

Bob Rajan OBE JP PhD

Field Operations Division

This presentation provides an overview to Winning Hearts and Minds for Influencing Positive Actions

Bob Rajan works for HSE and he is the Vice Chair of Safety Groups UK (SGUK)

Bob devised the idea for the LOCHER approach. It is being applied successfully in many FE colleges, secondary schools and businesses. This approach is designed to Win Hearts and Minds for Influencing Positive Actions by apprentices and workplace stakeholders for protecting health at work.

There are LOCHER web pages on the SGUK website. It will be updated soon.

There is a LOCHER demo kit developed with the support of SGUK, BSIF and other supporters. There is only a limited number available, but the LOCHER steering group will make short films based on the kit and will be placed on YouTube in the near future



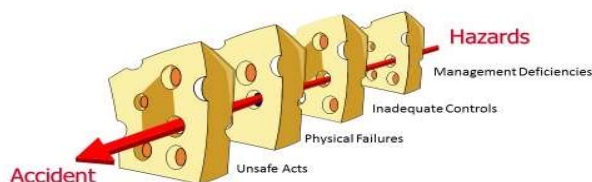
Operators -

rather than being the main instigators of an accident
(exposure to hazardous agents), operators tend to be the inheritors of **system defects** created by **poor design, incorrect installation, faulty maintenance** and **bad management decisions**. Their part is usually that of adding the final garnish to a lethal brew whose ingredients have already been long in the cooking.

Professor James Reason

Professor James Reason is the co-inventor of the Swiss “Cheese Model” of accidents (ill-health) causation. He is an internationally acclaimed academic, who has won many prizes and awards for his contributions for improving H&S in the workplace and in other areas where accidents happen (e.g. flying, patient treatment). An example of the cheese model.

James Reason’s “Swiss Cheese” Model of Accident Causation (1990)



Prof’s approach includes - the issues associated with human error could be viewed in two ways: **The person approach** and **the System approach**. Both are very closely intertwined and need an understanding for accident (and ill health) prevention.

Person approach: focus on unsafe acts and procedural violations of individuals.

System approach: humans are fallible and errors can happen. System can change the conditions under which people work using system defences. Any prevention approach/failure analysis will focus on the whole system failure rather than the person approach.

James Reason. *BMJ* 2000;**320**:768



A pictorial reflection



Oper
Rat
ope
cre
ma
par
leth
in t
Pro



In this situation, exposure to hazardous dust can easily be attributed to failures in the system approach and each area can be identified/marked-up as appropriate slices of cheese in the cheese model. For example, design, incorrect installation, competency, maintenance etc. Have a go.

When the holes in each of these cheese slices line up nicely will lead exposure. It has happened in this example. So in this case complete failure in the SYSTEM defence, where the person (operator) approach has very little influence (ie. For the situation giving rise to exposure)



More pictorial reflection



Operators

Ra... accident,
op... defects
cr... , faulty
m... s. Their
pa... to a
le... ents have already been long
in the cooking.

Professor James Reason



Pictures: UKLA guidance

Here is another example where failures in systems approach to manage the work associated with exposure to metal working fluid. Pictures were taken for the UKLA/HSE guidance on metal working fluid. (see the guidance)

- (i) Dermatitis can be caused by exposure to metal working fluid. There is potential for skin sensitisation too
- (ii) Discuss as a group – what scenarios would lead to skin exposure. If time permits examine using swiss cheese model
- (iii) What are the issues with the gloves used. How much is to do with system approach and person (operator) approach
- (iv) Operator is removing biofilm (a sign the fluid is in a bad state) created due to deterioration in quality maintenance. Discuss as a group how would you turn these issues to create leading indicators for effective control. NOTE: dermatitis caused by exposure to MWF is a lagging indicator)
- (v) The other picture shows tramp oil floating on top of metal working fluid in a sump. Discuss as a group why did this happen – system approach



Delivering Effective H&S



Directors

What can you Do to

Buyers

Win Hearts and Minds

Managers

for

Human resources

Influencing Positive Actions

Supervisors

Employees

Contractors

various players in the system. Discuss the context as a group on how to win hearts and minds to a problem you are wishing to solve



Delivering Effective H&S An Approach



Engage

What can You do to

Exemplify

Win Hearts and Minds

Enable

for

Encourage

Influencing Positive Actions

Needs to be a Catalyst

Engage – get people involved early on so that they understand what they need to do; help them develop a sense of personal responsibility. Work with the grain of their thinking and through trusted partners and intermediaries to develop ‘social norms’

Enable – make it easier to use and comply; provide people with the support they need to make responsible choices. Attention is drawn to novel, choices and what others do

Exemplify – lead by example; preach and practice.

Encourage – give the right signals for doing the right things. Use CCO - compassion, conviction and optimism. Provide Communicate clearly and ensure they understand the offers and positive benefits. Use case studies relevant to their circumstances. Remember attention span and the medium of contact. Maximise emotional associations.

H&S professional should be a catalyst to the four to work effectively



Winning Hearts and Minds

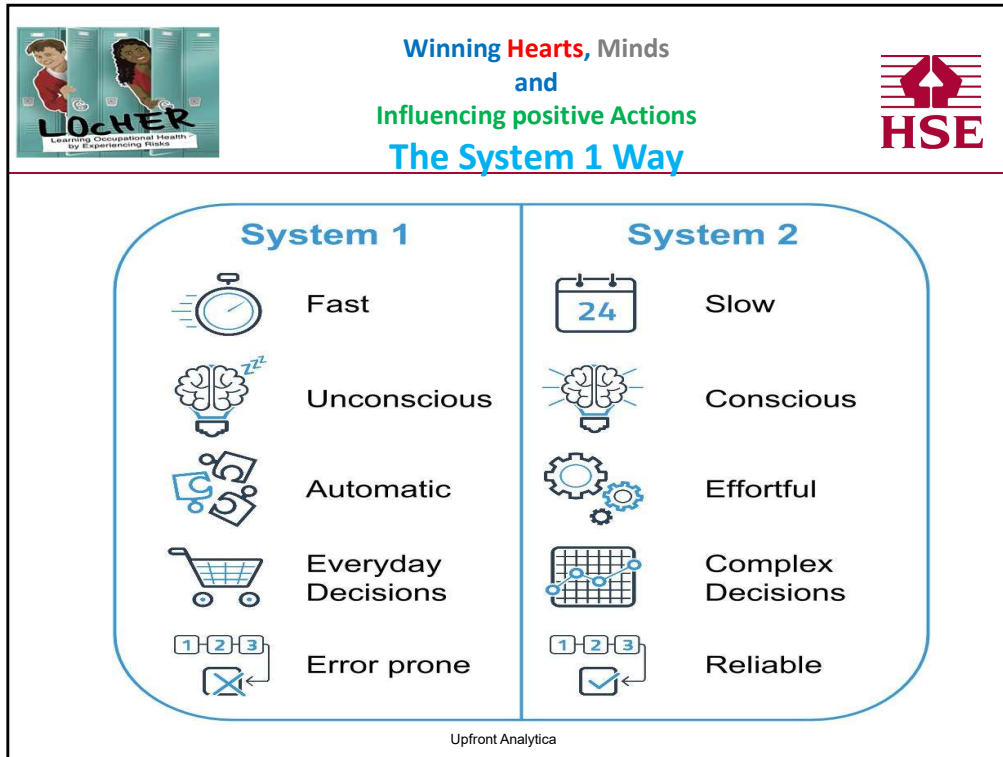
for

Influencing positive Actions



Reducing work-related ill health

Another recipe for you to have in your H&S cookbook file



In a bird's eye view, there are two ways of thinking about an individual's actions and how to influence.

One- influencing what people consciously think and do. Here, the approach is that, we will analyse the incentives in-hand and act in ways that serves our best interests. That is information and incentive is being used for changing our minds to act in the right way. How many of you think that HSE guidance do the job effectively in this context

The other ways of acting is based on context and environment in which we take action.

These two approaches are found on two distinct "systems" operating in our brain – System 1 and 2. These two systems work as a dual process. However, by changing the context/environment, we can maximise influence through system 1. System one approach is choice based and applied successfully in many walks of life. Just think about the choices on organ donation; what choices were given to encourage tax return being submitted on time

Influencing behaviour: The Mindspace way. P.Dolan et al., J. Economic Psychology



**Winning Hearts, Minds
and
Influencing positive Actions**



Using Good Risk Communication Principles
Principles

See attached pdf



Winning Hearts, Minds
and
Influencing positive Actions
The 'MINDSPACE' Way



Messenger	we are heavily influenced by who communicates information
Incentives	our responses to incentives are shaped by predictable mental shortcuts such as strongly avoiding losses
Norms	we are strongly influenced by what others do
Defaults	we 'go with the flow' of pre-set options
Salience	our attention is drawn to what is novel and seems relevant to us
Priming	our acts are often influenced by sub-conscious cues
Affect	our emotional associations can powerfully shape our actions
Commitments	we seek to be consistent with our public promises, and reciprocate acts
Ego	we act in ways that make us feel better about ourselves

Influencing behaviour: The Mindspace way. P.Dolan et al., J. Economic Psychology



Example 1



Mayo County Council, Ireland

How does this roadside warning uses good risk communication principles, system 1 mind and the MINDSPACE way to win hearts, minds and influence positive actions?



Examples 2 and 3



Average Speed Cameras
in Operation

How do these examples use good risk communication principles, system 1 mind and the MINDSPACE way to win hearts, minds and influence positive actions?

How well are they fitting within the person and system approaches to prevent accidents?

Develop and try fitting the various cheese slices to build the cheese model



Examples 4





HSE GS6




WOOD DUST

Wood dust is produced when you saw, drill or sand timber.
Breathing in the dust can cause health problems which could take years to show up.




SPECIAL OFFER

FREE WHEN YOU INHALE WOOD DUST:

- ASTHMA
- BRONCHITIS
- LUNG DISEASE
- CANCER

SOME OFFERS ARE JUST
NOT WORTH IT!!







Patrick Webster

How do these examples use good risk communication principles, system 1 mind and the MINDSPACE way to win hearts, minds and influence positive actions?

How well are they fitting within the person and system approaches to prevent accidents?

Develop and try fitting the various cheese slices to build the cheese model



Example 5



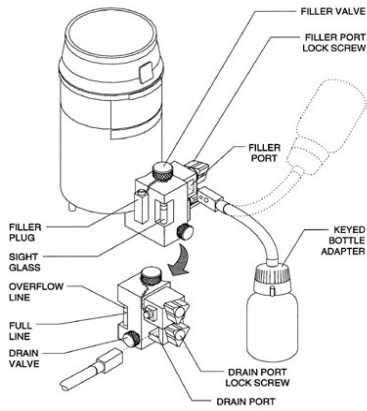
An old fashioned way of filling and emptying volatile anaesthetic agents

Discuss how inhalation exposure might happen during emptying unused agent out of the vaporiser and when filling the vapouriser

Is there a design shortcoming here? If yes what common sense control could be designed in – discuss and come up with potential solutions

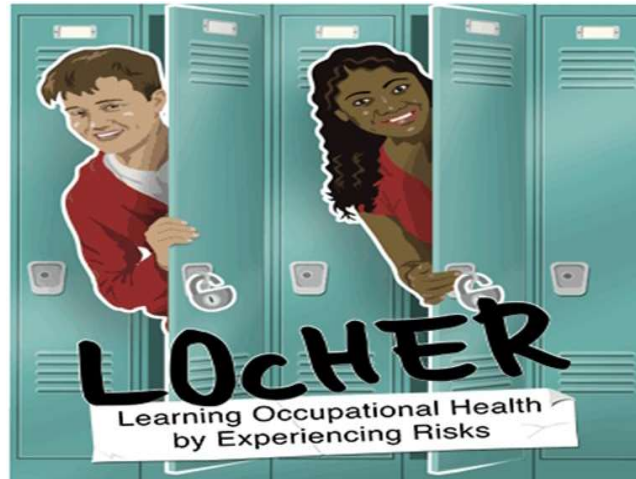


Example 5

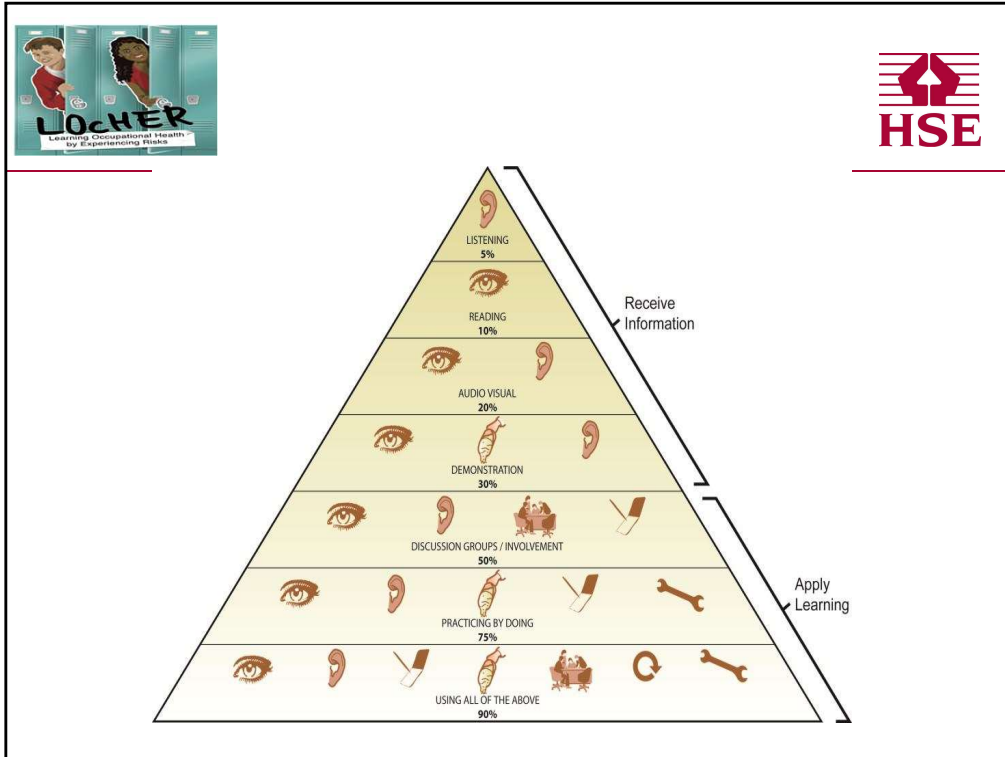


Discuss this lock/key approach to change the way filling and emptying would work to influence actions and reduce exposure

Example 6



LOCHER is another approach capitalises on the tricks discussed already.
See what has been achieved so far by visiting the LOCHER website



Although this triangle is NOT based on high quality scientific reaserch. The model helps to explain how we learn/remember/recall



Major Objectives of Winning Hearts and Minds

- ✓ Influencing positive actions
 - ✓ Making your job easy
 - ✓ Applying step change
 - ✓ Improving ROI

Winning hearts and minds will help in a number ways.

Telling that this is the law; you must do it or here is the PPE/LEV get on with it or you get punished; if you fail to observe safety rules (with out explaining the reasons and showing it in practical ways etc) are not going to win hearts and minds or an effective way to influence positive actions.

Your Car Key moments as you start your car- recall one point at a time. Soon it will be with you

Remember system approach, person approach, swiss cheese model, what Prof Reason said about these

Also remember the System 1 and 2 brain, good risk communication principles and the mindspace way to help you do your work effectively



Which Type of H&S Practice



As always what you do from learning is in your hands

Influencing positive actions for effective H&S is in your hands (a lot)