





An tÚdarás Sláinte agus Sábháilteachta Health and Safety Authority



Managing Hidden Hazards: Human Behaviour at Work



Tuesday, 21st May, Limerick Thursday, 23rd May, Dublin



Today....



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Aim: to provide insight, knowledge and understanding in the management of psychosocial hazards, bullying, fatigue and violence and aggression in the workplace.

Recognise less visible OSH issues Know ways to effective management Reflect on your own/organisations' approach

Improved understanding of less visible OSH issues and what you can do about it



Context and challenges



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• Impactful nature of hidden hazards

- Changing world of work
- Open-minded approach how to measure success?



Time	Activity	Presenter			
	Registration, Arrival and Refreshments				
10:00 – 10:10	Welcome and today's Plan	Aoife Sweeney, Programme Manager, Occupational Health Division			
10:10 – 10:35	Managing Psychosocial Hazards	Patricia Murray, Senior Organisational Psychologist, HSA Inspector			
10:35 – 11:00	Bullying in the Workplace	Ciara Kirwan, HSA Inspector			
11:00 – 11:25	Work-related Fatigue	Colleen Butler, Human Factors Specialist, HSA Inspector			
11:25 – 11:35	Comfort Break – 10 mins				
11:35 – 12:00	Workplace Violence and Aggression	Paraig Earley, HSA Inspector			
12:00 – 12:25	Managing Hidden Hazards: An Industry Perspective	Paul Daly, HSEQ Manager, Coffey Construction			
12:25 – 12:50 12:50 - 13:30	Q & A Session, Close Lunch and Networking				







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Hidden hazards: PSYCHOSOCIAL RISK WORKPOSITIVE



Patricia Murray, Senior Org Psychologist/Inspector May 2024

Session outline



- Identify some less visible OSH issues psychosocial hazards
- What are PS hazards, in context
- Contributory causes of distress....PS hazards
- Impacts of negative work environment at various levels
 - Individual behavioural and performance fallout
 - Team lack of cohesion, competition and relational issues
 - Organisation absence, presenteeism, conflict/bullying....
- Effective risk assessment approaches
- Management systems for psychosocial hazards



The human element



- Individual perceptions of the workplace
- What influences perception?
- Individual
 - Different across people demographics
- Situational
 - Task, timeline, day, week,
- Climate
 - Managers, team, systems in place, control, change
- Culture
 - Industry, brand, size, HR, recruitment, leadership



Setting the scene: work



- Technical, physical, psychological, social
- Carry out a performance (a series of learnt skills)...T
- to specific standards....T
- in a specific place, at a time..... PH
- with varying degrees of knowledge and motivational intentions.....PS
- around other people from within the work group and outside it S
- For the organisation T.P.P.S
- Individual factors influence everything agency, emotion, engagement, ambition, expectation, needs, want, hope,:

Psychosocial Hazards in 'systems'



- Areas where there is potential threat to individuals
- Embedded in the systems of work
- Do...
- demands of the job,
- control over work,
- support available,
- relationships,
- role and
- change ... allow for the human, psychological, social ?

The socio-technical context of work



- Unclear/ambiguous goals/roles
- Unfair reward systems
- Unreliable approval
- Lack of any feedback or metric on own performance
- Random performance appraisals lacking rigour
- Lack of opportunity for social interaction/face-to-face/non work engagement
- Badly designed and formed teams
- Uncivil behavior normed and reinforced
- In- and out- groups

Assessing psychosocial hazards



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- Survey method WPCI
- Focus groups
- Small group sessions and discussion
- Complaints analysis
- Exit interviews
- All informed by
 - Task type
 - Industry type
 - Role within organisation

WORKPOSITIVE

Why risk assess? Consequences!



- Low performance, low wellbeing and potential health issues
- Work-related stress from environmental threat can cause:
 - Increased conflict
 - Increased errors
 - Increased absenteeism
 - Teams less cohesive
 - Plan-to-leave climate
 - Reduction in social-emotional consciousness
 - Less sensitive
 - Less 'benefit of doubt' giving
 - Less indulgent of others or prepared to take on another's' perspective
 - Reduction in capacity to enjoy

WRS – acute and chronic



- A *disturbing* feeling-state lasting 6 plus weeks
- Effects personal, social, psychological > technical
 - biological/physiological/feedback loop, cognition, emotion
 - Primary effect of a stressor directly felt emotional, physical
 - Secondary effects of a stressor effects+ via primary effects*
 - Effects of once-off incident critical incidents (traumatic)
 - Effects of on-going, micro-stressors unseen, invasive threat
 - Consequences of stress threat to the wellbeing of the individual and those around them

Threats: Pivot Points for WRS Escalation

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 Working From Home: easier to escalate everything with no face-toface

- Avoidance: fallacy that nothing done better than making mistake
- No known method of processing stagnant threat
- Social self isolation a secondary cause and effect, isolation
- Increased anger –reduces abilities: neuroscience studies re decision making, seeking retribution and making bad judgements
- **Overthinking obsessing** cognitive dissonance leads to inc stress and more over thinking, lack of sleep, eating etc.

Solutions





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• Stress - the experience of threat - is mediated by :

- supportive people and systems
- More time given to get things done
- Chunked and chained information for easier processing
- Clearer expression of everything, remove ambiguity
- More certainty to increase trust; reliability
- Remove confusion, physical and mental housekeeping
- Repeat technical essentials, offer solutions
- Increase social participation and give control
- Highlight supports often

At systems level - recommendations



- Psychosocial hazards and risks assessed
 - In consultation with employees
- Supports highlighted and made easy to access
- Concepts and models explained f2f and online/email
- Risk is then prioritized for different groups/teams
 - Incorporate assistance for the individual, team, organisation
- Allocate times regularly, scheduled to update employees
- Reduce uncertainty by regular short, clear communications re psychosocial environment
- Framing, nudges, priming towards positive and towards outcomes

Solutions revisited



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- Employees involved in risk assessment and controls
- Events planned around the PS arena
- Psychological safety and trust explored to raise motivation
- Situational dynamics pressures of the context highlighted
- Cooperative environment, team cohesion is it there?
- Leadership training, competence, on-board?
- Triggers cues within the work environment for pressures
- Systems in place: are actions taken? Are they recorded? Are solutions noted and communicated?

WORKPOSITIVE

WORKPOSITIVE⁽¹⁾

- A free, online, easy to use, innovative, confidential, psychosocial risk management process.
- Provides feedback on workplace stressors, employee psychological wellbeing and critical incident exposure in the workplace.
- It delivers structured guidance to help develop action plans to remove or reduce issues which cause or might cause distress.

State Claims Agency
Health and Safety Authority Ireland
CISM Network Ireland
Wellhub

















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Hidden Hazards Workplace Bullying



Ciara Kirwan, MSc.Psych, MSc.OEHS



Who am I



- HSA Inspector (OEHS)
- Workplace Bullying Nationwide remit
- Psychologist
- Organisational & Health and Safety



Todays Presentation



- Workplace Bullying
- Code of Practice
- Inspections in Action
- Findings
- Useful Information





Bullying – Definition



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"Workplace bullying is **repeated** inappropriate behaviour, <u>direct or indirect</u>, whether verbal, physical or otherwise, conducted by one or more persons against another or others, at the **place of work** and/or in the **course of** employment, which could be reasonably regarded as undermining the individual's right to dignity at work"



Bullying is not



- An isolated incident /once-off incident
- Harassment
- Ordinary performance management
- Workplace conflict where people disagree on others' points of view
- Expressing differences of opinion strongly



Workplace Bullying- Ireland



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Estimated Per Year

- Cost to the economy of €239 million*
- More prevalent in the public sector
- Larger effect on absences in the private sector
- Those who experience workplace bullying are 1.6 times more likely to experience cardiac health issues







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Media Coverage Examples

THE IRISH TIMES					Tue, Apr 19, 2022	
NEWS	SPORT	BUSINESS	OPINION	LIFE & STYLE	CULTURE	
Health & Family) Parenting Fitness Get Running Summer of Family The Health Ce						

Workplace bullying: 'Every incident has never left my head. I will never get over it'

Up to 9 per cent of workers in Ireland experience workplace bullying and it has a profound impact on victims

⊙ Tue, Nov 23, 2021, 06:01





In the Code

Guidance for

- Employers
- Employees
- Representatives
- Practice and Procedures
- Solution focus
- Informal and formal
- Appeal
- Not statute used as standard





Why is this Code Important?



- We are hurt by injustices
- We seek fair play
- Undermined sense of justice affects performance and productivity at work
- Mental Wellbeing
- Dysfunctional work environments
- Low morale
- Lost time
- Litigation





Role of the HSA



- The HSA is not in a position to get involved in mediating or investigating your bullying complaint, but we can use our statutory powers to ensure that:
 - A suitable policy is in place
 - Complaints are investigated in accordance with the terms set out in the policy, in line with the Duty of Care of employers with regard to Section 8 (2) (a) & (b) of the 2005 Act

Role of the HSA



- Promotion and awareness-raising activities
- HSA Contact Centre
 - Request for Information (RFI)
- Where the complaint is that the employer did take action, but the employee is unhappy with the action or the outcome of that action, the role of the HSA is to assess whether or not, insofar as is reasonably practicable, the employer's actions were adequate.
- HSA is a neutral party whose remit is to ensure the safety and health of the employee through the reasonable and practical actions provided for by employers in their systems of work generally and the management of the issue specifically.



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HSA Inspections

Operational Findings



- Confused on whether to make a complaint
- Don't know if it's worth it
- Don't know if it's bullying
- Don't trust the process (don't believe it's robust)





Importance of Policies



- Guidance
- Clear process outlined
- Avoids confusion
- Consistency
- Fairness
- Identifies who to contact



Employer Advice



- Policy
- Stick to the steps in the policy
- Ensure the policy is site-specific and relevant to that place of work
- Code update
- Employee communication and information access



Management Advice



- Know and take on board the role limits what are they?
- Understand psychology of both parties (emotions)

- Aggrieved/angry/upset festering?
- Affronted, angry, afraid revenge?
- Communication should be clear and repeated



Employee's Responsibilities



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- Not engage in improper behaviour which would endanger the health, safety and welfare of yourself or the other employees
- Comply with relevant anti-bullying policies, as appropriate
- Co-operate with employer when an allegation of bullying at work is being investigated
Remember

HSA

- Check your role?
- Are you responding as a
 - Friend
 - Colleague
 - Contact Person
 - Manager
- This is only one side of the story
- Be mindful of your response



Supports







Supports



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Managing Bullying Complaints at Work – for Managers



This course has been developed for managers dealing with bullying complaints in the workplace. It covers key areas such as what is specific to a bullying complaint, examples of bullying-type complaints and non-bullying complaints, and guidance on the appropriate and inappropriate reaction of managers. It concludes with the anti-bullying policy and the type of information that should be contained in this workplace document.

Course duration: 30 minutes

Learning outcomes:

On successful completion of this course you should be able to:

identify a bullying-type complaint, whether verbal or written

- · understand the need to take care in how you react to such complaints
- recognise the dangers associated with reacting in a casual, off-hand or insensitive way to such complaints
- · implement the appropriate policy documents to prevent bullying issues and to properly manage these issues
- source information on workplace bullying.

CPD points: Continuing Professional Development (CPD) points are available from Construction Industry Registry Ireland (CIRI) for this course. One hour of learning will contribute to one CIRI CPD point. Any construction company wishing to avail of the CIRI CPD points must record them as learning outcomes on their own training matrix which then needs to be presented annually to CIRI at the point of renewal.









Go raibh maith agaibh Thank you



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Managing Hidden Hazards: Work-related fatigue



Colleen Butler, PhD., C.ErgHF MCIEHF 21 and 23 May 2024





Raise awareness:

- Fatigue, shiftwork/working hours and impacts on safety and health
- Fatigue risk factors
- Management of work-related fatigue
- Benefits

Fatigue...just being tired?



- reduced mental or physical performance capability
- resulting from
 - sleep loss
 - extended wakefulness
 - circadian phase
 - or workload (mental and/or physical activity)
- impair a [worker's] alertness and ability toperform safety-related duties.."

International Civil Aviation Organisation (2011)



Signs, symptoms, challenges



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- Slowed reaction times
- Delayed response
- Changes in emotional state
- · Less able to detect change
- Increases risky decision making



Invisible Insidious hazard Poor judge of own fatigue Hard to detect in others

Impact of fatigue on performance



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Control room operator Supervisor Driver Emergency response manager Progressive degradation in Loss of situational Failing to anticipate Zigzagging within events or actions multi-tasking ability lane awareness Deterioration of higher-Loss of attention Crossing central Failing to across displays order functions such as communicate line important judgement information Difficulty More likely to be Impaired Impaired selective concentrating on irritable judgement, attention increased risk tasks taking Lapses in attention More likely to delay Falling asleep at Significant decreases in and not complete the wheel ability to hold in the mind and make use of a visual tasks image after a very brief distraction has been introduced

The importance of sleep for health



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Sleep plays a significant role in **almost every system of the body.**

Insufficient sleep increases risks in all of these systems.

Consequences of sleep deprivation include the following:



Sleep Foundation, 2024

Fatigue and rail accident reports



- Sandilands (2016) : Overturning of a tram
 - Monotonous task "temporary loss of awareness of driving task"
- Reading (2015) Ruscombe (2015): Signals passed at danger
 - Driver A suffering ill-health (medication and fatigue)
 - Driver B undiagnosed sleep disorder
- Shap (2010): Uncontrolled freight train run-back
 - Incident at 02:04 hrs
 - Driver on first night shift after five days and rest day



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Body clock/

Time of day

Monotonous

task

Individual

 \mathbb{C}

Time on task

Working hours

Fatigue Risk Management System







Fatigue influencing factors – design of HSA working hours

- Time of day (particularly work/shift start time)
- Length of shift
- Number of consecutive shifts
- Rest breaks within and between shifts
- Direction and speed of rotation of duties
- Nature of task (workload and environment)

Key factors that impact on the opportunity for good quality sleep



Investigation of fatigue



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Initial Screening Questions:

- **1) Sleep** Does the operator's 72-hour history suggest little sleep, or less sleep than usual?
- **2) Continuous hours of wakefulness** Had the operator been awake for a long time at the time of the accident?
- **3) Circadian rhythms (time-of-day)** *Did the accident occur during times of reduced alertness (such as 0200 to 0400)?*

(National Transportation Safety Board, 2015)

Fatigue reduction and fatigue proofing

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	Fatigue reduction strategies	Fatigue proofing strategies
Organisational	 Appropriate rostering Appropriate working hours for tasks Breaks Competence in Fatigue management 	 Checklists Rotation of tasks Car-pooling Provision of transport Environment Working in pairs Supervision
Individual	Prioritisation of sleepFatigue awareness	 Self-selected break times Self-checklists Self-reporting

Adapted from IPIECA: Managing Fatigue in the Workplace (2019)

Case Study – Gas Distribution Networks





Benefits of Fatigue Risk Management

- ✓ Reduced operational risk
- Promotes workforce effectiveness
- Improved health and wellbeing
- Enhanced operational flexibility
- ✓Greater trust improved safety culture
- Provides management with data to make decisions
- Assurance of compliance with relevant health and safety regulations





Key Messages



- Fatigue and shiftwork/working hours > impacts on safety performance, impacts on health.
- Risk factors poor sleep, monotonous task, time of day, time on task, individual factors.
- Focus on key elements meaningful policy, risk assessment, education, communication.
- There are benefits and opportunities in managing work-related fatigue.

Further information/resources



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Energy Institute (2014) *Managing fatigue using a fatigue risk management plan*, London. Health and Safety Authority (2012) Guidance for Employers and Employees on Night and Shift Work

https://www.hsa.ie/eng/publications_and_forms/publications/healthcare_sector/night_an d_shift_work_2012.pdf

International Association of Oil and Gas Producers (2019) Managing fatigue in the workplace. A guide for the oil and gas industry https://www.ipieca.org/resources/managing-fatigue-in-the-workplace

International Civil Aviation Organization (2016) Doc 9966 Manual for the Oversight of Fatigue Management Approaches, Second edition.

http://www.icao.int/safety/fatiguemanagement/FRMS%20Tools/Doc%209966.FRMS.201 6%20Edition.en.pdf

Road Safety Authority (RSA) Driver Fatigue: The Facts <u>https://www.rsa.ie/docs/default-source/road-safety/r4.1-research-reports/driver-</u>

fatigue/rsa_driver_tiredness_web.pdf?Status=Master&sfvrsn=d06f6662_7







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Violence and Aggression



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Paraig Earley, Inspector.Managing Hidden Hazards eventMay 2024



Introduction



- Inspection
- Investigation
- Publications
- Training
- Cross Sector Experience
- Experience in working in different industries.



My Current Role



- Hazard lead for Violence and Aggression.
- Research and learning
- Growing the topic
- Inspection
- Working with stakeholders
- Developing guides and eLearning
- Reducing the impact of this hazard on employees and businesses



Definition



• Work-related violence and aggression can be defined as any incident where staff are abused, threatened or assaulted in circumstances related to their work, involving an explicit or implicit challenge to their safety, wellbeing or health.

How prevalent is this hazard.



- Requirements to report incidents is linked to injury/time, therefore full picture on how many incidents occur is not visible.
- Our own data puts security, education and transport at higher end.
- Research in this area is being carried out. Data improvements within our own system.
- Employers are encouraged to record incidents.
- We know from what we read, hear and see that it does occur.
- Stakeholders would agree it is an issue.

How prevalent is this hazard.



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- 1. Risk assess and put in place control measures
- 2. Provide training, information, instruction, supervision
- 3. Record incidents



Control Measures



CCTV and signage	Security	Managers on duty	Training and information
Avoiding lone working	Lighting and layout	Customer service training	Client or customer engagement
Clear policies on dealing with theft/crime	Cash handling procedures	Appropriate clothing	Safe Systems of work



New webpage on HSA.ie www.hsa.ie/eng/topics/violence_at_work/



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Violence and Aggression





New guidance available on HSA.ie



Guidance on Managing the Risk of Work-Related Violence and Aggression

www.hsa.ie



HSA







HSA



Contents



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Introduction	4
What is workplace violence and aggression?	4
Is it common?	5
What are the possible effects of violence or aggression?	6
What does the legislation require you to do?	7
Is violence and aggression an issue in my workplace?	8
Which are the high-risk areas?	8
What situation can cause or worsen violence?	9
How to ensure adequate safeguards?	11
Sample form - Reporting an Incident of Violence and Aggression	

Sample form – Reporting an Incident of Violence and Aggression

ISA

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1. Who was involved?

Personal data about the victim and, where possible, the assailant should be recorded separately. The victim data should include job/position and extent of training in handling violence.

(2) What happened? A full written description, including use of weapon.

(3) Why do you think it happened?

(4) Where did it happen?

(5) When did it happen? Did anything occur prior to the incident?

(6) Which protective systems failed? Were procedures (e.g., escort to car park or residency) by-passed? Did a communication alarm fail to work?

Recording Incidents




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- 1. Risk assess and put in place control measures
- 2. Provide training, information, instruction, supervision
- 3. Record incidents









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Thank you for listening



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Paul Daly, HSEQ Manager, Coffey Construction



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Managing Hidden Hazards -An Industry perspective













Paul Daly BSc, MBS, CFIOSH



Chartered Safety and Health Practitioner





What I plan on sharing today...



Intro to Coffey...



















years

1974-2024



Quality

Firsts at Coffey...

First motorway/dual carriageway flyover bridge in Ireland (Naas Bypass 1982)

First commercial wind farm in Ireland (Bellacorick, Co Mayo)

First to slide in bridge abutments on a rail bridge (Kerry 1990s)

First to establish a process & MEICA division as a Civils contractor in 2000 to deliver full turnkey water / wastewater projects

First design & build wastewater treatment plant (Drumsna, Co. Leitrim 2002)







Container ship APL Qingdao loses power and slows to a halt near NYC's Verrazzano Bridge 12 days after cargo vessel crash in Baltimore left six dead

By Mitchell Goodbar For Dailymail.Com 00:08 08 Apr 2024, updated 13:14 08 Apr 2024



coffey

Hidden... in plain sight?

Unknown? Unanticipated? Unintended? Unforeseen?

Is it **foreseeable**? Is it **preventable**? Not just in hindsight...



Clapham Junction rail crash 1988

"There is almost no human action or decision that cannot be made to look more flawed and less sensible in the misleading light of hindsight"

- A. Hidden QC







Figure 2.2 Different perspectives on a sequence of events: Looking from the outside and hindsight you have knowledge of the outcome and risks involved. From the inside, you may have neither

Uncovering / identifying hidden hazards...

Consultation

Challenges and constraints



The Field Guide to Understanding 'Human Error' – Sydney Dekker









Uncovering hidden hazards at Coffey...

Uncovering Hidden Hazards

An industry perspective





Adapted from Four Stages of Psychological Safety by Dr. Tim Clark.





By Working Well Together, we can...

- ✓ Understand how work is done successfully
- ✓ Encourage others to speak up
- ✓ Take advantage of all learning opportunities
- ✓ Really look out for each other
- ✓ Focus on safe operations
- ✓ Acknowledge and thank people for their efforts and achievements



Home / A message from our CEO

Post Office CEO, Nick Read, apologises to victims of the Horizon IT Scandal and outlines how the Post Office of today is responding to the failures of the past, rebuilding trust and driving change.

Horizon Scandal pages

Assistance for appealing convictions



Speak up culture?

Everyone has the authority to stop work?

Is this enough?

Reactive v Proactive

Our leaders' response matter





Anecdotally suspected...

Is the focus on wellbeing overly focussed on individual interventions?

Is there enough recognition of the need to address structural/system factors – e.g. job design, job demands, working hours etc.?



Perceptions...

Can we feel safe, but not be safe?

Can we be safe, but not feel safe?

"Why aren't they reporting?" – influences on reporting behaviour

"Why are we having more incidents?"







Leading by Example...



Leading by Example

The pivotal role of our *Leaders*











Leading by Example Cognitive Diversity





Establish Embed Evolve

Uncovering Hidden Hazards

An industry perspective





Organizational Culture and Leadership – Edgar Schein



Policy/campaign to change behaviour in a complex system

Goals... desirable and anticipated outcomes of a policy

Trade-offs... anticipated negative outcome's

Serendipities... unanticipated but desirable consequences

Classic negative unintended consequences... both unanticipated and undesirable

	ANTICIPATED	ANTICIPATED	
DESIRABLE	Intended Consequences GOALS	Unintended Consequences TRADE-OFFS	UNDESIRABLE
DESIRABLE	Unintended Consequences SERENDIPITIES	Unintended Consequences CLASSIC NEGATIVE UNINTENDED CONSEQUENCES	UNDESIRABLE
	UNANTICIPATED	UNANTICIPATED	

IN CASE: A behavioural approach to anticipating unintended consequences - GCS Behavioural Science Team



Work as imagined v work as done



Drift Latent failures Hidden hazards

The Complexity of Drift – Paradigm Human Performance



Are we setting our teams up for success?

Make it easy to do the right thing Make it hard to do the wrong thing Make it very hard to do the catastrophic thing







Examples...





2024 Study (46k workers) on interventions like resilience and stress training, mindfulness, wellbeing apps, EAPs and counselling.

"Results show that those who participate in individual-level interventions have the same levels of mental well-being as those who do not."

*An exception to the null findings relate to *volunteering work*.

MAKING MENTAL HEALTH & WELLBEING VISIBLE ON SITE

Lighthouse

The #Makeitvisible team are on their way! Meet our team and find out how the Lighthouse Construction Industry Charity can support you.



LOCATION _SAGGART RESERVOLR
DATE 9/3/2023 STIME 2:30 PM
DATE 9/3/2023
DATE 9/3/2023
DATE 9/3/2023
DATE 9/3/2023
DATE 9/3/2023
DATE 9/3/2023
DATE 9/3/202

The Lighthouse Construction Industry Charity is the only charity in the UK and Ireland to provide emotional, physical and financial support to those who work in the construction industry, and their families. **www.lighthouseclub.org**

Registered Charity No. UK 1149488 | Registered Charity No. ROI 20200334 | Company No. 08244118 |





Where does psychosocial responsibility lie in your organisation? HR, H&S, other?

Shift from individual to structural/system measures

Interventions that target the individual worker are most common (UK study)

SAFETY OBSERVATION		
Safe or Unsafe Act	: Process Improvement Report	
PIR Cause(if applicable)	: People (Staff, labour, Customer Complaints)	
Date	: 16/12/2022	
Location	: J000 CCI Office Overheads - Commercial Team	
Situation, Behaviour or Observation Noted	: Recognised that a member of staff was working excessive hours.	
Action Taken	Reviewed workload with the person, prioritised the important work,	recommende

Feedback/ Response : No Required Observed By (Optional)

d that the other tasks are postponed. Followed up a week later to take further action.





Protest Response Matrix			
The info activitie request CNL Po	formation contained in this Matrix is designed to provide es that they may encounter in the course of the domest is from IW Field Engineers in the context of implementin licy & Procedures. The water meter installation works w	guidance to CNL staff in the context of protest action c water meter installation project. CNL will consider all g the water metering programme whilst complying with II be carried out in adherence with the law at all times.	A
Ref.	Protest Action / Related Event / Incident	Coffey Northumbrian Ltd. In addition to reporting to the CNL installations Manager CNL staff should also carry out the following:	RATIN
RED R1	Protestors throw missiles (e.g. bricks) etc. at	Report complaint to Gardaí and ask Gardaí to	
	contractor in their 'place of work'	stop protestors throwing missiles at contractor	
		in their place of work	
		Inform Field Engineer	
		Do not respond to threats	
		Update incident log	
R2	Trespass by a protestor (s) onto the works site	Advise person that they are trespassing and are	
		possibly in danger of injury	
		Do NOT physically engage with trespasser	
		Report complaint to Gardaí and ask Gardaí to	
		stop protestors trespassing if required	
		Inform Field Engineer	
		Ensure area is secured	
		Update incident log	

Workplace violence and aggression

Interaction with the public





Dynamic Risk Assessment

Records – RAG

YOU NEED A SAFETY INDUCTION

TO ENTER

THIS SITE



Fatigue

Shift systems and rostering

Ergonomic, Environment & Work Factors

Personal Factors

Safe Journey



- Allow enough time to complete the journey safely
- Plan your route before setting out
- Check travel and weather information
- It is estimated that 20% of fatal road crashes are caused by...













Intoxicants

Policy Consultation D&A Testing





Restorative Just Culture

Who is hurt? What do they need? Whose obligation is that?

<u>or</u>

Retributive Just Culture

What rule is broken?

How bad is the breach?

What should consequences be?

It allows all parties to discuss how they have been affected, and colla what should be done to repair the harm.	boratively decide	9
WHO IS HURT? Have you acknowledged how the following parties have been hurt: First victim(s) – patients, passengers, colleagues, consumers, clients Second victim(s) – the practitioner(s) involved in the incident Organization(s) – may have suffered reputational or other harm Community – who witnessed or were affected by the incident Others – please specify:	ACKNOWLEDG	iED: /ES
WHAT DO THEY NEED? Have you collaboratively explored the needs arising from harms done: First victim(s) – information, access, restitution, reassurance of prevention Second victim(s) – psychological first aid, compassion, reinstatement Organization(s) – information, leverage for change, reputational repair Community – information about incident and aftermath, reassurance Others – please specify:	EXPLORED: NO	/ES
WHOSE OBLIGATION IS IT TO MEET THE NEED? Have you explored the needs arising from the harms above: First victim(s) – tell their story and willing to participate in restorative process Second victim(s) – willing to tell truth, express remorse, contribute to learning Organization(s) – willing to participate, offered help, explored systemic fixes Community – willing to participate in restorative process and forgiveness Others – please specify:	IDENTIFIED: NO Y	/ES
READY TO FORGIVE? Forgiveness is not a simple act, but a process between people: Confession – telling the truth of what happened and disclosing own role in it Remorse – expressing regret for harms caused and how to put things right Forgiveness – moving beyond event, reinvesting in trust and future together	NO Y	res
ACHIEVED GOALS OF RESTORATIVE JUSTICE? Your response is restorative if you have: Moral engagement – engaged parties in considering the right thing to do now Emotional healing – helped cope with guilt, humiliation; offered empathy Reintegrating practitioner – done what is needed to get person back in job Organizational learning – explored and addressed systemic causes of harm Public Domain. Bus Professor Sidney Dekkor-Griffith University. Delfs University and Addressed Systemic Causes of Addressed Systemic Causes of harm	ACHIEVED: NO	/ES

RESTORATIVE JUST CULTURE CHECKLIST



Restorative Just Culture Checklist – Sydney Dekker





Evaluating/ measuring effectiveness?

If nothing is being reported, is nothing happening?

"Not everything that counts can be counted, and not everything that can be counted counts"




Looking to the future... uncovering future hidden hazards



Public Rating of National Risks (2023)



A: Storm	G: Maritime Incident	M: Disruption to Critical Supply Chain	S: Nuclear Accident Abroad
B: Snow	H: Cyber Attack	N: Water Supply Disruption	T: Anti -microbial Resistant Infection
C: Ice & Prolonged Low Temps	I: Damage to Undersea Infrastructure	O: Large Crowd Event	U: Pandemic
D: Flooding	J: Disruption to Electricity/Gas	P: Disruptive Use of Drones	V: Terror Attack
E: Air Incident	K: Disruption to Oil Supply	Q: Animal & Plant Disease	
F: Transport Infrastructure/Hub	L: Mass Inward Population Displacement	R: Food Chain Contamination	N=691



Emergent risk forecasting



Scanning for Impact: Integrating Effective Risk Horizon Scanning & Emerging Risk Forecasting – DCU Business School

What if...

...gig work overtakes secure employment as the most common source of primary income?



Over 10% of US workers rely on gig work for their primary income.

...safety and health improvements lead to greater social equity and fairness?



It may take another 286 years to remove discriminatory laws and close prevailing gaps in legal protection for women and girls.

...the application of new technologies to improve worker protection creates other health, safety and wellbeing risks?



70% of individuals would gladly delegate tasks to AI to ease their workloads.







VEHICULAR AUTOMATION

START-UP



"Borders between advanced robotics and AI-based automation may disappear more in the future. An excavator fitted

An excavator fitted with the robotic extension becomes an autonomous robotic system that fundamentally relies on Al-based technology to operate.

Human operators, however, stay in control of the system at all times."



Artificial Intelligence based vehicular automation fitted to excavators: – European Agency for Safety and Health at Work Case Study

OSH IMPACT





Some takeaways...



Key takeaways









HSQE Operations Manager at Coffey











Panel Discussion and Q&A session





An tÚdarás Sláinte agus Sábháilteachta Health and Safety Authority









An tÚdarás Sláinte agus Sábháilteachta Health and Safety Authority

Closing Notes

