



An opportunity to hear and work with Professor Erik Hollnagel

The Australian OHS Education Accreditation Board has worked with the Safety Institute of Australia to bring Professor Erik Hollnagel to Australia in March/April this year. Erik will be presenting the annual Wigglesworth Memorial Lecture and conducting a series of one day workshops in Melbourne, Sydney, Brisbane and Perth.



Erik is Professor at the Department of Regional Health Research, University of Southern Denmark, former Industrial Safety Chair at MINES Paris Tech (France), Professor Emeritus at the University of Linköping (Sweden) and Visiting Fellow of the Institute for Advanced Study of the Technische Universität München (Germany). Erik has written more than 300 papers and published more than 20 books.

Erik's professional interests include industrial safety, resilience engineering, systems modelling, accident investigation, and cognitive systems engineering. He has worked at universities, research centres and in industry in several countries with problems from areas such as nuclear power stations, aerospace and aviation, air traffic control, healthcare and ground based traffic. In this workshop Erik will challenge and guide OHS professionals from any work environment to apply the learnings from these high risk complex socio technical systems.

Dr Eric Wigglesworth Memorial Lecture

Erik will present the annual **Dr Eric Wigglesworth Memorial Lecture**, now in its fifth year, in Melbourne on Tuesday 25 March 2014 at 6.00 p.m. at RMIT, Swanston St Melbourne. In presenting the topic **From Protective Safety to Productive Safety – A New Role for OHS**. Erik will give a view of safety that will challenge current thinking and extend the practice of those who attend. It is also closely aligned to the key objective of the Australian Work Health and Safety Strategy 2012-22 of *Healthy, safe and productive working lives for all*.

To book for the **Dr Eric Wigglesworth Memorial Lecture** go to <https://www.sia.org.au/seminars/wigglesworth-lecture-booking>

The Wigglesworth Memorial Lecture will be complemented by a series of workshops titled *Managing safety: Moving from protection to resilience* being conducted in Melbourne, Sydney, Brisbane and Perth. *See over for more on the workshops*.



Workshops: *Managing safety: Moving from protection to resilience*

Presented by Professor Erik Hollnagel in Melbourne, Sydney, Brisbane and Perth

These workshops are for those OHS professionals who are prepared to be challenged to put aside some of their current thinking and approaches to managing occupational health and safety; to be open to other ways of thinking about health and safety and to be creative in how the new knowledge could be applied in the workplace and in working with key managers. This workshop will challenge the thinking and provide a framework for all OHS professionals whether in a strategic OHS role at the executive level or in more operational roles. This will be a workshop in the true sense. Participant numbers will be limited and participants will be expected to do some pre-reading and to actively contribute to the workshop exercises.

The workshops will present four key principles and through small group exercises create a framework for applying these principles in the workplace. The four principles are:

- Moving from protective safety (Safety-I) to productive safety (Safety-II)
- Understanding work-as-done: performance adjustments and the Efficiency-Thoroughness Trade-Off (ETTO) principle
- Analysing and understanding what happens: breadth before depth
- From safety management to resilience engineering: introducing Safety-II in everyday practice.

For those who have read Erik's books on these principles this workshop will give you an opportunity to engage with Erik on the practical application of these principles. For those who have not had an opportunity to read Erik's books here is a snap shot of some of the thinking.

Snapshot

The ETTO principle: Why things that go right sometimes go wrong

Accident investigation and risk assessment have for decades been biased towards the study of performance failures and has neglected normal or 'error-free' performance. It has been assumed that failures and successes have different origins and that little therefore is gained from studying them together. Erik believes this assumption is false and that it is necessary to understand how things go right in order to explain how they can go wrong.

The Efficiency-Thoroughness Trade-Off (ETTO) principle looks at the common trait of people at work to adjust what they do to match the conditions. It further proposes that this trade-off – which usually sacrifices thoroughness for efficiency - is normal and that the adjustments that may lead to adverse outcomes are due to the very same processes that produce successes, rather than to errors and malfunctions. This removes the need for specialised theories and models of failure and 'human error' and offers a viable basis for effective and just approaches to both reactive and proactive safety management.



Safety-I and Safety-II

Safety has traditionally been defined as a state where the number of things that go wrong is as low as possible (Safety-I). The purpose of safety management has consequently been to keep the number of accidents and incidents as low as possible, preferably to zero. Safety management therefore focuses on the **absence** of safety and paradoxically measures the level of safety by counting the number of failures rather than the number of successes.

Focusing on what goes right rather than on what goes wrong, changes the definition of safety from 'avoiding that something goes wrong' to 'ensuring that everything goes right'. More precisely, Safety-II is defined as the ability to succeed under varying conditions, so that the number of intended and acceptable outcomes is as high as possible. The purpose of safety management is therefore to ensure that everything possible goes right, in the sense that everyday work achieves its objectives. This means that safety is managed by what it achieves (successes, things that go right) and that likewise it is measured by counting the number of cases where things go right. This changes safety management from being *reactive* to being *proactive* and from being *protective* to being *productive*.

The change in safety mindset from one of reactive protection to one of proactive and productive safety is vital for the ongoing relevance of the OHS professional. We are currently in discussion with Erik regarding a chapter for the OHS Body of Knowledge on this topic.

The opportunity to engage with Erik, to explore both the theory and the practical application is one not to be missed. The number of participants per workshop will be strictly limited. Make sure of your place by registering early. For information on dates, states and venues go to

<https://www.sia.org.au/calendar/event.asp?contentid=event201311132>