

Enhancing Safe and Healthy Work Environment: A pre-condition for wellbeing, growth and competitiveness

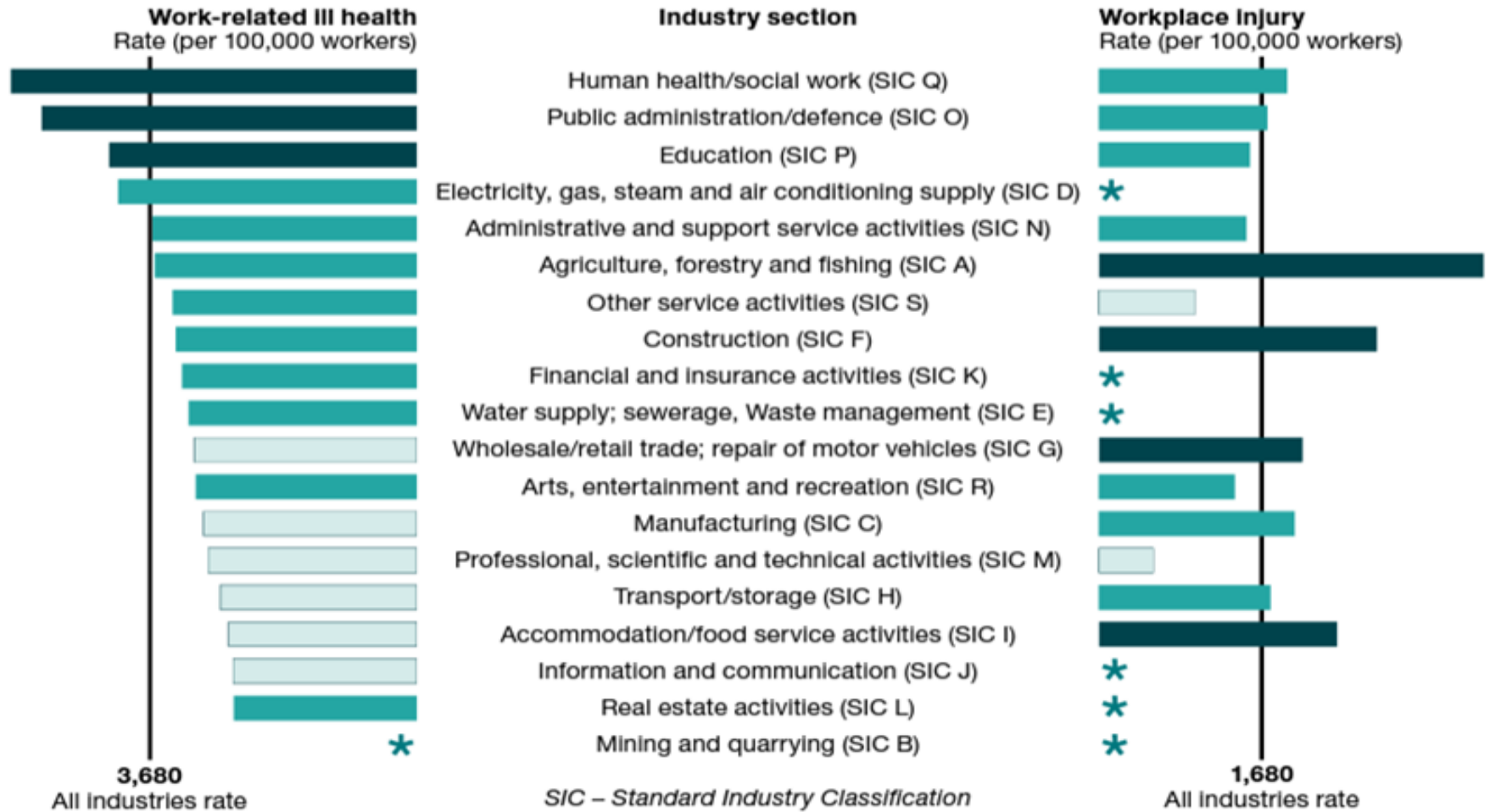
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18th May 2022

- It's no longer news the COVID-19 pandemic has changed worker health and safety in permanent ways.
- From the rise of remote work and manufacturing automation to the effects of burnout and unsafe working environments, we experience work differently.
- Despite the negative impact of the pandemic, it has helped brought workers wellbeing to the forefront of conversation
 - As such a more broader and strategic approach to workers health and safety is required

Health and Safety Statistics UK 2021



Compared to all industry rate:

Statistically significant – higher
 No statistically significant difference
 Statistically significant – lower

* Indicates sample cases too small to provide reliable estimate

Source: Labour Force Survey annual average estimate 2018/19–2020/21

- We need to address the **conditions of work and the environment** in which people work:
 - the job,
 - the individual and
 - the organisation
- This will **offer understanding** on how they impact on people's health and safety-related behaviour

What Does It Mean To Have A Safe Work Environment?



- Demonstrate your organisation **commitment to workplace safety** is to have policies in place that show how you follow these laws.
- In a post-COVID world, it also means having
 - a return-to-work solution,
 - up-to-date handbook, and;
 - a good remote work policy

A safe work environment is more than just preventing injuries or the spread of disease, but also **making employee well-being a priority**

Twelve Common Human Error Preconditions

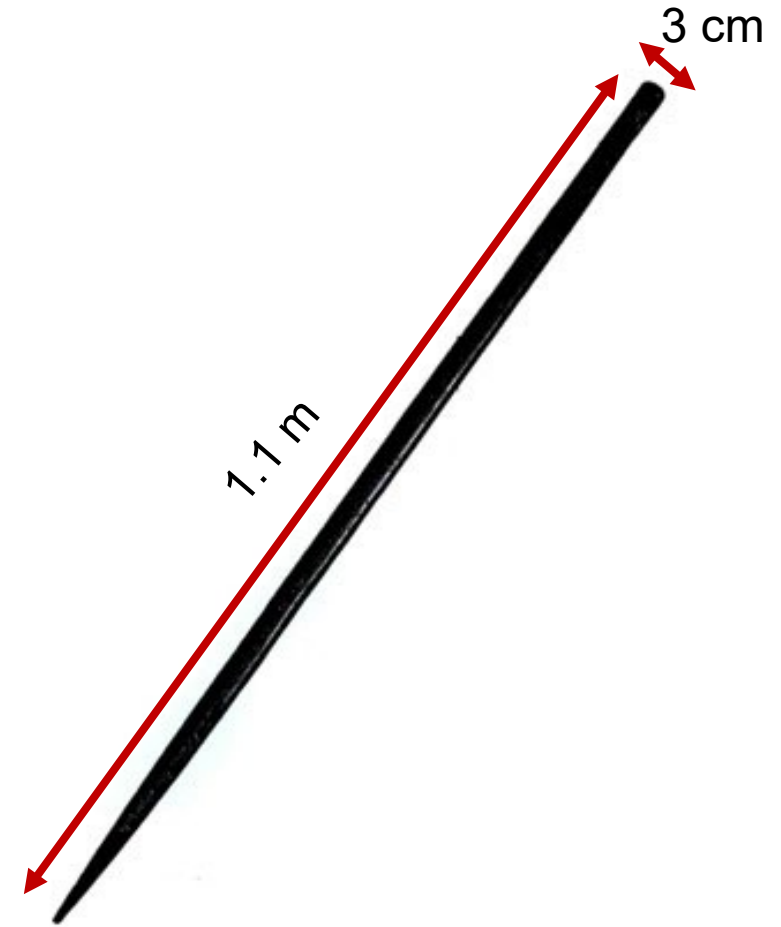


- Lack of communication
- **Distraction**
- Lack of resources
- Stress
- Complacency
- Lack of teamwork
- Pressure
- Lack of awareness
- Lack of knowledge
- Fatigue
- Lack of assertiveness
- Norms

Phineas Gage- 13th September, 1848

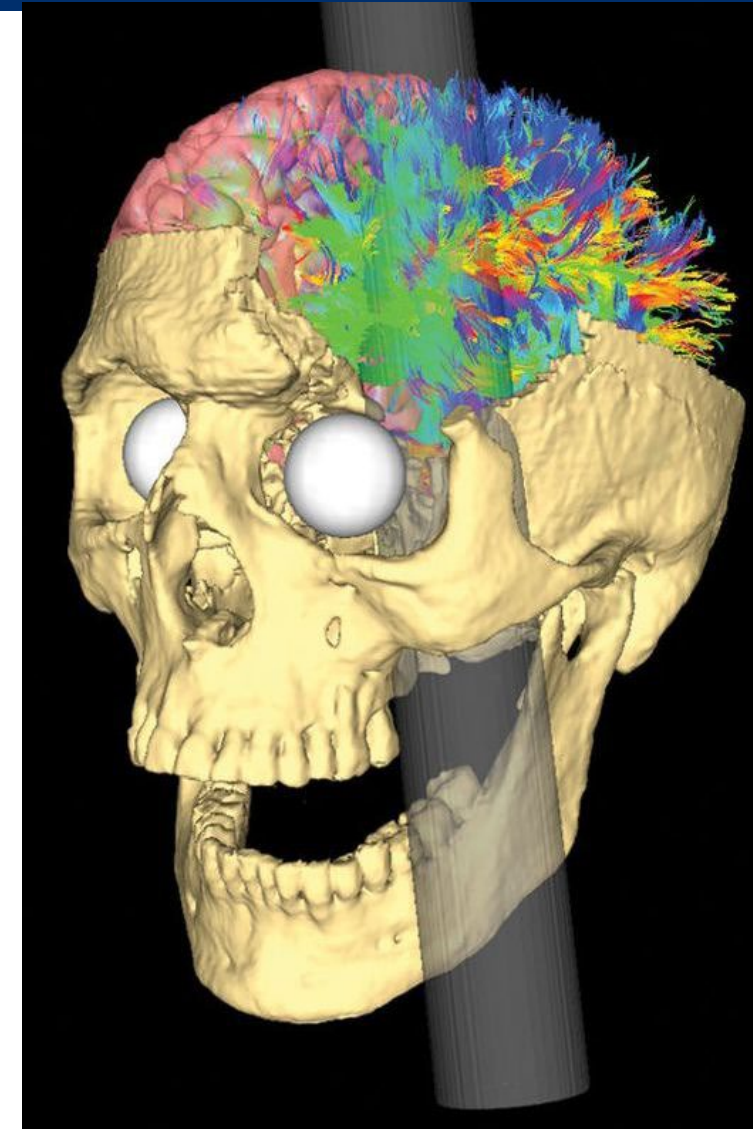


Phineas Gage, Railroad Construction Foreman



Phineas Gage

- The sharp side of the tamping iron penetrated Phineas' left cheek and exited through the top of his head.
- There was so much force that the tamping iron went straight through and landed in the bushes 25 meters away from the accident site.



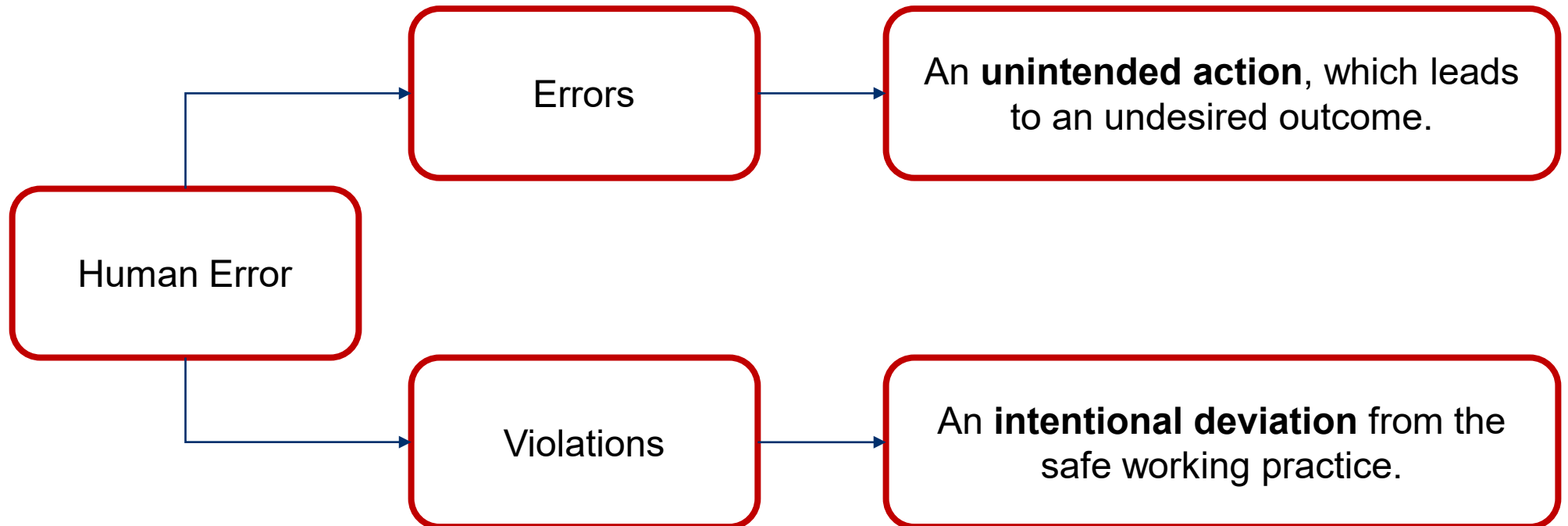
- There are multiple accounts of what happened with speculation as to whether the hole had been packed with sand and clay at the time of the incident.
- **It was clear Phineas had been distracted by people working behind him.**
- This led to the tamping iron striking the rock and causing a spark.
- This lit the powder causing an explosion, ejecting the tamping iron from the bore hole

Human Error and Behaviour

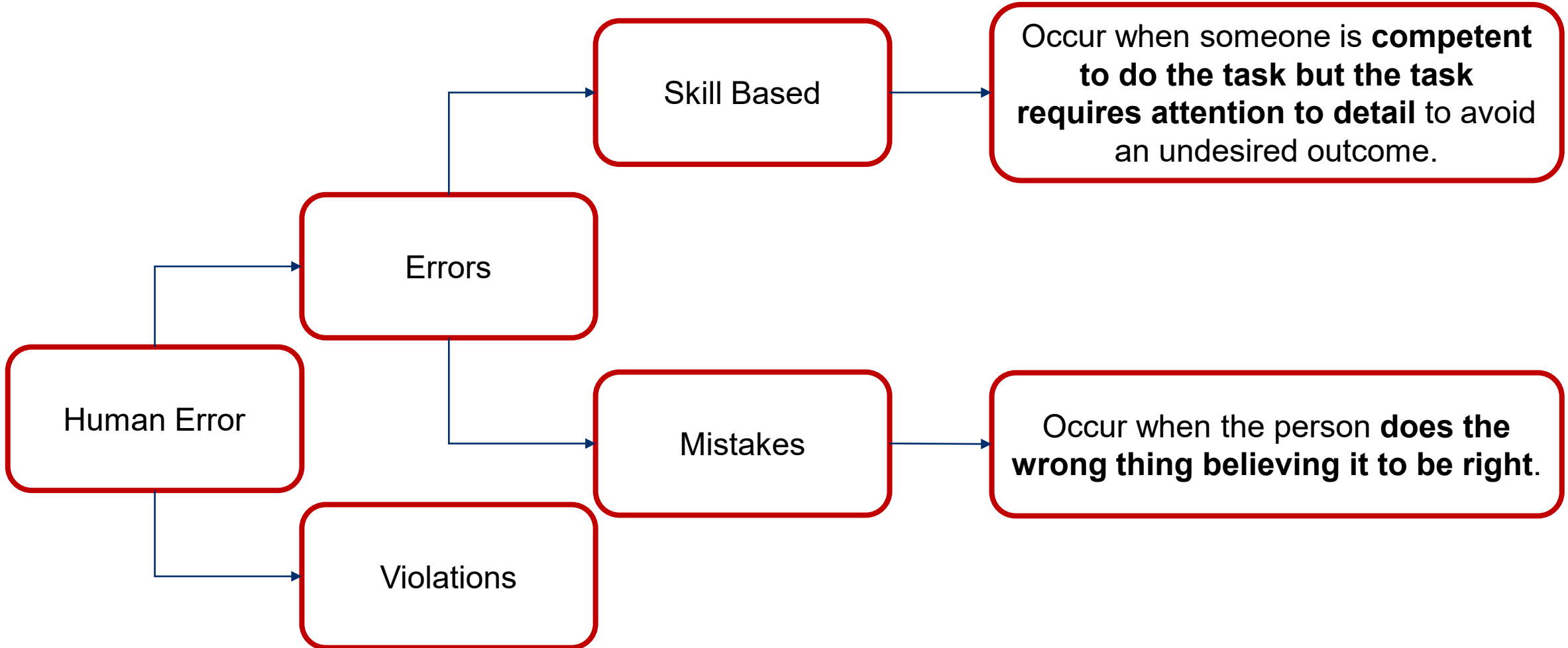
- In current health and safety guidance Phineas' accident would be described as a **lapse** i.e.

Lapses cause us to forget to carry out an action, to lose our place in a task or even to forget what we had intended to do.

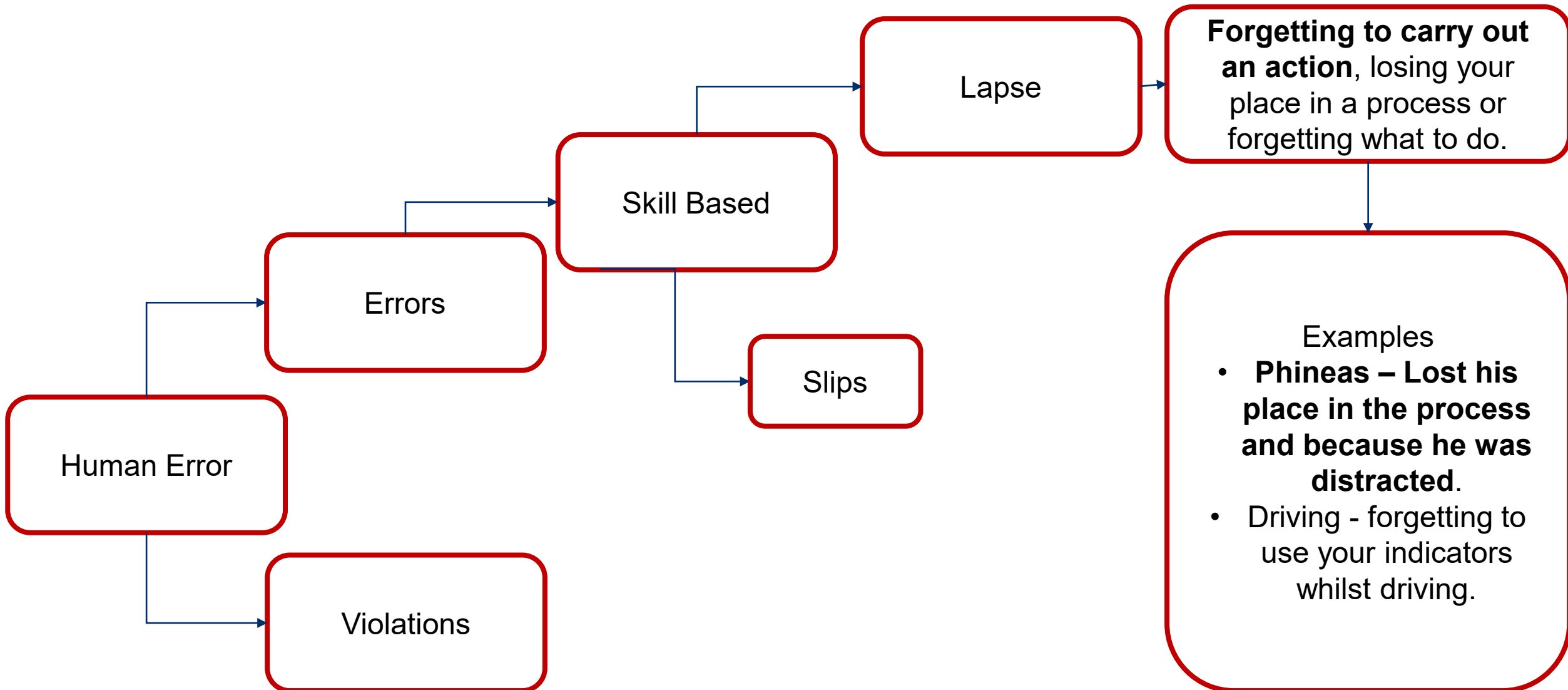
- HSG48 Reducing human error and influencing behaviour highlight on causes of human failures into a number of categories.



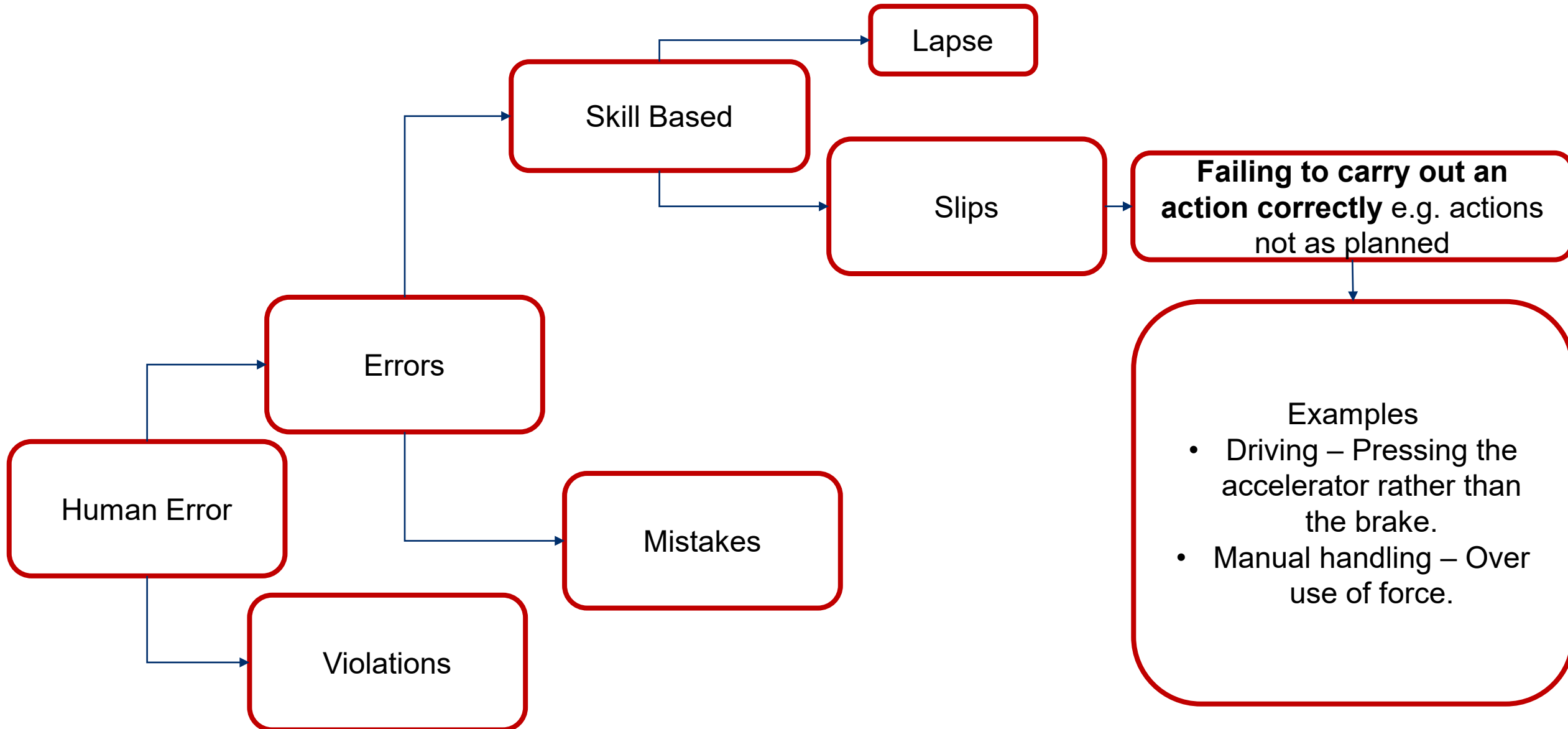
Human Error and Behaviour



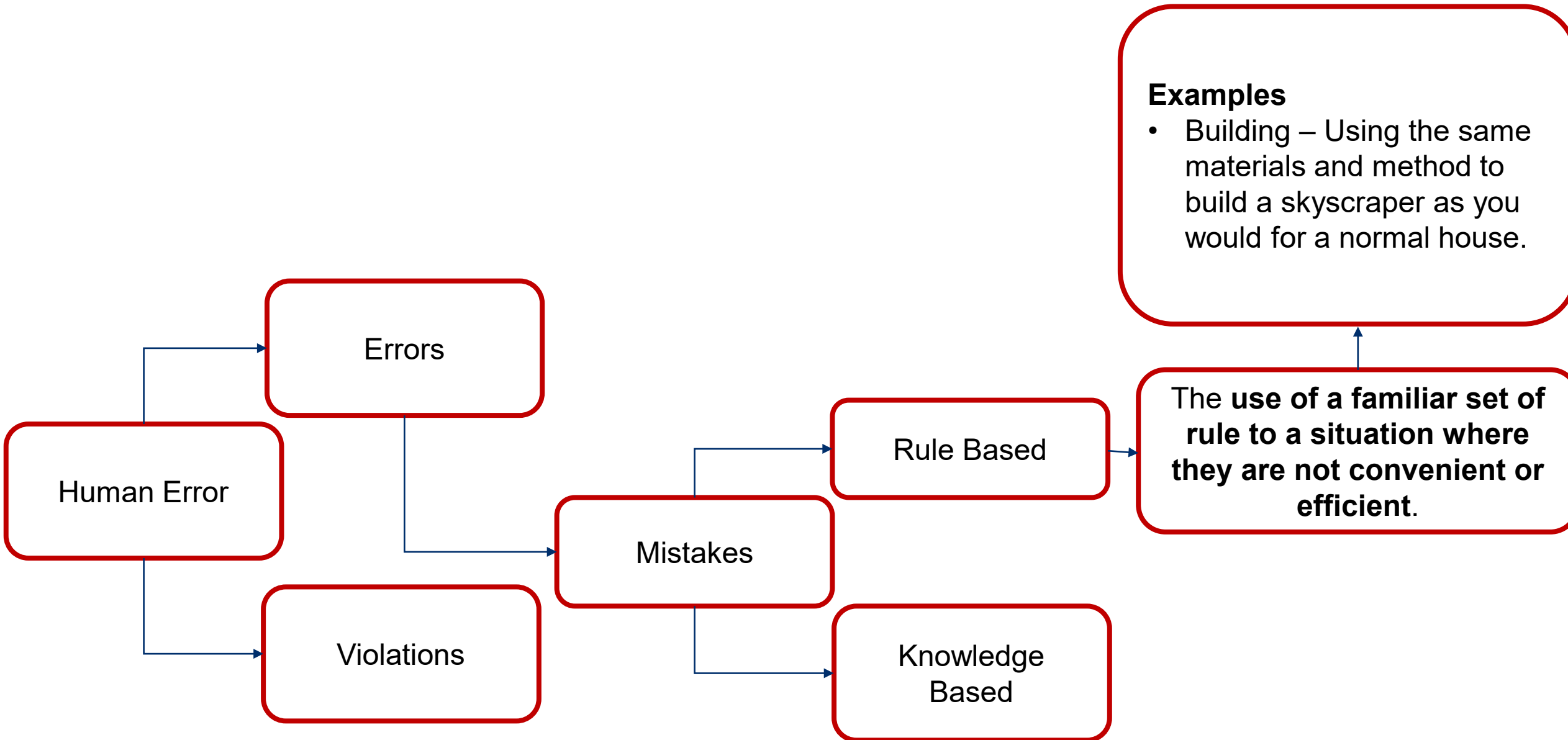
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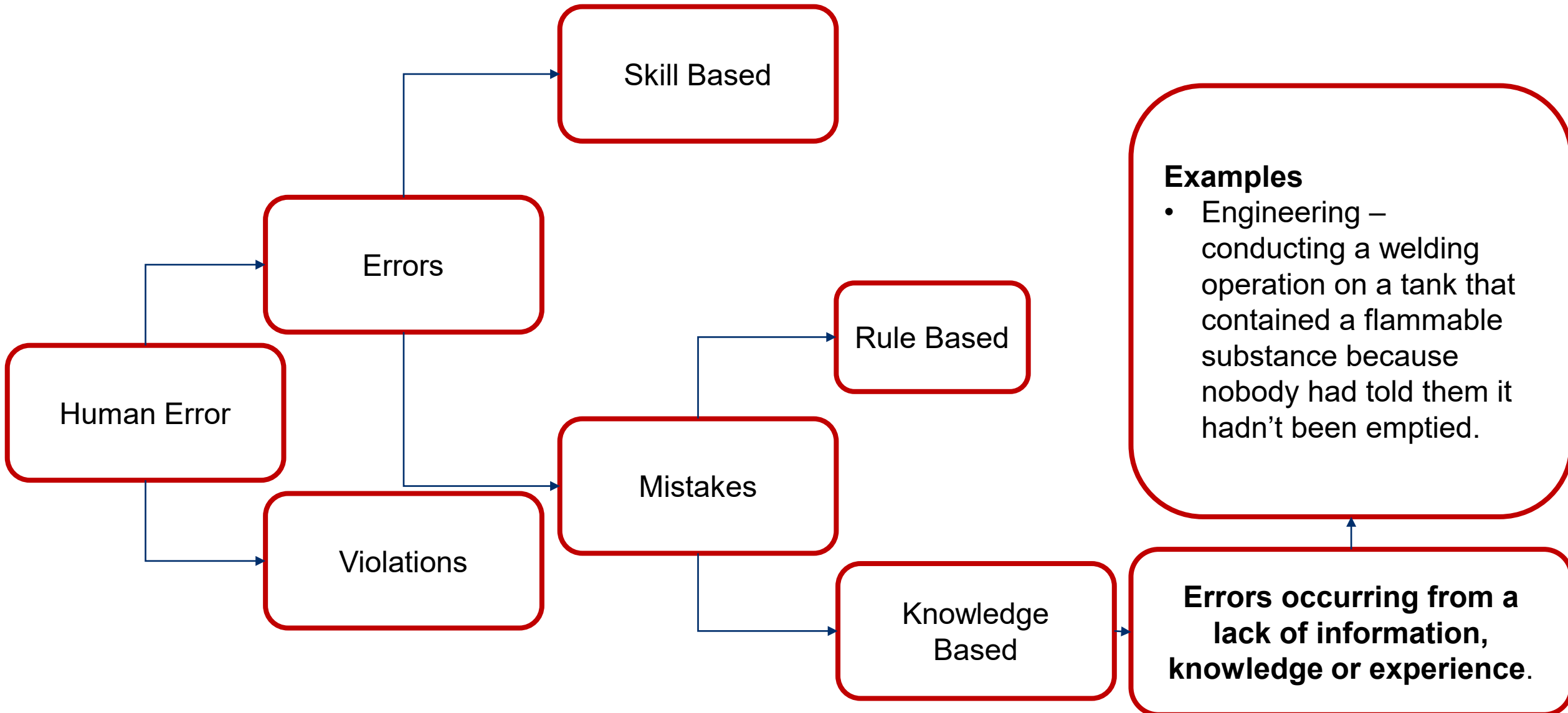
Human Error and Behaviour



Human Error and Behaviour



Human Error and Behaviour

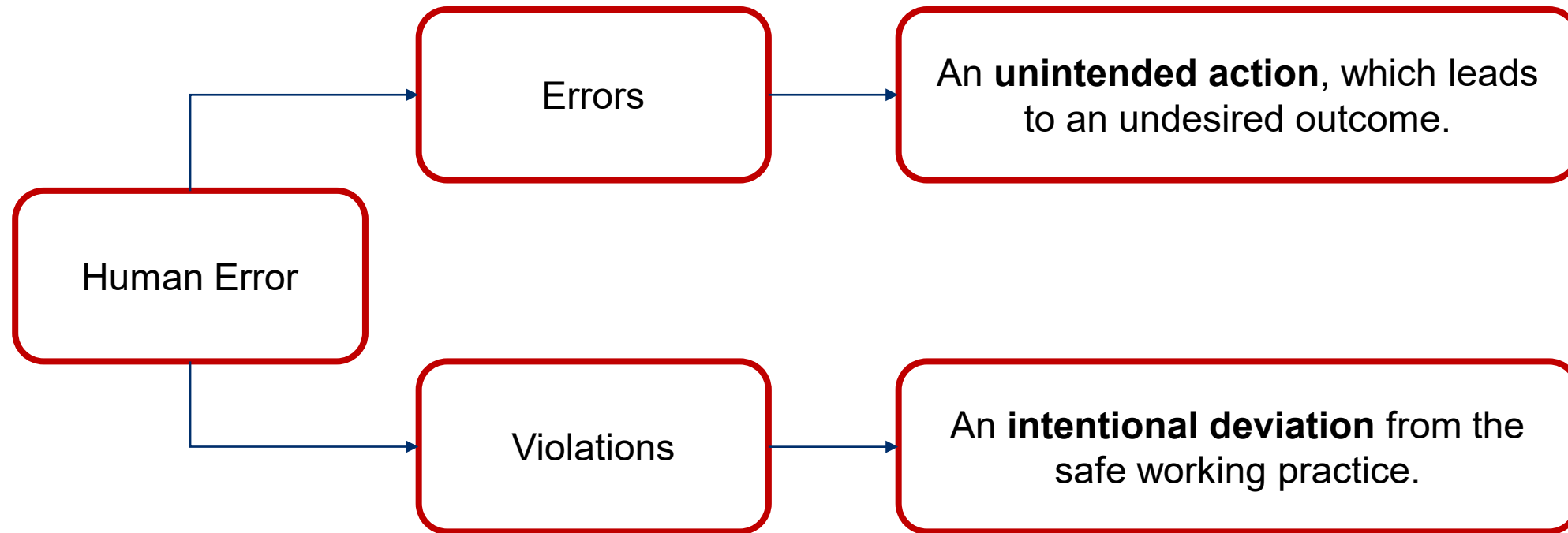


To understand elements that lead to human error consider

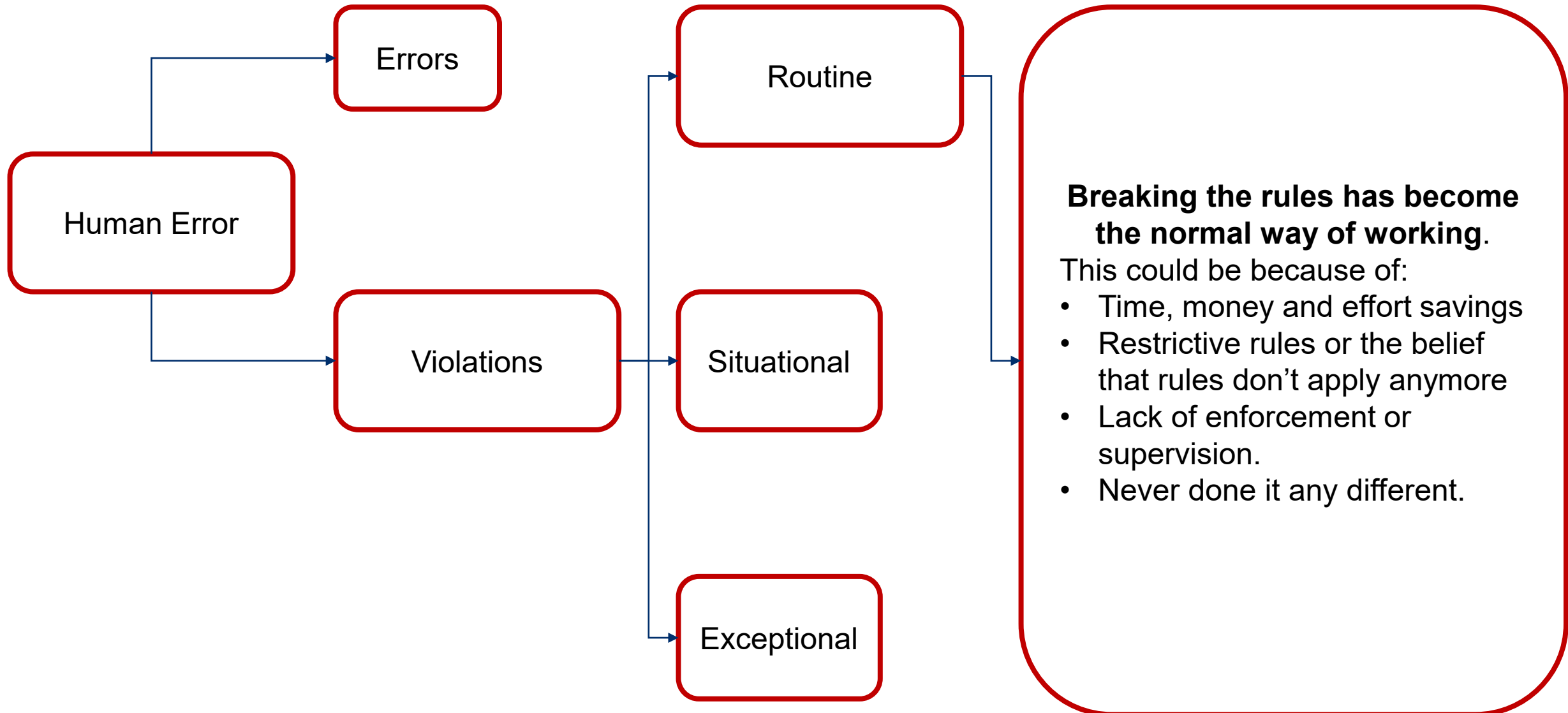
The Job / Task

- Is the job designed to take into account the limitations of human performance?
- Does the job match the person doing the work?
- Time restrictions
- The individual
 - Attitudes
 - Skills
 - Habits
 - Attributes
- The Organisation
 - Organisational culture
 - Management systems
 - Training
 - Staffing levels

Violations



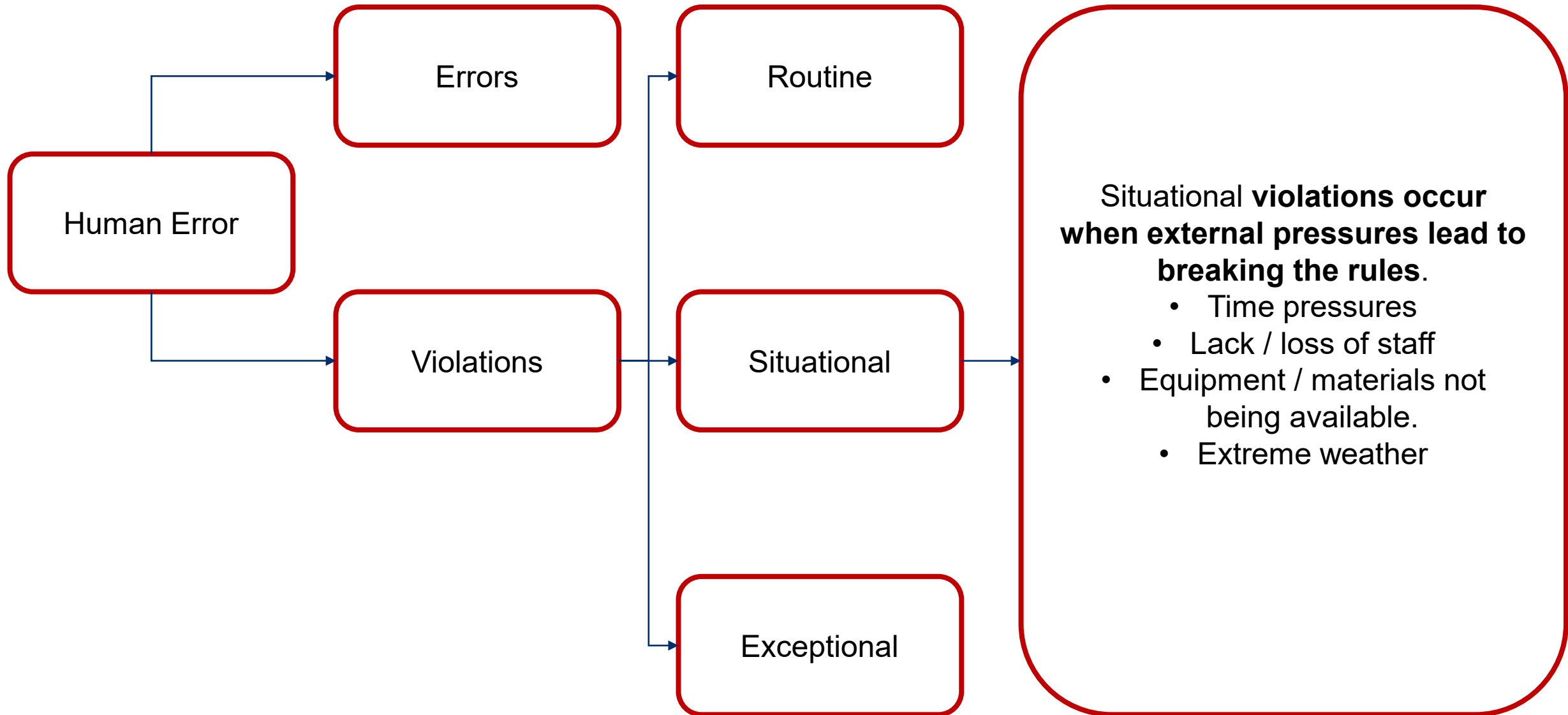
Violations



Routine Violations



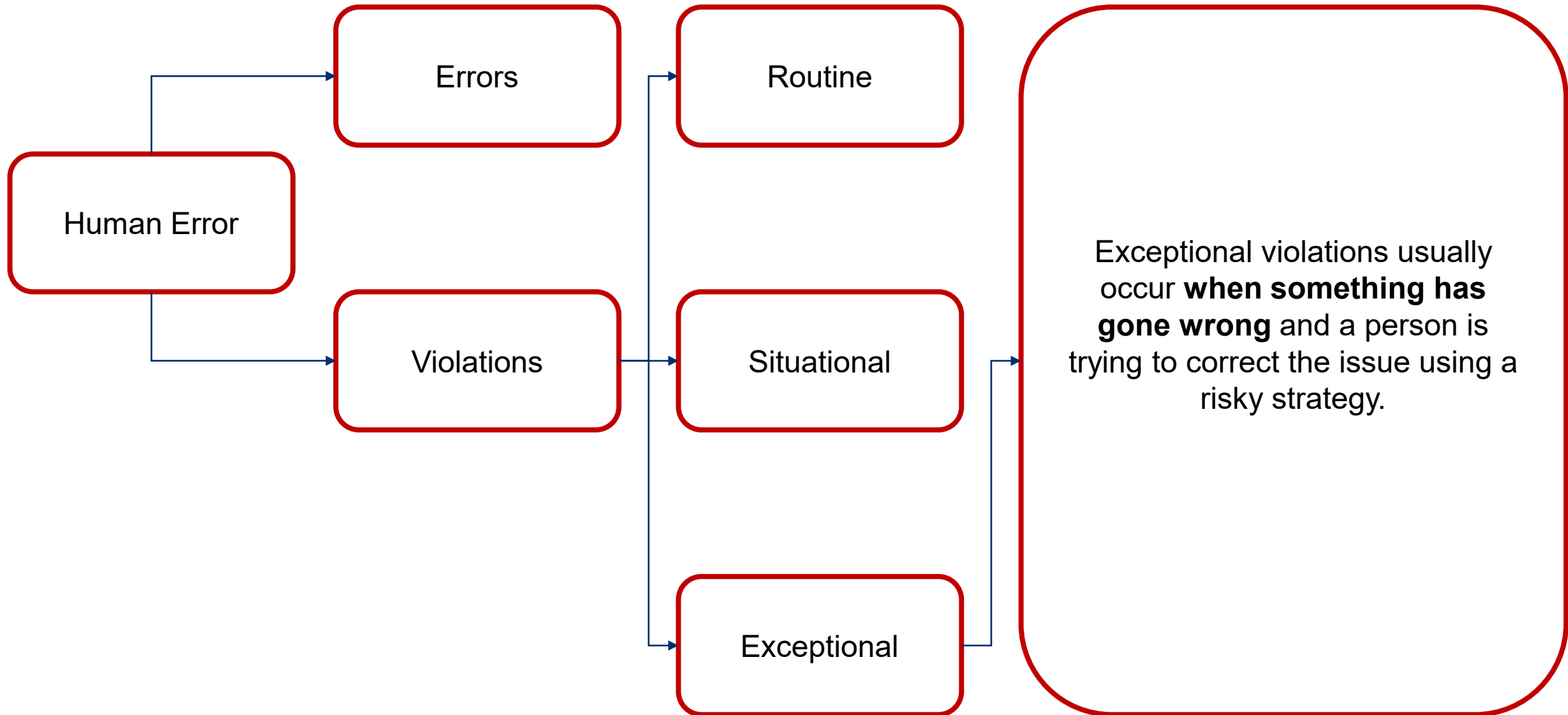
Violations



Situational Violations



Violations



Exceptional Violations

Uddin was employed in a cement factory run by APC Ltd. He went to a part of the factory where he was not authorised to be in order to catch a pigeon. Uddin climbed up to a position where there was unfenced machinery. As a result he became entangled with a revolving shaft and lost an arm.

Uddin brought an action for damages against his employer, alleging that the shaft was a dangerous part of machinery that should be fenced in accordance with the requirements of s14 (1) Factories Act 1937

Since Uddin, was not told to catch the pigeon and was in an area of the factory where he should not have been it was determined that he was on 'a frolic of his own'.

Regardless of this, the Portland cement was still prosecuted under the factories act, 1937 (now largely replaced with the provision and use of work equipment regulations, 1998) for not providing proper guarding. However, this set a precedent for contributory negligence i.e. a proportion of the blame was on Uddin. This meant that Portland cement only had to pay 20% of the damages.

Human Factors Assessment?

Examples of operational human factor management methods types are:

- Accident analyses
- Human error identification
- Human reliability analysis
- Workload and staffing analysis
- Task analysis and
- **Safety culture evaluations.**

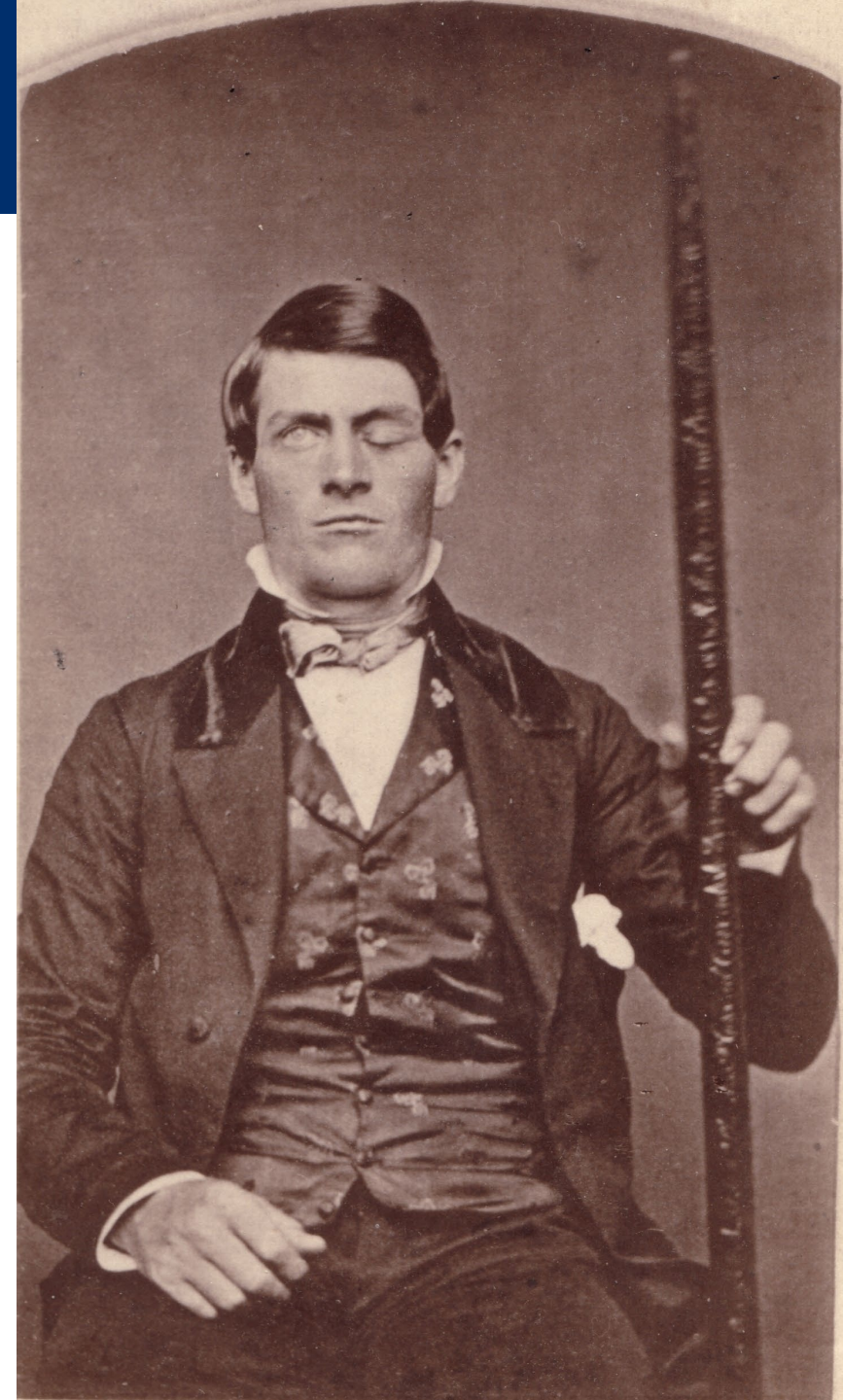
Safety Culture



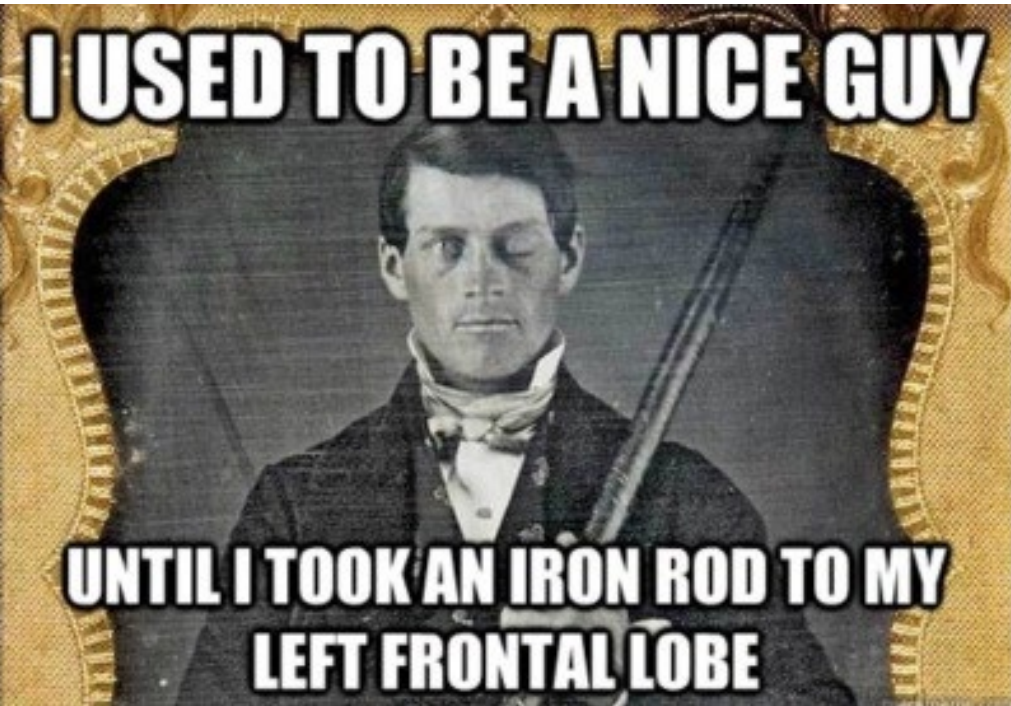
- Leadership
 - Visibility
 - Accountability
- Strong Management systems
 - Effective systems which are manageable.
- Measuring and Monitoring
 - Plan – Do – Check - Act
- Goal Setting – both at an organisational level and at an individual level
- Involvement of staff in decision making
 - Safety Committees / Safety representatives
 - Team meetings to discuss development of safe systems of work and other safety factors
- Training
 - Inductions
 - Training in the management system
 - Specific safety and behavioural safety training.
- Coaching
 - Periodically
 - Following incidents or observations

Phineas Gage

- Within a few minutes Phineas was able to talk and walk with little assistance.
- He was able to travel $\frac{3}{4}$ of a mile into town, sat upright in an ox cart to see a doctor.
- He was able to return to work in some capacity 10 weeks following the accident.



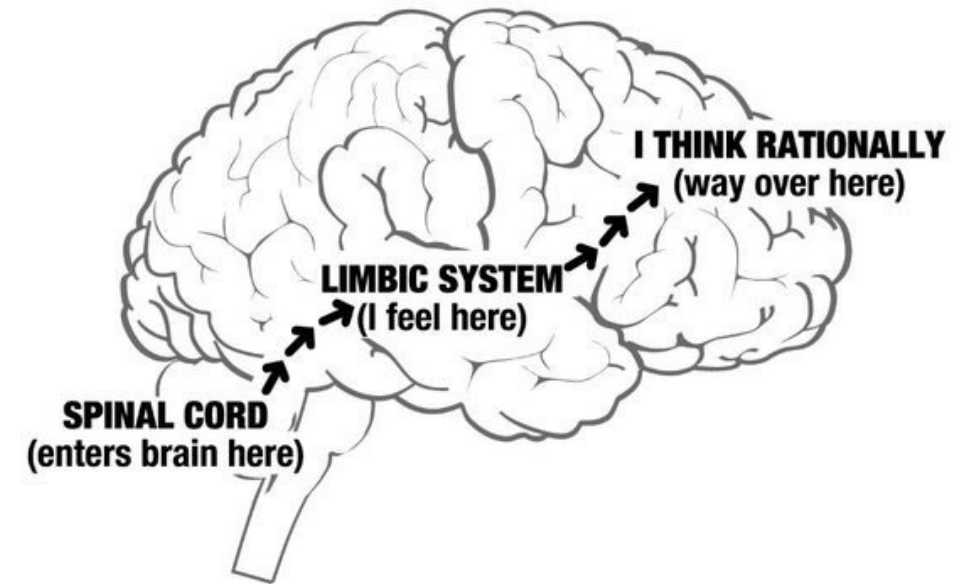
Phineas Gage



- Prior to the accident Phineas was described as **hard-working, responsible and 'a great favourite'** with the men he was in charge of.
- With his employers noting that he was '**the most efficient and capable foreman** in their employ'.
- Following his accident, although otherwise physically and mentally able to do his job, **his behaviours changed**. Mainly he was:
 - Fitful
 - Irreverent
 - Impatient
 - Augmentative
 - Erratic
 - Had no empathy for his friend or colleagues.
- The change was so notable that people commented that he was '**no longer Gage**'

What happened?

- Everything you see, feel, hear, touch and smell enters the base of your brain through signals.
- These signals go through the limbic system which promotes an emotional response.
- The signal then travel to the frontal lobe where they are interpreted into rational thought.
- Since Phineas had lost the frontal lobe he could not manage and regulate his emotions, nor could he interpret the emotions of others.
- So despite no lose of intelligence or technical ability Phineas had lost his **emotional intelligence**.



Emotional Intelligence – Why it is important?

Imagine this:

You see an operative working unsafely. How do you react?



- Stress
- Anxiety
- Loss of respect
- Loss of moral
- Loss of Productivity

- Potential lose staff.
- Might end up not getting to the root of the issue
 - so it will probably happen again.

- Get to the root of the issue and be able to apply remedial action.
- Develop collaborative relationships.

- Increase in staff moral.
- Increased productivity (but safely)

Emotional Intelligence – Why it is important?

- Seen as a **core driver in leadership roles**.
- Key to **influencing our behaviour** and the **behaviour of others** in the workplace.
- Assisting in our communication skills
- Reduces anxiety in ourselves and others around us
- Help to defuse conflicts

There are 4 core components

- Self Awareness
- Self Regulation
- Empathy
- Social Skills

Self Awareness

- Understanding your strengths and weaknesses as well as your emotions and how they effect you and others around you.

Self-Regulation

- Self regulation refers to the way that you manage your own emotions, particularly in stressful situations.
- Failure to self regulate can lead to negative reactions and rash decisions being made.
- Remember that most decisions don't have to be decided straight away. If you don't know the answer be honest and do your research before making that decision.



Social Awareness

- The ability to read the room and understand other people's emotions and are empathetic to people you are interacting with.
- Improving this ability will allow to communicate with staff more effectively and help to develop collaborative relationships.
- It also assists with the use of management skills such as coaching, with improved outcomes.

Relationship management

Studies show that conflict in the workplace can waste up to 8 hours of company time.

Although, nobody likes to address conflict, as a leader it is important to address it effectively. This means making tough decisions, effectively and not being afraid to say no to something.

How to improve your emotional intelligence

- A good way to improve your emotional intelligence is through regular reflection on your practice.
 - You should look for what went well and what did not in your day to day practice, with particular entthesis on peoples reactions to you.
- Another good way is to use 360° feedback.
 - This gives you an insight into how you are perceived within your organisation.
- You should use the information gathered to improve on weaknesses in your management and play to your strengths.

“We should all want people to thrive in work”

Thank you for listening

