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Freephone 0800 4 101 101

Freepost CIRAS

Text 07507 285 887

Enquiries 0203 142 5369

# Frontline *Matters*

ISSUE 7 August 2019

## Seeing the unexpected

“I honestly didn’t see anything on that runway”

How the mind plays tricks on us

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Speaking up for health and safety

# Editor's note

Welcome to issue 7 of Frontline Matters!

In this edition, we feature a fascinating subject in our article 'Seeing the unexpected'.

Even trained professionals sometimes fail to spot the hazards that could cause a major safety incident.

If nothing else, this is a reminder to us all that we need to keep our levels of alertness up to spot the hazards that threaten our safety.

As ever, we urge you to report hazards that may have blended into your surroundings to the point that you forget they pose a risk.

And it's good to see that people are observing things that need rectifying when they are out and about, then taking the time to report them.

One of our reports this time has facilitated the securing of some station signage that could have fallen off.

It started with a simple observation and led to a satisfactory outcome.

No doubt, lots of others walked past the signage before our reporter took the necessary steps to put it right.

If you're looking for a 'meatier' example of a CIRAS success, you'll find a long list of actions taken as the result of a CIRAS report about a train care depot.

We recognise that speaking up isn't always easy to do for a whole host of reasons.

Being social creatures, people often worry about what their peers will think if they make a report.

That's why it's so important to create an atmosphere of trust to encourage reporting in the first place.

One of our feature articles takes a closer look at a new concept called 'psychological safety'.



**Chris Langer**  
Communications and  
Intelligence Manager

We interview Rosa Carrillo, an expert in the field, to find out more.

Finally, we are reminded not to get burned out in the workplace.

Long before safety critical workers get burned out, we want to be watching for the symptoms.

There's plenty we can be doing to help ourselves and our colleagues to stay fresh, alert and ready to voice concerns.

Please email [editor@ciras.org.uk](mailto:editor@ciras.org.uk) if you have any comments or feedback.

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# Seeing the unexpected

How our minds can play tricks on us with potentially catastrophic effects



Just how do you see the ‘invisible hazard’?

It might be obvious to the naked eye, but that doesn’t mean you’ll see it.

Even if you’re highly trained. Even if you’re aware of the safety risks. Even if you normally consider yourself alert and vigilant.

Expectations have a huge part to play here.

Our expectations have a disturbing way of interfering with our ability to take the safest course of action.

If we don’t expect to see something, it can be ‘ghosted away’ from our attention.

To all intents and purposes, it ceases to exist.

This has huge implications if we want to prevent accidents.

Despite the fact a potentially huge object - a ship or a plane for example - may be in our field of vision, we may behave as though it simply isn’t there.

Our expectations have a disturbing way of interfering with our ability to take the safest course of action.

## Failing to spot ships

For example, take the fatal collision between the USS Greeneville nuclear submarine and a Japanese fishing vessel, the Ehime Maru, in 2001.

Captain Waddle of the Greeneville was performing an emergency surfacing manoeuvre in a demonstration for a group of VIP civilian visitors.

*“ I wasn’t looking for it, nor did I expect to see it.*

The submarine shot to the surface and its rudder ended up slicing the hull of the 191-foot long Ehime Maru, which sank within 10 minutes, with the tragic loss of nine lives.

Was this a case of looking, but not seeing?

It would appear so from the National Transportation Safety Board’s 59-page report.

Before performing the manoeuvre, Waddle carried out the necessary periscope scan.

But though he looked right towards the Ehime Maru, he failed to see it.

How could a normally vigilant captain with all his experience look right at a ship and not see they were on a collision course?

Though the report exhaustively also details the role of distraction and miscommunications in the accident, the key to understanding the immediate cause is in the captain’s words: “I wasn’t looking for it, nor did I expect to see it.”

## Failing to spot planes

If you’re a pilot coming in to land, you wouldn’t normally expect to see another plane parked on the runway directly in your path.

This kind of event, called a ‘runway incursion’ is statistically a very rare occurrence.

Yet it does happen, so pilots need to remain constantly alert to avoid a catastrophic collision.

In fact, the world's deadliest aviation accident involved a runway incursion, when two Boeing 747 passenger jets collided in Tenerife, claiming the lives of 583 people in 1977.

**“ ...even vigilant, experienced pilots can make critical errors...”**

If you were landing an aircraft and saw a plane on your approach, you would obviously need to abort the manoeuvre immediately to avoid an accident.

But even vigilant, experienced pilots can make critical errors with potentially terrible consequences.

One important study conducted by a NASA research scientist, Richard Haines, demonstrates how our attention can fail us at critical moments.

Haines' research focused on testing eight experienced pilots, with more than a thousand hours' flight time each, on a Boeing 727 flight simulator.

In the experiment, the pilots were given extensive training on the use of a 'head-up display'.

This meant critical information such as altitude, bearing, speed and fuel status were displayed on the windshield.

**“ I honestly didn't see anything on that runway.”**

The pilots practised numerous landings in a range of weather conditions, with and without the head-up display.

Once they were familiar with the standard landings, Haines inserted a nasty surprise.

On this occasion, the pilots broke through the cloud cover and the runway became visible for their landing attempt just as before.

They monitored their instrument readouts on the head-up display and made their decision as to whether to land or abort.

This time, however, they had to contend with Haines' surprise in the



form of a large jet turning onto the runway right in front of them.

Astonishingly, two of the pilots failed to see the jet in the simulator.

When shown a video recording of his landing, one of the pilots said, "I honestly didn't see anything on that runway."

Both pilots expressed surprise and concern that they had missed the 'unmissable' object in their path.

Because they didn't expect to see the jet there, they never saw it.

They behaved as though it simply didn't exist.

#### Everyday accidents

We have been talking about the potential for big accidents where our expectations fool us into believing a situation is safe when it isn't.

Thankfully, collisions between nuclear submarines and ships, or between two planes, are extremely rare.

But how many accidents on a much smaller scale could be prevented if we acknowledged the potentially dangerous role of expectations?

This will no doubt mean humbling ourselves to accept that a high level of

prior experience is no effective barrier to an accident.

With the understanding that our minds are vulnerable in this way, we may be able to perform more safely at work, as well as drive more safely on our roads.

We can't always predict the hazards of the future.

But the assumption that we will have the same, safe experience we did yesterday is likely to be tested at some point.

**“ ...how many accidents on a much smaller scale could be prevented if we acknowledged the potentially dangerous role of expectations?”**

Perhaps not today, this week, or even this year. We won't know exactly when danger will approach.

Mindful of this, we can prepare ourselves better for the unexpected.

Staying alert to the hazards we least expect could be the key to fewer incidents.

At the very least, it should keep us on our toes.



© Network Rail.

## Spot the unexpected, then speak up!

Sometimes you may spot something unexpected in the normal course of your duties. It could be a near-miss, or close call.

Although the situation may be recovered at the time, the safety risks could still be present.

It's all too easy to forget to speak up about it because you're too busy.

Or perhaps you're worried about the repercussions if you do speak up.

If there hasn't been an accident yet, it doesn't mean there won't be one in the future.

Similar situations may arise in future with less favourable consequences.

Many reports that come through to CIRAS start with

a feeling that something unexpected could happen if a safety risk is left unaddressed.

You can always report to CIRAS in complete confidence knowing that your identity will be protected, whatever happens.

Below is an example of someone spotting a hazard, then choosing to report to CIRAS:

### Spotting the hazard

- Observed somebody almost trapped in doors of departing train
- Contributing factor: Malfunctioning screens making it difficult for drivers to see passengers on the platform
- Internal reporting had not led to a fix

### Reported to CIRAS

- Reporter's identity protected
- Report led to screens being fixed
- Train operator and Network Rail worked together to ensure safer dispatch

### Impact

- Improved driver visibility of platform
- Less risk of passenger injury

# Potentially hazardous sign rectified at Kent House station

Reporter observes sign coming away from fixture



© Sunil060902.

## Concern

A concern has been raised regarding permanent safety and security signage on the Northbound slow platform at Kent House Station.

The reporter advises that on the slow platform there are some recently installed signs attached to the railings at the top of the stairs.

*“...the sign could come away from the fixtures and potentially fall onto the tracks...”*

The signs have come away from one of the fixtures - the concern is that it could fall off and injure a passenger.

In addition, there is a risk the sign could come away from the fixtures and potentially fall onto the tracks, which could cause operational incidents.

The reporter believes that the signs have not been installed safely and there was apparently no review following the work being completed.

The reporter asks if Southeastern could:

- Re-install the signs and ensure that they are securely fixed?
- Ensure works completed at the station are reviewed?

## Southeastern's response

Southeastern would like to thank the reporter for raising their concern regarding the signage at Kent House Station.

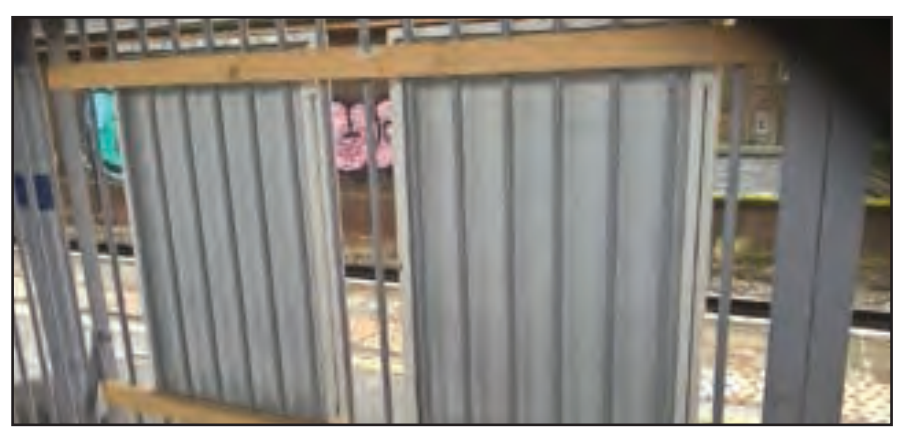


© Southeastern. Poster boards.

The position of the poster boards in question has been strengthened with wooden braces to hold the frames securely against the railings as shown below.

*“...strengthened with wooden braces to hold the frames securely...”*

The signage at Kent House has been reviewed by the Station Manager and found to be secure.



© Southeastern. Wooden braces were installed to hold the frames securely.

# Driver comfort improved on buses after consultation

## Seat modifications made during refurbishment

### Concern

A reporter has raised a health and safety concern regarding uncomfortable driver seats on some ADH buses.

**“ ...drivers will be exposed to this discomfort for up to five-and-a-half hours...**

The driver’s seat on the ADH buses does not have the ability to be adjusted to a forward down position.

The seats are therefore at an angle, creating discomfort for the drivers by pressing into the back of their knees.

**“ ...drivers could become distracted by the seats, potentially leading to a road traffic incident.**

The concern is that drivers will be exposed to this discomfort for up to five-and-a-half hours, leading to back or knee pain.

In addition, drivers could become distracted by the seats, potentially leading to a road traffic incident.

The reporter asks if London United Busways could:

- Attach a cradle to the driver seats which would allow for them to be adjusted in a forward down position?

### London United Busway’s response

We would like to thank the reporter for raising their concerns.

The issue with the ADH seat adjustment was identified after an intra company fleet cascade.

**“ ...the best approach was to fit a tilting seat cradle...**

When the local engineering department were made aware of the difference in characteristics,



*@ Photo by Matt Antonioli on Unsplash.*

we conducted an investigation and established that this issue related to all the buses transferred from another garage.

After consultations with the various engineering departments, it was decided that the best approach was to fit a tilting seat cradle during refurbishment (which commenced mid-March 2019).

The Union were consulted and informed of decisions at all times.

It is anticipated that refurbishment will take three weeks per vehicle.

**“ ...the ADH seat adjustment was identified after an intra company fleet cascade.**

Buses transferred from the other garage will go through refurbishment ahead of those originating from the reporter’s garage.

# Health risks controlled and automatic boot wash installed

Full investigation leads to action and proposal of long-term solution



Platform area at Liverpool Street Station (main image). Sewage on tracks (inset image).

## Concern

A reporter has raised a health and safety concern regarding the working environment of Liverpool Street Station.

**“ ...there is often raw sewage on the track ballast from passenger trains...”**

The reporter is specifically concerned about the exposure to dust and human waste at the station’s throat yard for platforms 1-18, and in the platform area too.

### Dust

The reporter describes the build-up of dust on the track ballast, which comes from the wear and tear of brake pads, and likely contributes to poor air quality.

This dust may additionally present an asbestos risk if it comes from older rolling stock.

### Human waste

The reporter states that within these parts of the station there is often raw sewage on the track ballast from passenger trains, leaving workers exposed to harmful bacteria.

It is not clear if the exposure to this waste is at harmful levels.

Network Rail are asked if they could:

- Conduct a survey in the station’s throat and platform area to determine if the exposure to dust poses a health risk to employees (including carcinogenic and bacterial risks)?
- Consider having the throat yard cleaned of human waste more frequently?

## Network Rail’s response

We will respond to each of these issues in turn:

### Dust

Network Rail Anglia Route engaged Socotec UK Ltd to conduct static air quality monitoring at Liverpool Street Station near the end of the platform/throat area.

**“ Measured airborne dust concentrations were well within UK/EU air quality limits.”**

This monitoring continuously measured and recorded the airborne dust concentrations over a whole month.

It showed air quality at Liverpool Street Station was significantly better than an outdoor monitoring site 1.3 miles away in central London.

Measured airborne dust concentrations were well within UK/EU air quality limits.

Socotec UK Ltd analysed a sample of the dust build-up on ballast/concrete





© Network Rail. Boot washer.

surfaces in the throat area and found it mainly contained carbon, oxygen, iron, silicon, copper and mineral oil, so is unlikely to be a carcinogenic or bacterial risk.

We have discussed asbestos contamination with Abellio Greater Anglia, as they operate the oldest rolling stock which regularly travels on the route to/from Liverpool Street.

**“ ...staff that are concerned about dust inhalation can be issued with dust masks...**

The manufacturers of the brake pads have confirmed that all brake pads in use on Greater Anglia's rolling stock do not contain asbestos.

Any staff that are concerned about dust inhalation can be issued with dust masks to use while working in these areas.

They can be ordered through your line manager; or please contact Anglia Route Workforce Health, Safety and Environment Advisor, who can arrange for masks to be supplied, and do facefit testing to check they fit correctly.

#### Human waste

A minority of the Greater Anglia fleet still eject sewage directly onto the tracks.

The amount of sewage has significantly decreased in recent years as Greater Anglia have installed holding tanks to most of the toilets in their fleet.

In addition, the entire Greater Anglia fleet is being replaced with new trains before the end of 2019.

It is not feasible to regularly clean the throat area and a one-off clean would not be effective while further sewage is still being deposited.

Once the rolling stock upgrade is completed, a one-off clean would be reasonable.

An automated boot and hand wash have been installed in the throat of Liverpool Street to allow track workers

to decontaminate their boots and gloves after they have been exposed to sewage.

Regular washing of hi-vis orange personal protective equipment (PPE) garments will stop the build-up of bacteria, this should be done through the laundry service provided to all Network Rail employees by PHS BeSafe Ltd via local collection/return.

**“ ...boot and hand wash have been installed in the throat of Liverpool Street...**

The risk of contact with harmful bacteria is effectively controlled by wearing suitable PPE and following the decontamination process.

#### Actions taken as a result of this report:

- Air quality survey commissioned to investigate dust levels.
- Automated boot wash is now operational, local manager and HSE Advisor to brief staff on use.

Network Rail Romford Delivery Unit have proposed a long-term solution to improve conditions and maintainability of the throat area of Liverpool Street.

This includes installing a concrete pad to create a firm footing and low dust environment in the area between the lines that lead into platform 10-11.



© Network Rail. Air quality monitoring kit on station platform.

# Vehicle preparation and safety procedures improved at Crewe

Health concerns over build-up of dust at Crewe depot



Traincare facilities.

## Concern

A reporter has raised a concern regarding exposure to dust at Crewe depot.

This issue seems worse after rolling stock has been sanded down.

The reporter believes this build-up of dust is due to two reasons.

Firstly, the extractor fans used to remove the dust - which are built into the sanding machines and on the ceiling - are underperforming.

**“ ...exposure to the dust may result in long-term health issues to employees...”**

Secondly, the reporter states that sanding does not occur in the designated preparation rooms, as there is not enough space to carry out this work.

Instead it is carried out on the shop floor.

The reporter is concerned that the exposure to the dust may result in

long-term health issues to employees and therefore asks if Arriva TrainCare (ATC) could consider:

- Investigating the sanding machines and extractor fans to ensure they are functioning properly?
- Ensuring all preparation work including sanding is carried out in the designated areas?
- Hiring more cleaning staff to collect dust after sanding tasks have been carried out?

## Arriva TrainCare's response

ATC carry out vehicle carriage refurbishment work at its Crewe depot and this is part of its core business activity.

ATC outsources this work to a contractor to complete the entire process of preparation and paint to required specifications detailed by the customer.

ATC are ultimately responsible for the management of the supplier and for all contracted activities at ATC sites.

The following key documentation has been provided by the supplier and is constantly reviewed during audit and inspection:

- process risk and Control of Substances Hazardous to Health (COSHH) assessments
- Safe System of Work
- safety plan
- staff competence records for all operatives working at the site
- other key company documents in the form of a pack.

Following the receipt of this report the site was visited by the Health, Safety, Environment and Quality Manager who initiated a thorough investigation, involving the depot manager and all applicable department managers, as well as senior representatives for the contractor.

### Details of investigation carried out:

1. A full operational review was conducted of the entire sanding and flattening operation conducted at the Crewe depot including supporting documentation.

- Interviews were conducted with management from within the heavy maintenance function and also personnel involved in the sanding activity. This was undertaken to understand exactly how the current process was being conducted.

**“ New environmentally friendly equipment has been procured... ”**

- Process risk and COSHH assessments, Safe System of Work, equipment used for the sanding, flatting and preparation of vehicles and the working environment were all reviewed. Some tasks were found not to be robustly detailed within the risk assessment and a number of key control measures were missing.
- The investigation also identified that some processes were found to be not as effective as required by our business procedures or regulatory requirement. This created the potential for unsuspecting staff to inadvertently encroach on the activity when it was being conducted.

**Actions taken as a result of this report:**

- The process risk assessment and Safe System of Work has been updated following review of the current operation.
- New environmentally friendly equipment has been procured by the contractor to further reduce the build-up of debris during the preparation work.

**“ Clean-up of the residual dust is to be carried out... ”**

- The main bulk of the vehicle preparation, sanding and flatting activities will now be conducted during the silent hours, i.e. when all workshop staff have finished work for the day or at weekends.
- Additional extraction has been procured by the contractor that will be used for preparation, sanding and flatting activities conducted at the site to further reduce the residual effects of the process.
- ‘No entry’ signage is to be displayed in all areas by the



© Paul Miller. Train being primed during the respray process.

- contractor during vehicle preparation work.
- Safety barriers are to be erected in the immediate vicinity to prevent personnel from walking into preparation areas.

**“ All equipment used to conduct the activity is to be inspected before use... ”**

- A majority of the paint spraying, and carriage preparation activity will be conducted within the dedicated paint or preparation booths.
- If there is a need to work outside of these parameters, this work must be authorised and conducted during the silent hours, when most of the engineering staff have finished for the day and have left the building or at weekends and are to be carried out in controlled conditions.
- Clean-up of the residual dust is to be carried out to ensure this does not create an environmental concern.
- Minor touch-up tasks will be conducted in supervised areas only, with the portable extraction local exhaust ventilation used as well as the above listed control measures.

- All equipment used to conduct the activity is to be inspected before use and any defects reported and repaired with any defective assets quarantined from use by IAW safety management procedures.
- All equipment is to be maintained and inspected in accordance with relevant regulations.
- The contractor has briefed all their staff of the importance of working in accordance with business procedures.

**“ All equipment is to be maintained and inspected in accordance with relevant regulations. ”**

- The process will be monitored and audited as part of the ATC internal audit programme.
- Air quality monitoring is to be carried out around the heavy maintenance activity in order to assess the effectiveness of the control measures implemented.

**Any lessons learnt that you would like to share with CIRAS and the relevant industry?**

The need to monitor this environmentally challenging process at all times to ensure that control measures remain effective.

# Feeling safe enough to speak up

Why peer pressure is often a barrier to addressing a safety issue



It is sometimes difficult to speak up in the workplace, even if we know it affects our own health and safety.

For example, think how you might respond in the following dilemmas:

- You're new to the job. There's an apparent defect with the equipment you're using, though everyone else seems to be using it without issue. Something doesn't feel right, but should you make a fuss in your first week at work?
- A good colleague has taken on a second job to meet their financial commitments. When you see them nearly falling asleep whilst operating machinery, you decide to have a quiet word with them. It keeps on happening, but you are finding it hard to report them, even though it could cause an incident.
- It's near the end of your shift and everyone is eager to go home as soon as they can. You've observed a working practice which seems unsafe to you. If you raise the issue now, it is going to make you unpopular. Should you just keep it to yourself for the time being?

In all these scenarios, many people would argue there is a reportable safety issue that should be tackled there and then.

**“ It is sometimes difficult to speak up in the workplace...**

Yet social or peer pressure can stop us doing what we think is the right thing.

**A safe place to talk: using CIRAS to speak up**

Is there something you would like to bring up at work, but are afraid of the potential consequences?

If you don't feel confident that it is safe to speak up about health or safety in the workplace, CIRAS is here to listen.

**“ Is there something you would like to bring up at work, but are afraid of the potential consequences?**

You can always report to us in complete confidence knowing that your identity will always be protected.

There have never been any confidentiality breaches.

## Speaking up in tough environments

There are many situations where speaking up could improve health and safety. This isn't always easy, so here are some tips for overcoming the barriers:

- Don't be afraid of raising a concern just because you are new to the job. The chances are that others feel the same.
- The taboo against 'grassing somebody up' may need to be broken to help someone do their job more safely. They may end up thanking you for it.
- If you're finding your concern falls on deaf ears, or it is proving too much of a challenge to raise internally, report to CIRAS.



Leadership and Team Development Consultant,  
Rosa Carrillo.



## To speak up we need a new kind of safety: Psychological safety

A new concept called 'psychological safety' can help us understand why we may not feel able to bring up health and safety concerns in the workplace.

We talked to Leadership and Team Development Consultant, Rosa Carrillo, to find out more about the right conditions for speaking up in the workplace.

She explains what the term 'psychological safety' means and how relationships play a key role in creating the trust necessary for it to happen.

### So, what is psychological safety?

The term 'psychological safety' describes the condition that needs to exist in the workplace for people to speak out or admit a mistake without fear of losing face.

*“...the human need for relationship, belonging and inclusion is as strong as the need for food and shelter.*

### Does it have roots in the past?

Yes. In fact, our hunter-gatherer ancestors had to worry about how they were perceived because it had life or death consequences.

Thousands of years ago, our anxiety about social interaction had a survival purpose.

For example, the fear of ostracism was connected to the fear of being cast out from the tribe and dying as a result.

Today, we can still get caught in that fight, freeze or flight mode and it can affect our decisions.

We might be hesitant to tell the boss we need more time to do a job, so we rush to finish.

Later, when things go wrong, we find out we could have got an extension.

*“The need to save face is a response to mistrust and fear of retaliation.*

### Can policies or training create the right conditions for people to speak up?

No. Getting people to speak up to power or approach a peer doing a job unsafely is not going to happen through policies or training.

Leaders are the only ones who can change the system by setting up expectations for both speaking up and valuing other perspectives.

### What does the neuroscience say?

It says that the human need for relationship, belonging and inclusion is as strong as the need for food and shelter.

Scientists can see from brain scans that our brains perceive being socially isolated as a threat to life.

Our need to belong and be accepted is so strong that we will hide our real thoughts, feelings or needs.

Traditionally, we call this 'saving face'.

### What does 'saving face' mean in terms of workplace behaviours?

We do it for ourselves when we don't ask a question because everyone else in the room seems to know what something means.

We also do it for others when we don't question them if we think they are making a mistake.

We don't want to embarrass them.

This is also a big reason some people retaliate or get angry when they are told about a mistake.

Their natural instinct is to feel a loss of face that could threaten their standing in the community.

### Is our need to save face necessarily a problem?

Yes. The need to save face is a response to mistrust and fear of retaliation.

This drives people to hide information and prevents important safety lessons from being learned from mistakes, close calls or near misses.

*“People can tell when you're not listening to them.*

### Could the quality of relationships hold the key to speaking up?

Yes. People rely on them for validation, emotional support and ultimately, survival.

It is in the context of relationships that listening takes place.

People can tell when you're not listening to them.

But by listening well, people know that you respect them.

It is in these conditions that they feel most able to speak up – that is important and counts for something.

# Burnout: Recognising the symptoms and how it affects safety

The World Health Organisation now classifies it as a 'disease' so it makes sense to take it seriously

Take a moment to assess how you're feeling about your workplace right now:

- Are you feeling exhausted, or like most of your energy has been depleted?
- Do you feel distant from your job, or very negative or cynical about it?
- Do you regularly feel that it is a struggle to concentrate?

If you answered 'yes' to all three questions, there is a risk you may be suffering from burnout, a condition defined by The World Health Organisation (WHO) as:

*"a syndrome conceptualised as resulting from chronic workplace stress that has not been successfully managed."*

Burnout has recently been placed on the WHO's International Classification of Diseases, considered a global benchmark for health diagnosis.

**“...burnout is incompatible with a safe working environment.**

As a result, there is now more of an onus on employers to help their staff manage it.

The WHO suggests the responsibility rests mainly with the employer - it notes the term burnout only applies to occupational settings, and not 'experience in other areas of life'.

In reality, the responsibility is likely to be one that is shared between employer and employee.

## Safety consequences

It's not just the health of individuals we are talking about here either.

Burnout can seriously affect safety performance.



© Photo by Doğukan Şahin on Unsplash

Indeed, there is already evidence suggesting individuals suffering from burnout are less likely to perform their jobs safely.

In a 2018 study of over 200 firefighters, burnout badly affected their safety.

Burnout meant they were less likely to:

- follow safe work procedures
- wear the correct personal protective equipment
- report safety concerns.

The authors of the study said:

*"When firefighters are burnt out, they do not effectively communicate or voice their safety concerns, they are less likely to use personal protective equipment properly and are less likely to follow standard operating procedures or perform standard work practices in a safe manner, which could ultimately result in firefighter injuries during line-of-duty operations."*

Essentially, what they are saying is that burnout is incompatible with a safe working environment.

The issue here is that once you become burned out - and it may be some time before the effects are apparent - you are less likely to express your safety concerns or report them.

**“ Burnout can seriously affect safety performance.**

## Preventing burnout

Fatigue is a precursor to burnout.

It obviously helps to capture the issue much earlier on when we are still talking about fatigue.

The causes of fatigue can then be addressed before it develops into burnout, which is far more difficult to tackle.

# Do you have any concerns about health, safety or wellbeing?

Have you tried internal reporting channels, or don't feel that you can?

---

Provide your contact details in the space below. Any information you provide will be treated as confidential.

We ask you to provide your name and contact details so we can get in touch to discuss your concerns. Once your report is processed, your report form will be destroyed.

**Name:**

**Job title:**

**Employer:**

**Phone:**

**Mobile:**

**Describe your concern:**

**Convenient time to call:**

## What happens next?

- We will contact you to discuss your health and safety concerns
- A report will be written on your behalf
- We remove any information that might identify you
- We send the report to the company for a response
- Once we receive the response we will then provide you with a copy

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# FREEPOST CIRAS

Fold along the dotted line and seal edges



I have some health and safety concerns I need to raise, I'm not sure who to report to.

It's not about my employer but it could still be a danger to others...



We may be able to help you. A third of CIRAS reports are not about the person's company, but a different one.

Here are some of the reporting themes we take:



Work environment



Rules & procedures



Fatigue



Welfare facilities



Equipment



Shift design



Safety practices



Training & competence

**Report hotline:**  
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