

# Table of Contents

<a href="#">Acknowledgements</a>	i
<a href="#">Forward: First Voice</a>	ii
<a href="#">Forward: Second Voice</a>	iii
<a href="#">Abstract</a>	iv
<a href="#">My Personal Statement of Ethics</a>	v
<b>1. GENESIS OF THE OHS RESISTANCE</b>	<b>1</b>
<i>Oppression and insensibility</i>	3
<i>A collision of inner Purpose and work expectations</i>	3
<i>A brief history on the relevance of social identity</i>	6
<i>The Core Issue</i>	7
<i>Summary of recommendations</i>	8
<b>2. A PROFESSIONAL CALLING</b>	<b>9</b>
<i>The helping professions</i>	10
<i>Survey results link OHS to the helping profession</i>	11
<b>3. THE STRUGGLE WITH PSYCHOLOGICAL TRAUMA</b>	<b>13</b>
<i>Cognitive dissonance</i>	15
<i>Self-protective strategies</i>	16
<i>Need for research on the mental health of OHS practitioners</i>	18
<b>4. HOW TO LOSE OHS TALENT</b>	<b>19</b>
<i>We don't feel valued</i>	19
<i>We don't belong</i>	20
<i>We quit!</i>	22
<b>5. WOMEN IN SAFETY TALK ABOUT INCLUSION AND BELONGING</b>	<b>25</b>
<i>The feminine solution</i>	25
<i>The double bind</i>	26
<b>6. REFRAMING OHS CONTRIBUTIONS TO THE BUSINESS</b>	<b>28</b>
<i>We communicate "caring" to workers</i>	29
<i>OHS attracts ethical people with high values</i>	30
<i>OHS practitioners bring intellectual insight to social problems</i>	33
<b>7. ADVOCATING FOR PEOPLE CENTERED APPROACHES TO MANAGE RISK</b>	<b>35</b>
<i>People centered risk Management</i>	37
<i>Criticism of "new safety" applications</i>	42
<b>8. A BROKEN PROCESS—ADDING MENTAL HEALTH TO OHS</b>	<b>43</b>
<i>Argument against</i>	45
<i>Looks like we will have to deal with it</i>	47
<i>Concluding observation</i>	47
<b>9. REFLECTIONS ON OHS FROM AN OD PERSPECTIVE</b>	<b>48</b>
<i>The resistance and the ethic of care</i>	49
<i>Being an outsider is part of the job</i>	51
<i>Socio-psychological risks in OHS</i>	52
<i>From resistor to seeker</i>	53
<b>10. RECOMMENDATIONS</b>	<b>58</b>
<i>Encourage research on the socio psychological influences on the mental health of OHS practitioners</i>	58
<i>Revise the definition of OHS to reflect the reality of the modern workplace</i>	58

	<i>Update the OHS curriculum to meet organizational needs .....</i>	<i>59</i>
	<i>Contribute to the alignment of the OHS practitioner’s identity, vocation and role .....</i>	<i>61</i>
<b>11.</b>	<b>APPENDIX A: METHODOLOGY AND DEMOGRAPHICS .....</b>	<b>66</b>
<b>12.</b>	<b>APPENDIX B: CONSULTING SKILLS FOR OHS.....</b>	<b>67</b>
<b>13.</b>	<b>REFERENCES.....</b>	<b>68</b>

## *Forward*

### *First Voice*

This book is what the Safety ‘profession’ has needed for some time; a robust review and discussion. So often we (the collective Safety cohort) look at how we can ‘do’ Safety in business but it’s rare that we sit and reflect about who we are and ‘be’ as people in this ‘profession.’ OHS Voices is just that, an honest reflection.

I’ve only known Rosa for a short period of time, but I feel a deep connection to who she is and what her world view is. I was honoured to read over her work when she asked but even more humbled when asked to reflect on her work and write this foreword.

It’s not often that a specific ‘profession’ is honest enough to reflect on who they are or what they do or even what value they add to businesses. This is that book. I personally feel it’s a long time coming. I have been a Safety ‘professional’ for many years and have often resented the battle I have had to be armed for every single day trying to build relationships to help people learn and understand that Safety is not about policing but it’s about risk, learning, and people.

You will often read Rosa’s prose online in many forms advocating for the Safety professional. She does not shy away from the challenging questions, and you will often see her asking people to clarify, reflect and help understand further. Something that many Safety ‘professionals’ are challenged by. Many of us, me included in the past, have felt a sense of defensiveness when we are bought into healthy debate. The interesting thing is this is one ‘profession’ that is built on risk and the unknown, yet so fixated on the pursuit of controlling the uncontrollable. It’s no wonder we feel a sense of disillusionment.

I became quite disillusioned consulting as a risk and safety specialist over many years and as a Safety ‘professional’ in different organisations. My biggest battle was people’s understanding or perception of what Safety was about. Most often than not there was a fixation on a systems only approach and their naïve thinking that people just need to comply to the site rules with the tones of, “people just need to change their behaviour or do as they’re told,” or “why are people so stupid?” It appeared to them that people came to work to be overtly unsafe and that Safety was a choice people made! I struggled with this thinking daily. I feel Safety is one of those profession in business that relies heavily on relationship building, engagement and learning in order to achieve certain outcomes yet none of these skills are embedded in the curriculum for any Safety ‘professional.’

There have been many times I’ve walked away from Safety. I often felt it to be soul destroying. This thinking is shared by others in OHS Voices. Some of us leave for good and others feel that this is all we know so we’re lured back, myself included. Is it because there’s this alarming charm? Or is it just that it’s what we know best? I often would question what I was doing and why I was doing it but more importantly questioned the validity of the ‘profession.’ Then earlier this year I was introduced to Rosa via an online conversation to chat about what she was focusing on for OHS Voices. This book invoked an ‘aha’ moment for me. Why was I so fixated on pushing against Safety instead of being a part of the movement to make changes? More importantly being a support for other Safety ‘professionals’ who also feel disillusioned with this profession. There are so many of us that really do struggle and Rosa brings this to the fore so eloquently in this book.

OHS Voices also highlights many aspects of this ‘profession’ that I’ve been questioning for years; curriculum, being undervalued, ethic of care, psychosocial trauma, and vicarious trauma. If we are considered ‘professionals’ (and the term professional is rather tenuous in the Safety world) then

*What concerns me is that although information about the positive effects of relationship building and asking questions is available some practitioners don't seem to be adopting it.*

### **OPPRESSION AND INSENSIBILITY**

We start with the oppressive side of OHS and move on. There is much of importance to convey. First, there is little consensus on a definition for OHS. This results in a confusion around responsibilities and debate around “who is responsible for safety?” Neither is there recognition or acknowledgment of the socio psychological risks they encounter daily. To sum up the OHS voices: 1) we don't feel valued; 2) we don't feel we belong; and 3) we quit! To be fair there is another message. 70% of those interviewed would recommend OHS as a career. The caveat is that you must be willing to put up with ambiguity, lack of acknowledgment and resign when the job is not right for you.

Why do so many recommend the profession? In a series of communications via interviews and correspondence OHS practitioners talked about the aspects of their work that inspire them and others that were blocking their ability to follow their passion. The original purpose of the interviews was to identify the types of stress people in OHS were experiencing during Covid-19. Enough information surfaced to indicate that the pandemic made what was already a stressful occupation worse. Subsequent interviews sustained this view.<sup>4</sup>

Yet, the vast majority show a passion for their work and a willingness to struggle with the existential conflicts that surround them daily. When speaking about their work, practitioners used words such as *caring* and *helping*. They said that it was important to put people first, listen to them with empathy, show you care and be there for them. These are not terms found in any definition of OHS by associations, universities or government agencies. In fact, they are words associated with a helping profession.

A survey of 103 OHS practitioners confirmed that almost half considered themselves part of a helping profession and the other half saw themselves as risk management experts. The others saw themselves as both. The interviews supported the hypothesis that OHS is a helping profession. As will be illustrated later, these values transformed into burnout and disillusionment as the reality of the workplace unfolded.

There is little resemblance between what new practitioners expect to be doing and what they end up doing in the field or how they are treated. As we progress, we will examine specific observations, insights and traumatic events that shaped their conclusions.

### **A COLLISION OF INNER PURPOSE AND WORK EXPECTATIONS**

OHS practitioners articulated in many ways that they want to work in companies that support their value of caring for people. It was a combination of many factors but the increased workload during Covid-19 and lack of recognition left some practitioners feeling tired and undervalued. The great resignation was launched and is set to continue (PwC, 2022) as workers have realized that they don't have to stay in toxic job situations.

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<sup>4</sup> See Appendix A for demographics of people interviewed.

***People are not putting up with toxic cultures anymore and realizing that ‘life is too short’***

*I’ve seen this increasingly during and post-COVID, as I’m sure many others have as well. ‘The Great Resignation’ (to me) has little to do with compensation, and more to do with happiness and living in the present. People are not putting up with toxic cultures anymore and realizing that ‘life is too short’ to have to deal with such cultures...better options exist where they can be appreciated. David Duell Safety Superintendent*

Another explains why he could not ethically recommend it as a career because the way safety is practiced does not meet his values and expectations.

***I could not, in good conscience, recommend a career in safety***

*I could not, in good conscience, recommend a career in safety to someone who has other options. The money is OK, but not great considering the frustrations of the field. Additionally, despite all our gains, safety still is not a prime consideration for too many of today's leaders. Our culture in the US is to applaud profit, not safety. Everything in business will always take a backseat to profit, including the safety of the workforce. (Safety & Health)*

AN UNRECOGNIZED IDENTITY

A professional identity “is critical to a person’s sense of self: It is about connecting with roles, responsibilities, values, and ethics unique to a specific profession. When a personal identity is clearly communicated, potential clients’ and employers’ uncertainty about the ... professional’s competence decreases and the ... professional’s sense of self-worth and self-efficacy increases (Goltz & Smith, 2014).”

This study did not find a common definition on any of these elements for OHS. By the looks of it the professional and educational institutions don’t know much about what people in this occupation feel, do, want or need.

To illustrate the dilemma, a list made by 40 OHS practitioners resulted in 28 different names to describe their role (Carrillo, 2022). The situation is so dispersed that one person asked, “*Why do we even use the word safety in the title?* (Dr. Garry Marling, Reducing cultural risk). Why is this a problem?”

Agreement on a name is foundational to making sense of something. By naming, speakers of different languages conceptualize, categorize, and order the world around them (Ye, 2017). Human beings receive a name at birth to recognize their existence as a member of the tribe. It is a symbol of their identity, who they are and where they belong.

Back to the 28 names for OHS practitioners, one participant saw in the list was the observation that the self-selected descriptors were of a “giving nature.”

***There is a “giving” nature generally associated with each name***

*Interesting survey. Looking at the titles and the “giving” nature generally associated with each, a survey of how those outside of the organization perceive each ‘contributor’ could reveal some conflicts. I believe there would likely be higher morale and less burnout among those organizations with the greatest alignment between the two perspectives. Ron Butcher, CSP, conflict resolution*

Their giving nature is a potential cause of practitioner burnout—it is at odds with the characteristics of the other organizational functions. Their giving nature may also conflict with the expectations of the profession as written in the OHS curriculum and job descriptions.

***Globally there is no evidence of words like caring and helping in OHS***

*“Indeed, I have found no evidence anywhere globally where language such as ethic of caring or helping is used. The Occupational Health and Safety Professional Capability Framework (INSHPO), a global*

Through interviews, conversations and correspondence it seemed apparent that OHS was attracting people with core values like those attracted to the helping professions. I was also apparent that their contributions went unrecognized, or worse trivialized.

***VPs and others all the way to the top, were smirking behind their hands***

*I only realised this years later but I was into my third or fourth major ‘under-the-radar’ transformation before I had any ‘top-cover’ support (ABC company), and even there while I had resources to engage and harness (‘mavens’ in Gladwell speak) I worked out quickly that most of my peers in the LT, and the VPs and others all the way to the top, were smirking behind their hands thinking ‘yeh good luck with that buddy.’*

*Like all things, you don’t know any different until you know different, but in retrospect those early ones felt like I was being pushed out into No-man’s land on the Somme, with a big pole, and expected to ‘see what you can do’ and not either step on a mine, get entangled in the wire, or sniped (quite possibly from behind). Paul Cristofani, Safety risk consultant.*

**THE HELPING PROFESSIONS**

The helping professions have struggled with defining an identity as well. So, adding it to the OHS identity could cause more confusion, but it could also explain a lot of the existential dilemmas facing the practitioners.

There are several characteristics of the helping professions that describe aspects of OHS. Westerguaard uses the term ‘*helping*’ to describe those who use counselling and helping skills as a central element in their work. They are not necessarily therapists, but are working alongside others (patients, pupils, clients, employees) in a supportive and helping context. They often find themselves engaging with clients or colleagues to offer emotional support as well as practical help. Sometimes they have had very little training in the use of helping skills and approaches, and simply do the best they can in each individual case. (Westerguaard, 2016).

There are other similarities between OHS and the helping professions. Both deal with human behavior which is often messy, unpredictable and difficult to measure. The helping professions call for more than just knowledge and competence. There is a vocational dimension to it. That can lead to sometimes acrimonious debate between behaviorists and humanists as often happens in OHS regarding different theories of accident prevention

According to McCully (1966) a helping profession is one which applies its expertise to help others cope with the “dilemmas and paradoxes of the human condition (912).” He defines existential problems as those which imply the need for choice or decision, but for which there is no black and white answer or solution. Another word for them is polarities. They look like conflicting goals, yet an organization needs both to succeed. They are not problems that can be resolved; they are ongoing dynamics that need to be managed.

This doesn’t make sense for OHS until you consider the polarities (conflicts) that plague safety practitioners. I’ve observed them in three areas. 1) Profit versus People: The perception that making a profit and caring about people or the environment as incompatible. 2) Flexible vs. Tight: the demand for compliance, rules and procedures is at odds with people’s need for autonomy and adaptation. 3) Trust v Accountability. Companies want employee’s trust and engagement. They also want to hold employees accountable for mistakes and errors, which works against trust (Carrillo, 2005).

These dilemmas are recurring and cannot be solved via the usual safety management systems. McCully, an expert on helping professions, commented:

### 3. THE STRUGGLE WITH PSYCHOLOGICAL TRAUMA

Chapters 1 and 2 present the OHS practitioner's idealism. In this chapter we get a view into the *psychosocial injuries* that the idealistic practitioner can experience because of working with traumatized employees, a toxic workplace culture or the cognitive dissonance experienced when discovering that caring and helping are not part of the OHS agenda. Psychosocial injuries include stress, fatigue, bullying, violence, aggression, harassment and burnout; all harmful to the health of workers and compromise their wellbeing."<sup>6</sup> "Psychological trauma is a metaphor insinuating a wound to the psyche (Echterhoff, et.al., 2009)."

According to Nel Noddings, a leader in the ethic of care philosophy, caring is the foundation of morality. She defined identity as the set of relationships individuals have with other humans. Thus, relationships where people act in a caring manner is ethically basic to humans.

She also thought that people and organizations can deliberately or carelessly contribute to the diminishment of others' ethical ideals. They may do this by teaching people not to care, or by placing them in conditions that prevent them from being able to care (1984, 116–119). The consequences can be quite severe such as losing your self-worth or identity.

The loss of Self raises painful questions. "What's wrong with me?" "Why am I not worthy?" "I am useless." When we distance ourselves from ourselves to lessen the pain, we feel completely alone. Then follows depression, burnout or worse. What actions cause these wounds? Interviews uncovered three major workplace social interactions that cause stress.

- My ideas or suggestions being in the word ignored.
- Not invited to meetings about a project I am working on
- Lack of credit or recognition for a contribution.

The loss of purpose or Self is common phenomenon in the helping professions. In his book, *Holding Fast: The struggle to create resilient caregiving*, William Kahn (2005) wrote that the increasing pressure to care for more people with fewer resources meant that epidemics, burnout, high staff turnover, dissatisfaction, and internal conflict appeared inevitable. The Covid-19 pandemic converted his prediction into reality. This information was very public for the teaching and healthcare professions. The OHS crisis was silent and deserves a voice.

Participants in this study revealed that half of them had thought of or were thinking of quitting their job due to stress, lack of recognition and workload. It could mean that they work in environments where others do not see the value they add in a way that they see it themselves. Or perhaps there is a mismatch between how practitioners see their role and the functions management expects them to perform. Of those who stay on the job, some have found a place where they feel seen and heard. Some remain despite not feeling valued because they have learned ways to find fulfillment in their job. Then, there are the ones who become alienated from their vocation, don't adjust, don't quit and suffer.

Alienation from your vocation is a form of psychological trauma. Tory Higgins (2012), a thought leader on human motivation, explains why. "Psychological trauma is a metaphor insinuating a wound to the psyche." People motivated by the desire to successfully achieve their goals lose the desire to act upon finding that their best efforts are not getting results.

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<sup>6</sup> Commission for Occupational Safety and Health, (2022), Psychosocial hazards in the workplace: Code of practice, Department of Mines, Industry Regulation and Safety.

## 5. WOMEN IN SAFETY TALK ABOUT INCLUSION AND BELONGING

*Our need to belong goes straight to the core at work, with family, really any social setting. Stacey A Brooks*

In 1997 I began to do personal development workshops for *Women in Safety* during the Voluntary Protection Program Association conferences. In those days about 10% of the attendees were women. Today they are closer to 35%. The focus of the workshops was to free ourselves of the limiting beliefs that women grow up with and to talk about how to succeed in an all-male environment. It was a brutal environment of sexual harassment and belittling. Unfortunately, it still happens.

*I'm afraid to talk to anyone about my supervisor*

*I was new and walked onto the site with the wrong safety shoes. So my supervisor came over and stepped down hard on my foot. I thought he had broken it. Then he said, "That will teach you to wear the proper shoes." Safety officer*

That brutality is unthinkable, and yet it goes on. It is hard not to feel deeply saddened that human beings can treat each other this way. Unfortunately, the workplace simply reflects society in that women suffer additional psychological injuries by virtue of their gender (Doering, et.al., 2017; Ridgeway, et. al., 1999). All the women agreed that they suffered outright and subtle forms of discrimination, but when you add being a woman of color, it increases exponentially.

*When you are a woman/minority in OHS discrimination doubles*

*I was just talking to my mentee yesterday about how often Safety Professionals in general are excluded from the company culture - seen as adversarial, cost money, slows projects, 'We will call safety when we are going to talk about safety,' and not treating them as an overall thought partner, etc. When you are a woman/minority this can be kind of the double whammy! Kelly Bernish, SHE professional*

### THE FEMININE SOLUTION

The sharing of experiences helped alleviate the pain. Others offered how they learned to cope with negative experiences and often formed mentoring relationships to share their strength.

*Where I draw my strength*

*For me I draw my strength from all the years I spent in Al-Anon's Adult Child program. I learned that I could not control anyone and that my responsibility ended at the things I could change. I was PROFOUNDLY disrespected at times in the construction industry, but took the attitude that it was their problem, not mine. If it got too bad, due to a particularly toxic safety culture, I moved on to another job. Until I moved to a place that took me seriously, I documented things that needed fixing with a camera since they would not take my word for things. Wendy Delmater Thies*

We've come a long way in our understanding of patriarchic norms and the tools to free ourselves from them. We understand the power to change is within us, but we also practice self-compassion because these are not easy things to do. It isn't logic that keeps us bound, but it is the reality we have always known. Whenever one of us has a breakthrough we all win back another part of ourselves and find a place where we belong.

*We tap into our personal power as a source of belonging*

*It took me a long time to "get" inclusion and belonging. I finally realized that I need to just do what feels good for me and stop caring about 1) things I can't influence and 2) what most People think about me. I also finally realized, within the last few years, that having everything in my life work together is more important than any promotion or inclusivity that I might receive. That is both in my personal and professional life. Kelly Albamonti*



## 6. REFRAMING OHS CONTRIBUTIONS TO THE BUSINESS

It's not like many people in the workplace feel their contributions are recognized or appreciated. Through the substantial resources of consulting companies like The Gallup Poll we have statistics that show the sorry state of employee satisfaction in most companies. In 2022, 31% of employees were actively engaged nationally. So why are some companies scoring 70% engagement? Feeling cared for at work was at the top of the list for everyone, but it was #1 for women and young people (Harter, 2023). So OHS practitioners aren't so different than a lot of other workers in their need for appreciation. Their voices speak for many other occupations. So, it seems reasonable that by reframing their contributions so that others may recognize them, we are also describing the contributions of people outside of OHS.

Advisers spoke about their closeness to the people working and their desire to respond to their concerns. Are employers aware how much value this attribute brings to the organization? Showing concern for people increases the willingness of employees to adopt company practices (Takeuchi et al.; Gittell, 2009; Gittell, Cameron, and Rivas, 2006). Yet, as the following prose describes advisors understand their boundaries in terms of helping. It is a statement of humility and commitment in the service of others that would strengthen any organization.

### ***The primary purpose for why our role exists***

*I'm talking about the primary purpose for why our role exists.  
And I don't think it's to keep people safe, because I'm not so sure you or I can keep people safe.  
Controls, safeguards, defenses, keep people safe.  
We, no matter how thou art powerful, cannot.  
BUT, we can influence those who have influence over the approval and application of those controls, safeguards, defenses. In turn, creating environments that support people in both working, and failing safely.  
I'm not so sure our primary role is to keep people safe. But instead to:*

- 1. Help workers learn*
- 2. Help the organization learn (primarily from the workers)*
- 3. Convince those who need convincing to add capacity (in the form of controls, safeguards, defenses) into our operation.*
- 4. Resulting in making the workplace safer, by making the workplace safer. Jason Kunz, Corporate Safety Director in Constructions*

Kunz takes on a leadership position to define his role and professional aspirations. He is experiencing fulfillment in his career. Thus, proving it can be done. Yes, *if it happened for me it can happen for you* is inspiring but the mystery of it can be a long hard road and it shouldn't have to be that hard. Despite the challenges, polls in 2018 (Safety & Health) and 2023 (Carrillo, 2023b) indicated that over 70% of OHS professionals would recommend this career. Practitioners who have found a place for themselves in OHS say it can be a rewarding career. It does take a willingness to learn, adapt and evolve as expressed by Matt Law below.

### ***It's not a job, it's a lifestyle, and an extremely rewarding one if you remain open, resilient, and humble.***

*One good thing about OSH is job security. With a baseline foundation in regulatory compliance, there will always be a need for professionals who can interpret and apply these requirements in the workplace. However, that's only a starting point. Regulatory compliance is not comprehensive, and organizations must evolve beyond it to truly keep workers safe. In the same sense, I would call regulatory compliance a job, not a career.*

*The career requires innovation, adaptability, resilience, and a desire to evolve. Prospective professionals must understand that it's a lifetime learning experience. It means roadblocks and heartbreak,*

## 7. ADVOCATING FOR PEOPLE CENTERED APPROACHES TO MANAGE RISK

For most of human history employers did not give much thought to protecting workers from injury and death. Our society has evolved to the point where most nations hold employers accountable for the health and welfare of their people. Growing this momentum is something that OHS professionals stand for. Yet, there is still much work to be done to learn and develop the tools that can take OHS to the next level. This chapter will look at how two new concepts acknowledging what it means to be human are taking OHS in new directions. One is more supportive of the ethic of care, but they are both people centered.

As our understanding of the brain and how social influences affect the mind grows, new knowledge becomes available that could help us reduce the number of workplace fatalities and serious injuries. Much of that comes from social psychology. Practitioners are gaining interest in psychology, mental health and psychological safety as they learn about the effect our social interactions have on the brain.

For example, studies in social psychology have shown that our thoughts, feelings and behaviors are directed by the real, imagined or implicit presence of other people (Allport, 1985). The lone, independent individual making decisions is a myth. So, we must learn to work at the social level.

What does that look like? After decades of research, examining more than 1 million employees, Gallup identified the 12 most powerful factors in explaining employees' productive motivations. They comprise the 12 questions on the Gallup Q12 Employee Engagement Survey. The 5th Element of Engagement is, "My supervisor or someone at work seems to care about me as a person." Results consistently show that teams in the lowest quartile average 22-37% higher turnover. People don't leave jobs, they leave bosses and co-workers who don't care about them.

**TABLE 9.1**  
Items With Meta-Analytic Rs That Are Generalizable Across Organizations

Item	Turnover	Customer	Productivity	Profit
Know what is expected	x	x	x	
Materials and equipment	x	x		
Opportunities to do what I do best	x	x	x	x
Recognition/praise	o	o	o	x
Cares about me	x	x	x	o
Encourages development	o	x	o	x
Opinions count	o	x	x	x
Mission/purpose	o	o	x	x
Committed—quality	x	o	x	x
Best friend		x	o	x
Talked about progress		o	o	
Opportunities to learn and grow	x	x	x	x

Notes. o = Positive, generalizable relationship.  
x = Strongest generalizable relationships.

Table 1 displays exactly what each of the 12 questions impacts. Having someone who cares about me has a strong relationship with lowering turnover, improving customer satisfaction and creativity. The O denotes a general relationship. This is not the most important reason to show caring for people, but it is seldom that we get the opportunity to show how feelings oceans impact a business.

These discoveries are principally related to the human need for belonging, relationship, and inclusion and they are reshaping OHS frameworks (Carrillo, 2023). While the design of safety management systems is very important, it comes to naught if people don't adopt them and are not motivated to use them. Communicating with and motivating people is where social psychology becomes important for the practitioner.

## 8. A BROKEN PROCESS—ADDING MENTAL HEALTH TO OHS

Adding mental health responsibilities to OHS seems a logical evolution for an occupation that began simply as *safety*, then grew to *safety and health*, and then added *environment* (Comply Works, 2020). Yet, that wasn't enough for some companies. They added *quality* and *security*. It's an impressive collection of outcomes for one function to perform. It's not only the number, it's the nature of the products, all intangible. But, that's not all. They also engage employees, sustain the company's reputation with the surrounding community, and represent the caring face of management.

No wonder adopting ISO 45003 (mental health) into the safety management systems raised many voices in opposition. It's not only the added workload. It's also the fear of failing due to lack of competency regarding mental health. An informal poll with 102 respondents on LinkedIn (2023) showed that the split is 50-50 between those who favor including mental health in OHS and those who do not.

From one who welcomed it, "I'm grateful for ISO 45003:2021 and the awareness raised as a result that creates a more holistic view of psychological health and safety." Yet another example of helping and caring. That doesn't mean there is a comprehensive plan for OHS practitioners to develop those competencies. Nor does it mean that there was an evaluation to determine how the additional workload would affect them. It seems ironic that an ISO designed to take care of employee mental health would not consider the impact on those who were tagged to deliver it.

### PROPOSERS FOR INCLUDING MENTAL HEALTH UNDER OHS

Martin Coyd, Head of Health and Safety for Construction at Mace and Geoff Cox, Head of Health & Work Division at the HSE spoke in favor of including mental health under the purview of OHS. Cox opined that while a trained doctor is needed to provide for mental health, you don't need to be a medical professional to manage excess demands placed on people and other factors behind stress and wellbeing (Coyd & Cox, 2023).

Coyd supported the opinion that practitioners can be helpful by simply listening. His experience with mental health in rugby, showed him that once you give people in those environments the opportunity to talk, the floodgates will open. The opportunity to drive change is there, but needs role models to show that it can be done. He also noted that billions of pounds have been invested in workplace safety, particularly construction, and "*the figures are still dreadful.*" While this shows there is more to do to continue to drive safety standards and best practices, it also shows that taking different approaches to create improvements is necessary. He stated: "*If we get the agenda right with regards to mental health and wellbeing, we will see our safety record improve.*"

The following quotes indicate that many practitioners do see themselves as important players in catching the early signs of mental health problems. They think more than half of workers feel uncomfortable talking to their managers and supervisors. Workers fear that discussing their mental health could lead to being fired or furloughed (30%) or could cost them a promotion 29% (Czeisler et al., 2020). Thus, OHS practitioners could provide a much needed ear because of their relationships with people in the workplace.

### ***EHS professionals can play a key role in mental health due to our position in the organization***

*I think EHS (environment health and safety) professionals play a key role in this (mental health). One of the challenges I see is that many organizations rely on EAP alone as THE method for addressing workplace psychological health and safety issues, instead of building a system of processes to support workers' holistic wellbeing. While EHS/OSH pros are not the only participants in this support system (and are certainly not mental health professionals), we can play a key role due to the nature of our duties in most organizations.*  
EHS Consultant & SMS Assessment