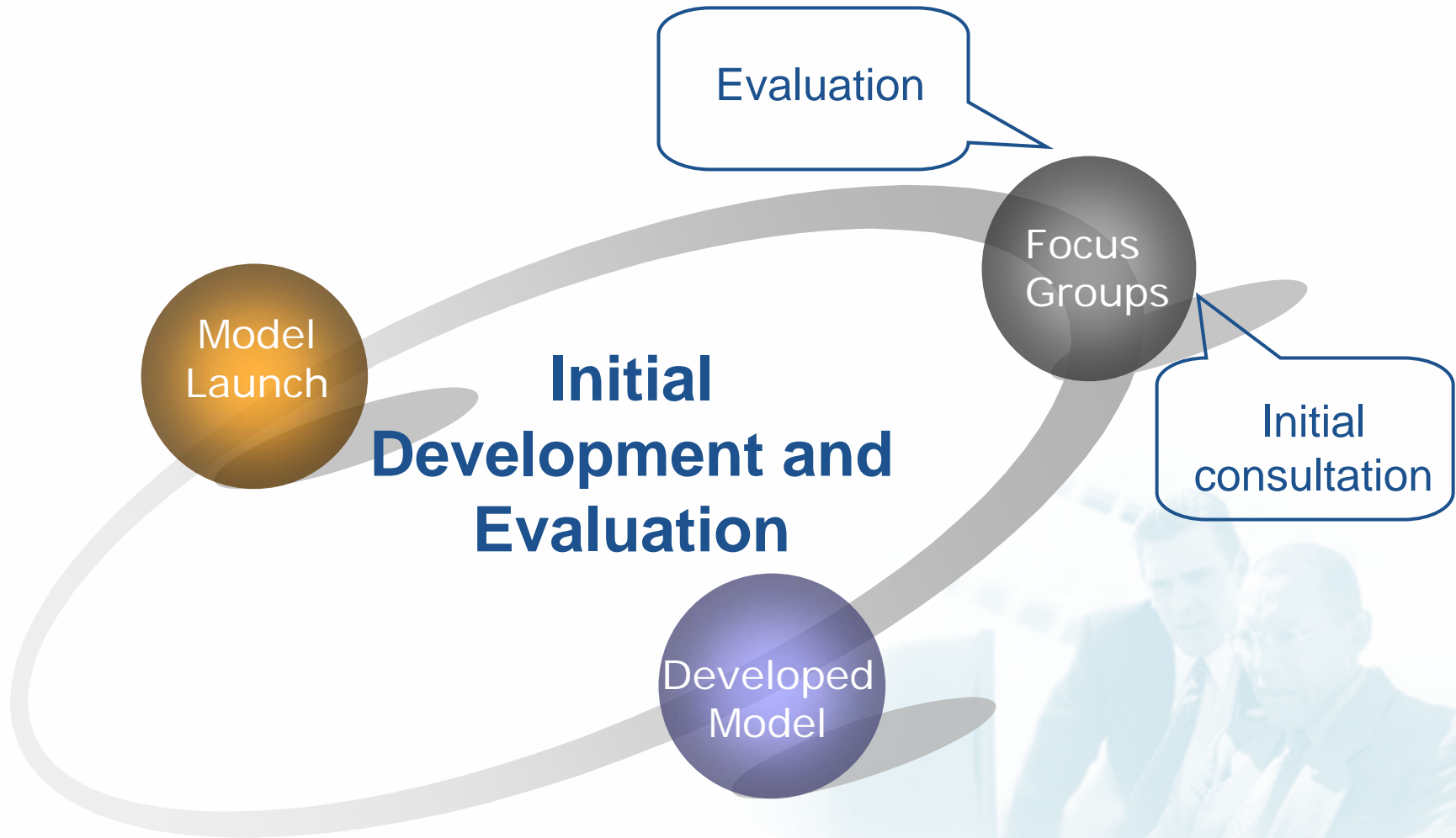


To develop, pilot and evaluate a model to facilitate the national coordination of training for Local Authority based Health and Safety Enforcement Officers

National Co-ordination of H & S Officer Training



Developing the Model



- Set-up and facilitate collaboration and training between 408 disparate Local Authorities and HSE
- Develop a model to facilitate work-based learning activities and enable formal and informal learning activities
- Deliver the functions identified in the workshops
- Stay in budget



Options for Delivery

- Conventional person centred approach
- Web-based technologies
 - Dedicated, managed web site
 - Capture and store information
 - Support collaboration
 - Password protected
 - Upload and download information

BUT

Web-based publishing isn't a common skill



What We Wanted

- Speedy publishing and dissemination platform
- A site where people could participate and author content using basic navigation skills
- Range of permission levels
- Low maintenance virtual community that would promote the use of professional networks

The Model We Developed



The screenshot shows a web browser window displaying the HELA Training Co-Ord website. The address bar shows the URL <http://www.trainingco-ord.org/main.asp>. The website header includes navigation links: [Help](#), [Administration](#), [Contact Us](#), [FAQs](#), [Site Map](#), and [Search](#). The main content area features a **Welcome** message and a list of two purposes for the site. A sidebar on the left contains a menu with four items: **TRAINING**, **PRIORITY PROGRAMMES**, **SUBSITES**, and **TOOLS**. The main content area also includes a table describing these four areas.

Address <http://www.trainingco-ord.org/main.asp> Go Links >>

HELAA TRAINING CO-ORD

[Help](#) | [Administration](#) | [Contact Us](#) | [FAQs](#) | [Site Map](#) | [Search](#)

Welcome

Welcome to the HELA Training Co-Ord website. The purpose of this site is twofold:

1. To provide a means of managing information about training for health and safety enforcement personnel, and
2. To provide a medium for the delivery of information about HSE Priority Programmes to LAs and to enable information about revitalizing targets to be recorded.

The site contains four main areas corresponding to each of the chevrons in the menu bar on the left hand side of your screen i.e.

<u>Training</u>	Contains training materials, previews/reviews and information about courses, resources, venues etc
<u>Priority Programmes</u>	Contains information about the Revitalising Health & Safety Strategy including each of the five priority programmes
<u>Subsites</u>	Contains web based training packages on health and safety topics
<u>Tools</u>	Contains discussion board and events calendar

Done Internet

Start Microsoft PowerPoint HELA Training Co-Or... 11:24

Project Timeline

Phase 1

**Oct 2001 –
Jan 2002**

Phase 2

**Feb 2002 –
Aug 2003**

Phase 3

**Sep 2003 –
Feb 2005**



Phase 1 Evaluation

- Survey of 408 LAs and monitoring and tracking of data
- Site easy to access and use
- Materials rated as highly useful
- Only 4% of the 3,000 registered users had accessed the site
- Only 10% of 103 survey respondents had attempted to share information
- Site underused for collaboration and information sharing

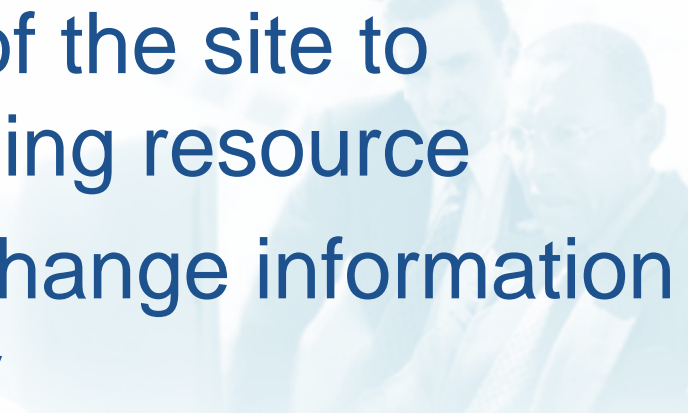


Phase 1 Outcomes

Further initiatives required to:

- Promote a more co-ordinated approach to training, and
- Develop a virtual community

By

- Expanding the content of the site to develop a reusable training resource
 - Encouraging LAs to exchange information and work collaboratively
- 

Site additions and updates

- **Dedicated area for Priority Programmes**
 - Uploading and collection of topic inspection data for New Ways of Working pilot scheme
 - Data analysis facilities for topic inspections
- **Improvements to the interface**
 - Facility to add expiry dates to items
 - Bulletin board
 - Extended permissions for authors




Phase 2 Evaluation

- Overall upward trend in user access
- Value of the site in providing information was evident from the evaluation, **however**,
- Effectiveness as two way information channel between HSE and LAs untested, due to lack of feedback
- Sharing of best practice by LAs restricted due to insufficient information being posted by LAs

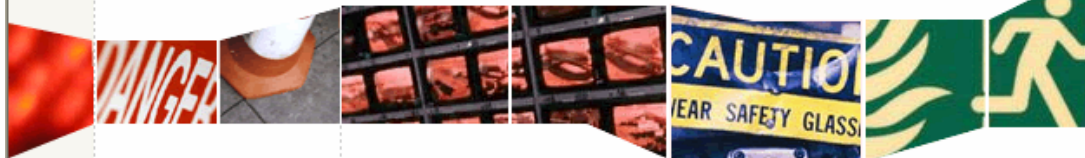


Phase 2 Evaluation

- Greater optimism about using the site for sharing 'know-how'
 - Recognition that the portal would be enhanced if LAs posted more information
 - Phase 3
 - Develop the portal to assist LAs in achieving revitalising targets
- 

Aims

- Consolidate the portal to enable improved communication between LAs and between LAs and HSE in relation to training co-ordination and the Priority Programmes areas
- Investigate the portal's potential to assist in addressing training needs arising from the PPs initiative
- Explore the portal's potential to further support knowledge management for LA H&S enforcement teams



- CONTACT US
- SITE MAP
- SEARCH
- HELP

- HOME
- PRIORITY PROGRAMMES
- TOPIC INSPECTIONS
- ASBESTOS
- TRAINING
- PRACTICE AND PROCEDURES
- SUBSITES
- LIAISON GROUPS
- DISCUSSION BOARD
- CALENDAR

WELCOME

Welcome to the HELA Training Co-Ord website. The purpose of this site is twofold:

1. To provide a means of managing information about training for health and safety enforcement personnel, and
2. To provide a medium for the delivery of information about HSE Priority Programmes to LAs and to enable information about revitalising targets to be recorded.

PRIORITY PROGRAMMES

Contains information about the Revitalising Health & Safety Strategy including each of the five priority programmes

TOPIC INSPECTIONS

ASBESTOS

Contains information about the duty to manage asbestos as introduced through CAWR 2002, together with a wide range of asbestos related topics.

TRAINING

Contains training materials, previews/reviews and information about courses, resources, venues etc.

PRACTICE AND PROCEDURES

An area through which Local Authorities can share knowledge

SUBSITES

Contains web based training packages on health and safety

NOTICES

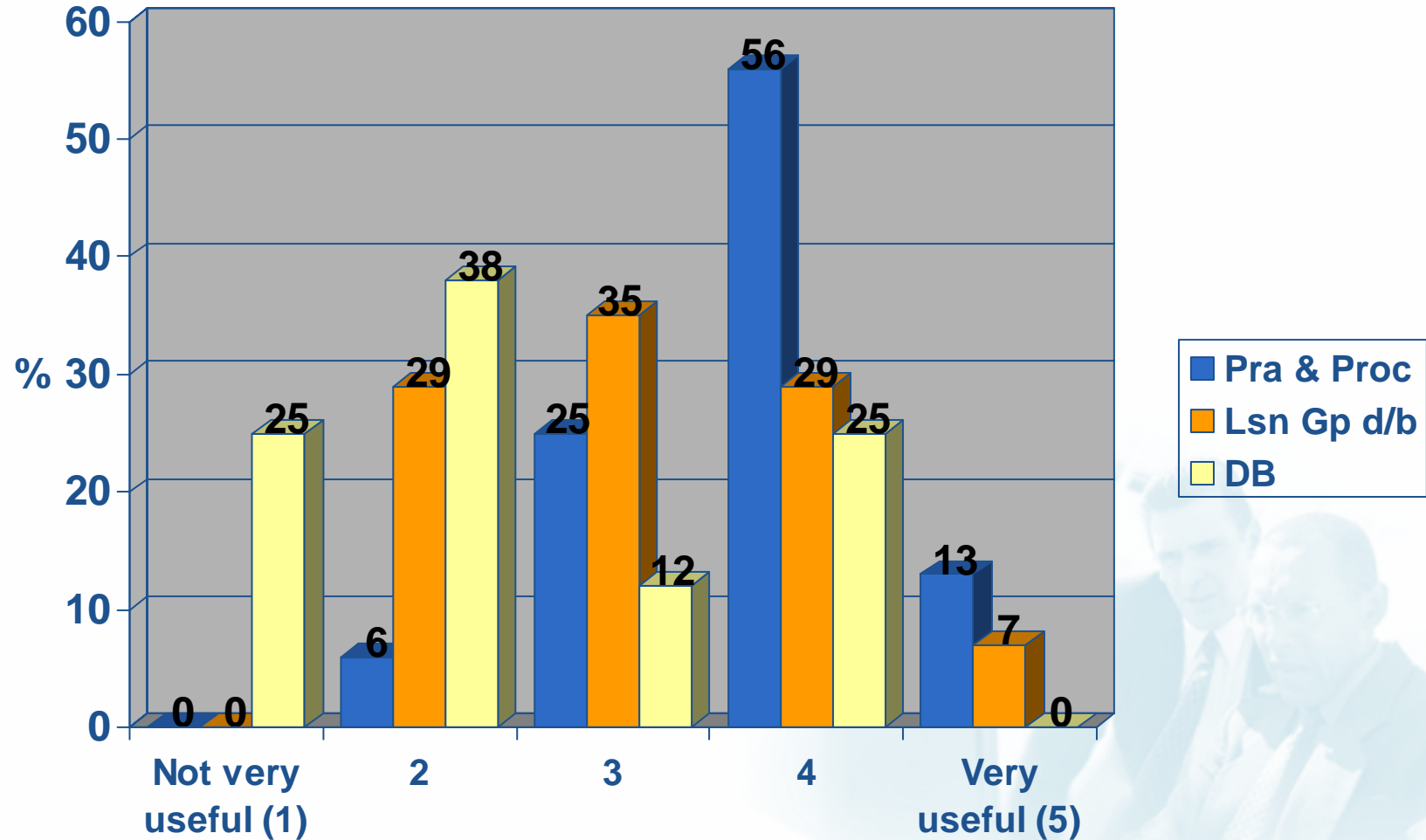


20 Jul 2004
Standard Paragraphs
 A set of standard





Usefulness of Enhancements





Practices & Procedures Area

- Majority likely to use information posted by others
- No objections to sharing information!!!
- Majority aware of facility to post information, but only one had done so
- Barriers to posting information
 - Lack of confidence
 - Lack of reciprocity from other LAs
- Feedback from HSE on work produced would encourage contributions






Supporting Training

- Investigate the portal's potential to support training needs for PP initiative
- Worked with HSE to develop Manual Handling Assessment Chart (MAC) toolkit
 - Familiarise officers with the role and use of the MAC
 - Practice using the MAC
 - Encourage consistency of application
- Resources made available on the portal
 - Presentation, introductory notes, video exercises, evaluation forms etc
- Planned cascade training, not informal feedback




Cascade Training

- Regional training sessions
 - London, Bristol, Salford, Glasgow
- Attended by 61 delegates from 38 regional H&S groups
- Shown how to utilise the resources to run their own training sessions
- 26 (68%) groups cascaded the training to over 300 officers



Advantages of Supported Cascade Training

- Efficient use of resources
 - Time, cost, economies of scale and specialist skills
 - Helps ensure consistency, locally and nationally
 - Available locally
 - Peer support generated by small groups
 - Flexible delivery – time and place
 - Opportunity to gain CPDs
 - Ongoing nature of cascade training
- 



Disadvantages of Supported Cascade Training

- Level of trainer commitment required to successfully implement the training
 - Need to thoroughly prepare to maintain credibility with trainees
- Variance in training skills
- Gaps in knowledge
- Misinterpretation – Chinese whispers effect
- Lack of IT equipment locally
- Lack of time in work schedule





Cascade Training Evaluation

Benefits of having materials available on the web portal

- Accessibility
 - Download any time any place
 - Fit training into busy work schedules
 - Peace of mind if materials lost or forgotten
- Enabled follow-up revision/recap
- Can be regularly updated





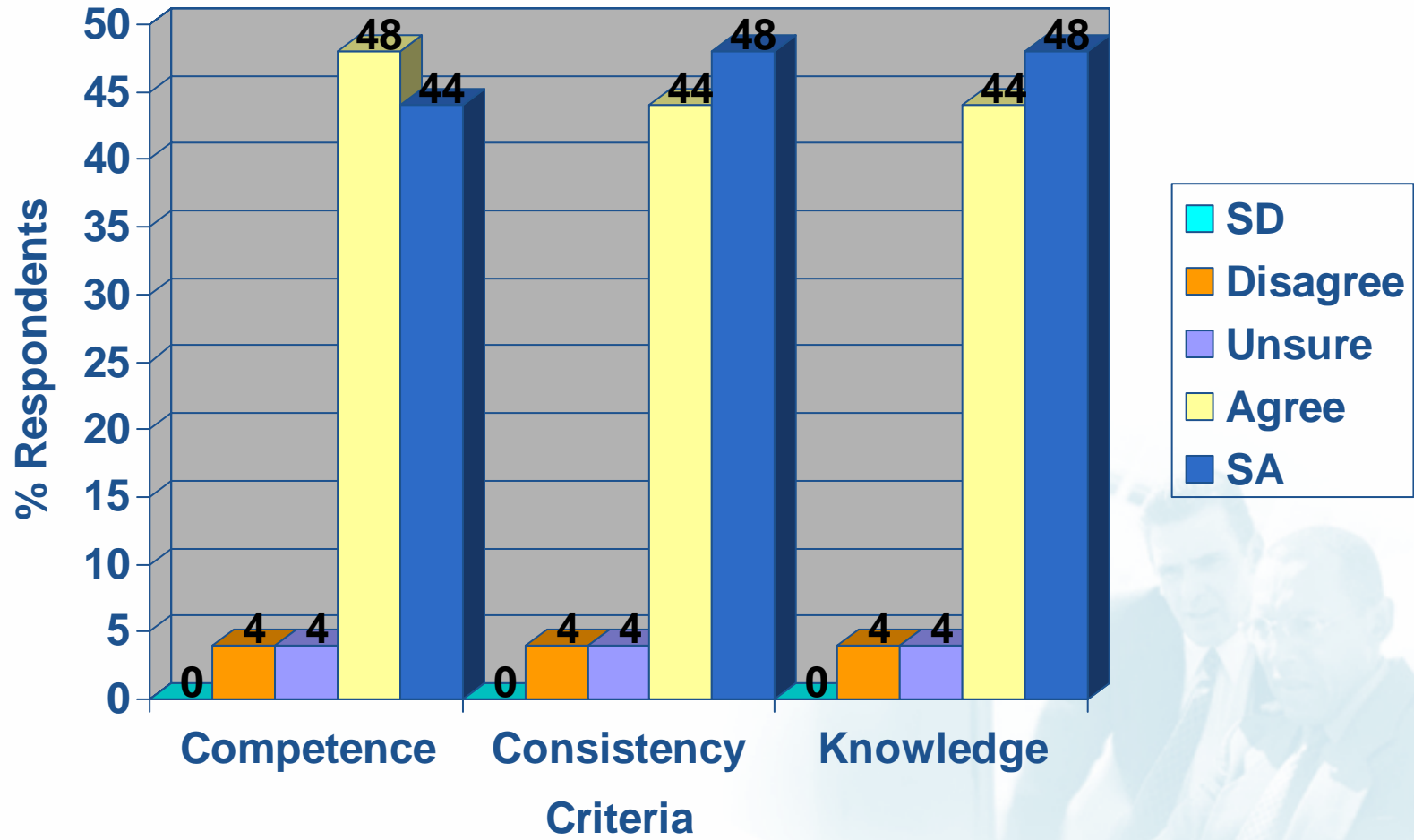
Cascade Training Evaluation

This type of cascade training can make an effective contribution to improving LA based H&S inspectors'

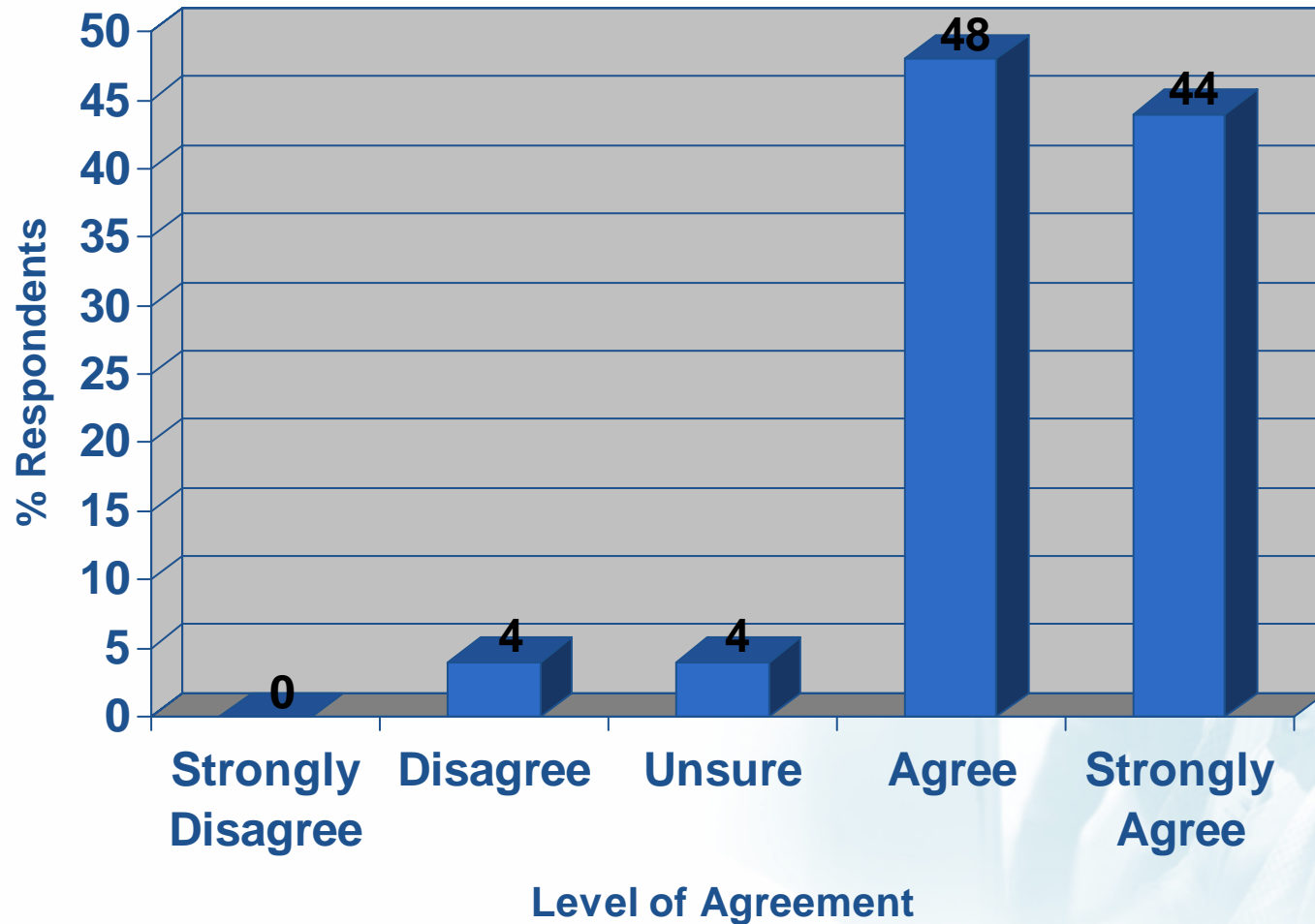
1. Competence
2. Consistency of enforcement action
3. Knowledge



Contribution of Cascade Training



This type of online supported cascade training is an effective way of training



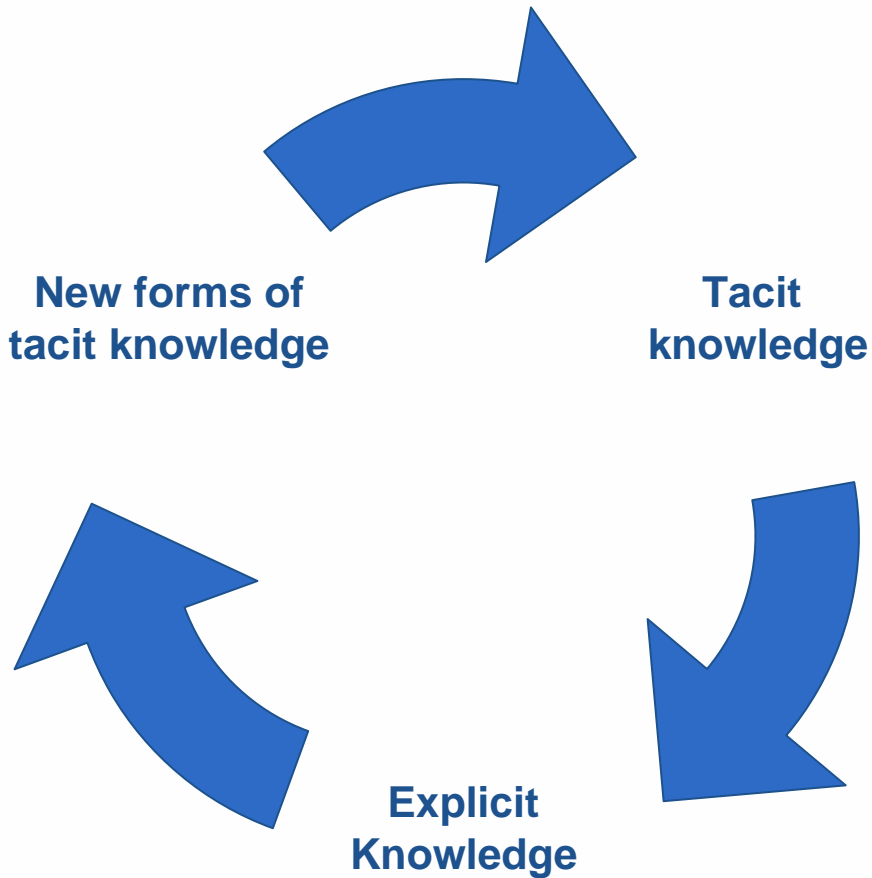


Knowledge Management

- Tacit knowledge
 - Personal, experience based, known but not expressed
 - Can be shared through communication via meetings, demonstration, etc
- Explicit knowledge
 - Documented, formalised, distributed
 - Shared via presentations, emails, databases etc




Knowledge Flow Cycle



- To be effective KM systems need to capture and transfer both tacit and explicit knowledge to enable creation of new knowledge
- Shift from product-based to knowledge-based economy
- Success of an organisation can be closely related to its ability to capture knowledge

The Internet

- Enables organisations to harness and share knowledge
 - Potential to
 - Increase performance levels
 - Provide a better foundation for decision making
 - Enhance effectiveness and efficiency of the organisation
- 

(McIvor, 2004)



Single point access software systems intended to provide easy and timely access to information and to support communities of knowledge workers who share common goals

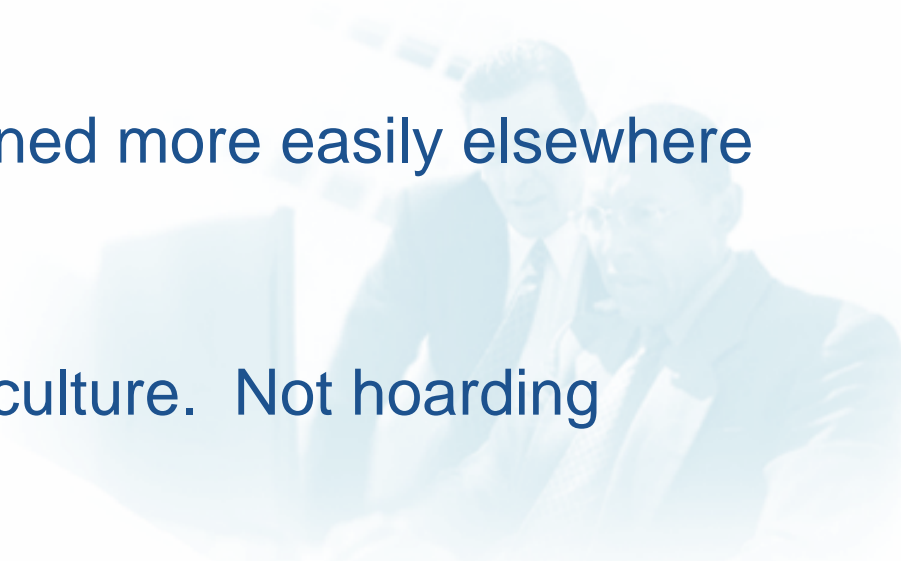
Mack, Ravin and Byrd (2001)



Knowledge Management

Critical components to success of a KM portal

- Awareness
 - Lack of awareness can lead to poor use and adoption
- Access
 - Logging in procedures, username conventions, security
- Usability
 - If information can be obtained more easily elsewhere then 'goodbye portal'
- Culture
 - Developing a sharing KM culture. Not hoarding information



Survey of portal users:

- 94% willing to share information via the portal
- 45% clear about what type of information could be shared (45% uncertain)
- 75% thought their workload was flexible enough to use the portal

n=103




Knowledge Sharing Amongst Officers

- 90% considered the culture in their authority provided opportunities for communication of ideas, knowledge and experience
- 64% believed their colleagues were willing to share information
- The majority (68%) considered that LAs are willing to share information with other LAs

n=103

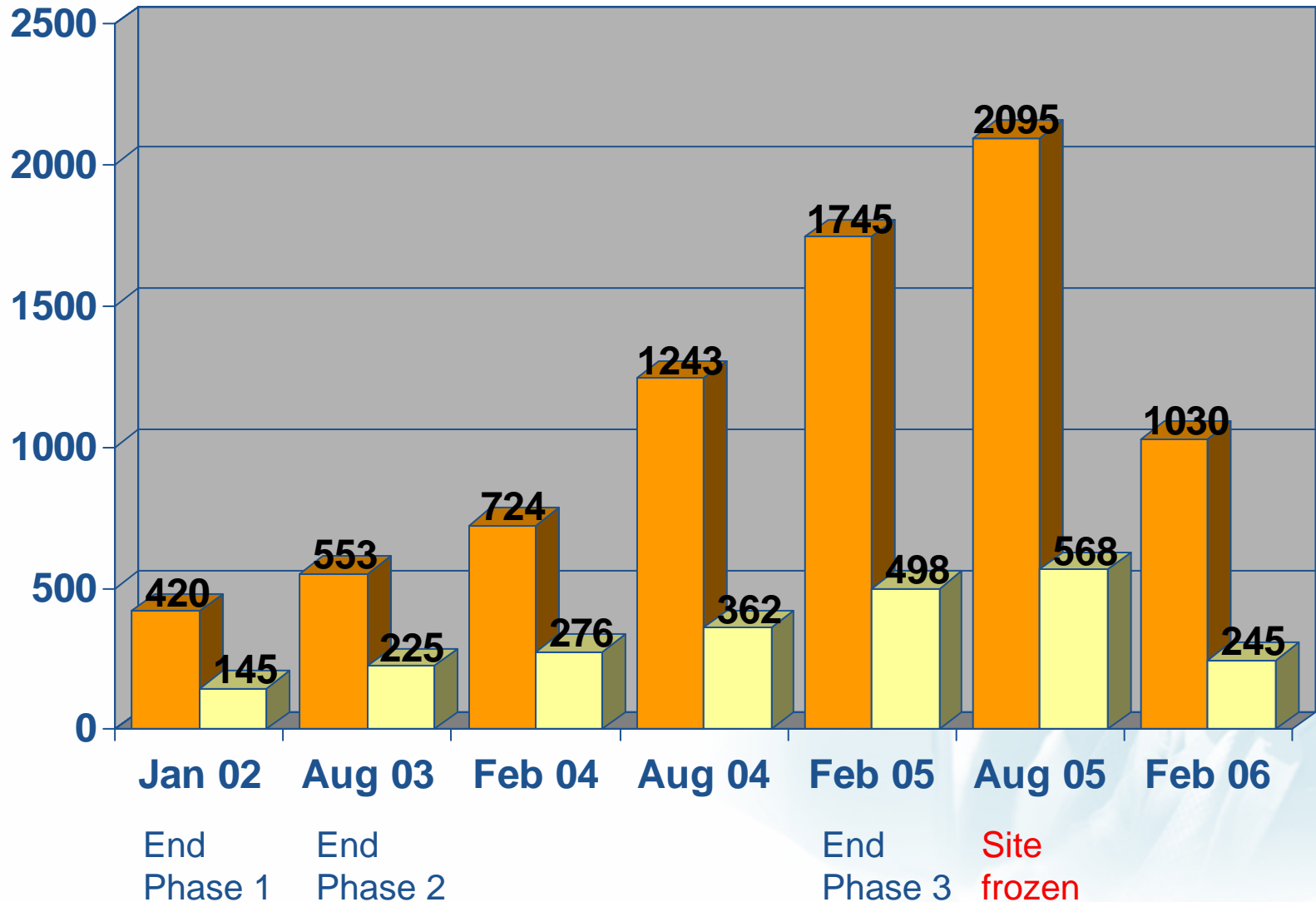


Encouraging Knowledge Sharing

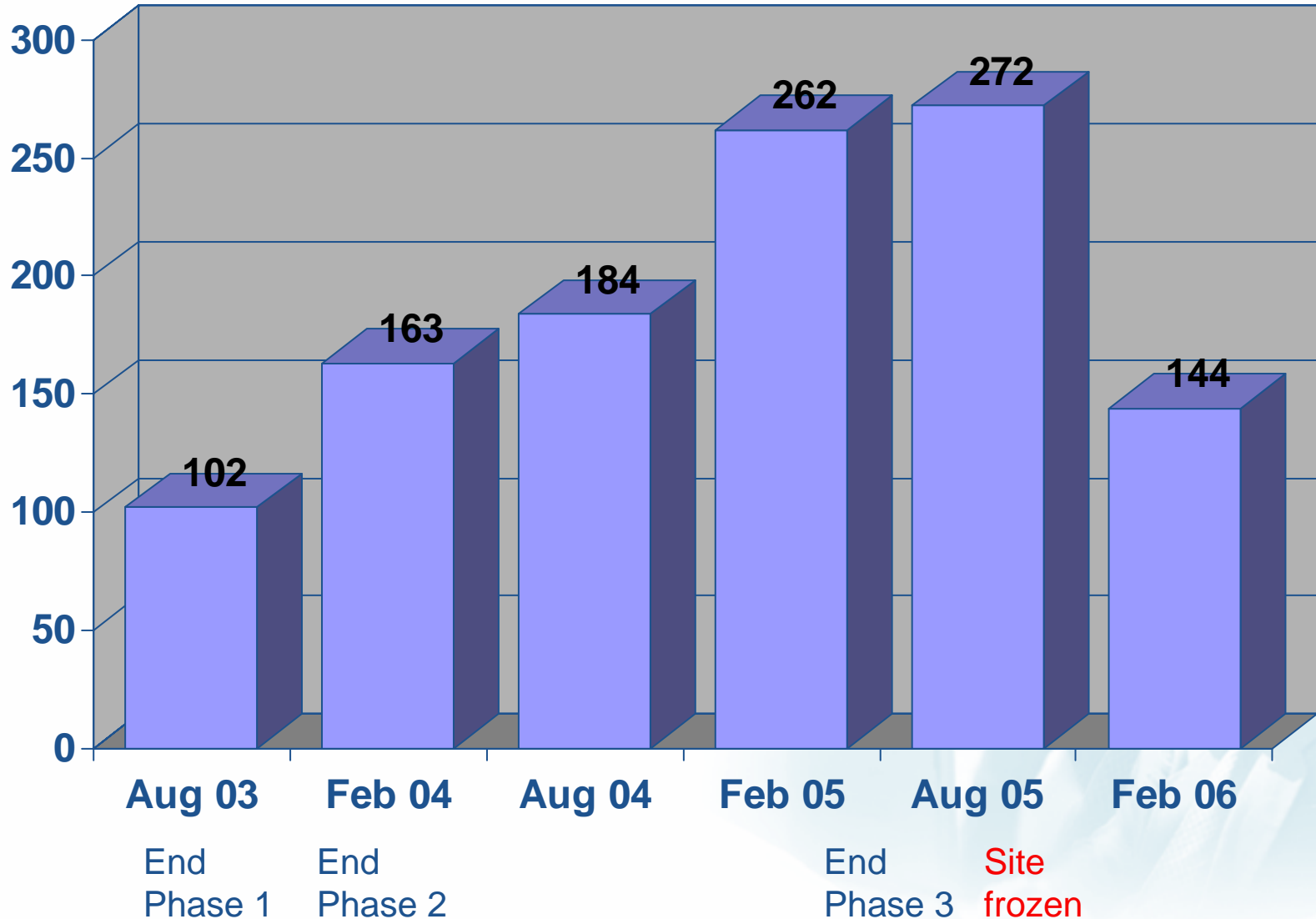
- Good intentions - but little action
 - Possible solutions:
 - Posting information anonymously or via Liaison Groups
 - Support of senior management
 - Portal has been driven and informed by officers at operational level
 - Alert Heads of Environmental Health services to the KM facets of the portal
 - Incentives to encourage a wider H&S community in the spirit of partnership working
- 



Site Visits & Unique Users



LAs using the Portal





Growth of the HELA TC Portal

- Original site
 - Training
 - Subsites
 - Tools
- Additions
 - Priority Programmes
 - Topic Inspections
 - Asbestos
 - Practices and Procedures
 - Liaison Groups
 - Local Authorities
 - Fire Authority Info
 - LAPS

- HELA Training Co-ord portal frozen August 2005
- HSE Extranet launched September 2005
- Users and content transferred from HELA TC to Extranet
- Research team continuing to maintain and support the HELA site for uploading topic inspection data and viewing content
- October 2005 University of Salford's final report on HELA TC project published

The HSE Extranet

Security interface now improved

- Extranet front page will change significantly
 - FIT3
 - LAE1 reporting
- Just the beginning – User Forum will help HSE meet LAs future needs

BUT,

- Your input is required
- Please share the excellent work you do
- Don't hide your light under a bushel!

Facilitate collaboration/training

3 Phases from 2001 - 2005

Majority of LAs using portal

Supports Training

Supports Knowledge Mgmt

Model Adopted for Extranet

Future now lies with the Extranet

The cultural aspects of knowledge management will require the ongoing commitment of HSE and Local Authorities



Remember





Any Questions?

Dr Heather Williams

School of Environment & Life Sciences

University of Salford

H.J.Williams@Salford.ac.uk

0161 295 3155



The Extranet

Current Location

- ▼ HSE Extranet Home
- HELA**
- Site User Guide
- News
- Links
- Contact Us
- HSC Priority Topics & the FIT3 delivery programme
- Strategic Programme
- Other risk topics
- Partnership Working
- Support and Training
- Practice and Procedures

14 March 2006 New HSC Commissioner to represent Local Government from 1 April	1st March 2006 Workplace Health Connect - guidance for Enforcement Officers	27 Feb 2006 Retail Enforcement Pilot info - (link to dti)	16 Feb 2006 LOPP - What do you need to know?	16 Feb 2006 LA views sought on improving HSE and LA enforcement practice	16 Feb 2006 Want to go to the launch of New revised Lift examination guidance on 8 March at IME in London?	14 Feb 2006 Fundamental review of RIDDOR announced	24 Jan 2006 HSE Out of Hours contact details	17 Jan 2006 Join the HELA Extranet User Group
---	---	---	--	--	--	--	--	---

The HELA extranet is a secure environment that allows its users (HSE and LA partners) to upload, download and exchange information, guidance, training or other material. Its a major component in HSE delivering our commitment to achieving partnership between LAs and HSE, itself a key requirement of the HSC Strategy 'to 2010 and beyond'. To help set it up functionality and users details from the HELA Training Co Ord website. We will 'turn off' the Co Ord website, the LAU c LAU open website w hen the extranet has become a one stop shop for LA enforcement officers.

LAU have already added considerably to the news and resources the HELA Training Co Ord provided, we will continue guidance etc from the LAU open and closed websites and add new facilities and functions. For example we have a new extranet that enables LAPS officers to update their own LAPS details and upload agreements, SMR reports etc. By th