

Personas of people responsible for fire and chemical safety in companies and institutions



Prepared by:
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Estonian Rescue Board 2023

PÄÄSTEAMET

THE LEADER

Does more than the law requires

They are familiar with the laws and requirements for ensuring safety, knowing them like the back of their hand. They have the support of the manager/owner, and the time and money to promote safety. They understand the longer-term consequences of a realised risk, and tend to do more and act of their own initiative.

The Point Person is consistent and well-organised.

They are the leader of their field: they delegate work but not responsibility.

Safety is an organic part of the functioning of the organisation at every level.



OBSTACLES

Limiting factors

Knowledge	A changing environment, including laws and regulations.	5 ★ ★ ★ ★ ★
Skills/solutions	New risks arising from changes in the physical and social environments.	5 ★ ★ ★ ★ ★
Physical environment	Change of the organisation's activity, change of intended use of the building.	
Social environment	Changes in the occupants of the building as well as changes in the law can lead to problems of adaptation and continuity.	
Motivation	A top-down communication style reduces motivation.	5 ★ ★ ★ ★ ★



HOW TO SUPPORT THEM?

- Support their efforts to promote safety and their adapting to changing circumstances in order to maintain the level achieved.
- Recognise the Leader personally, show them as a role model to others (in experience-sharing seminars), recognise the institution (labels, quality mark for safety).

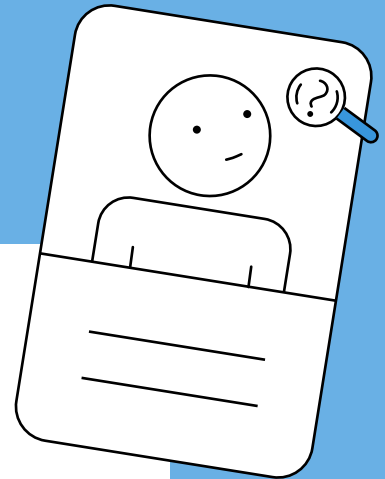


PRACTICAL ADVICE

- Provide constant updates on new changes, new development ideas.
- Involve them in the development or decision-making process, as appropriate.
- The inspector is a partner in increasing safety.
- Offer the support of the Estonian Rescue Board – we are available in the case of any questions.

THE SOLUTION SEEKER

Motivated, but stuck with some requirements



Knows the requirements, understands the longer-term consequences of the realisation of risks, knows their responsibilities and the need for the requirements to ensure safety.

Difficulties in meeting individual requirements because the building is not built for this purpose or because of conflicting requirements from different authorities. Looks to the inspector for support in finding a solution that is appropriate to the environment and that ensures safety.

OBSTACLES

Limiting factors

Knowledge	They have little time to keep up to date with the requirements of laws and regulations.	4 ★ ★ ★ ★ ★
Skills/solutions	They have difficulties in implementing requirements due to the specificities of the environment.	4 ★ ★ ★ ★ ★
Physical environment	The building is not designed for its current intended use.	
Social environment	There are very many users of the building or they have special needs.	
Motivation	Motivation is reduced by overly resource-intensive requirements that do not take into account the specificities of the environment. Quick punishment without a solution-seeking discussion.	5 ★ ★ ★ ★ ★



HOW TO SUPPORT THEM?

- Listen to the Solution Seeker – the hurdles do not originate from the person.
- If some of the requirements cannot be reasonably applied in the circumstances, consider whether safety can be ensured in another way.
- Discuss how the proposed solution decreases or increases the likelihood of an accident.
- Recognise with a label or other tag (for example: 'This establishment is safe').



PRACTICAL ADVICE

- Offer support and help of the Estonian Rescue Board – our aim is not to punish, but to be a cooperation partner.
- Consistently provide supportive information, including on changes.
- Offer the help of the Estonian Rescue Board for specific cases – a solution even for those who do not dare to ask.

THE OVERBURDENED

Needs support on how to implement the requirements

Understands the importance of ensuring safety in their organisation, but ensuring it is only one of their many tasks. They do not have the time to dig deeper, and have difficulty submitting documents. It may happen that they are over-reliant on the service provider, not managing their area of responsibility properly.

They may suffer from lack of resources. They may also be a new person in the role. They require further clarification on what the established deficiency is, and how to resolve it.



OBSTACLES

Limiting factors

Knowledge

They have little time to find and acquire the required knowledge.



Skills/solutions

A system for the management and control of the field has not been developed within the organisation. They lack the skills to do it themselves. They find it hard to see the whole in the jumble of fragmented laws and regulations. National systems are different and complex to understand and use.



Physical environment

Lack of resources in the institution. The workload is too heavy and duties have not been clearly assigned by the manager.

Social environment

Users of the building do not support compliance with safety requirements, do not report risks to the person responsible.

Motivation

Motivation is reduced by the realisation that knowledge and skills are lacking. Fines or penalty payments are applied immediately, even for minor infringements.



HOW TO SUPPORT THEM?

- Going forward must take place step by step.
- Support the maintenance of an overview of activities and the creation of a system.
- The requirement and duties of the person responsible must be added to the code of laws.



PRACTICAL ADVICE

- Guide the Overburdened person towards training and guidance materials, provide consultation and support.
- Offer support and help of the Estonian Rescue Board – our aim is not to punish, but to be a cooperation partner.

THE SIMPLIFIER

Makes an effort to do as little as possible

Wants to minimise their own duties. Waits for the inspector to say what needs to be done and wants to end the contact quickly. Completes the task assigned only partially, late, or after being reminded.

Meets requirements, but does not ensure safety. The focus on the end goal, i.e. guaranteed safety, can be lost even in the case of someone with very extensive experience ('Nothing bad has ever happened', 'Everything is fine, is it not?').



OBSTACLES

Limiting factors

Knowledge

Knowledge of the content and basis of the requirements may be incomplete or not up to date.

4 ★ ★ ★ ★ ★

Skills/solutions

The step from knowledge to awareness has not been taken. Does not understand the functioning or benefits of technically complex solutions.

3 ★ ★ ★ ★ ★

Physical environment

The manager has delegated the area of responsibility in an incompetent, confused way; the scope of responsibility is unclear.

Social environment

Organisational culture and values do not place importance on safety.

Motivation

There is no motivation to take responsibility for safety because the specific consequences of a realised risk for people and the organisation have not been considered.

2 ★ ★ ★ ★ ★



HOW TO SUPPORT THEM?

- Increase the Simplifier's risk perception, as it is probably very low.
- If the person is not the manager, suggest replacing the safety specialist.
- Compare the institution with others.
- Recognise with a label.
- Ask to map the pros and cons of ensuring safety.



PRACTICAL ADVICE

- Help them to understand how safety solutions work and what they are good for – for example, you could demonstrate situations using virtual reality.
- Provide guidelines of the Estonian Rescue Board on how to ensure safety, without room for interpretation.
- Offer to carry out an e-test, which is mandatory for all safety specialists appointed by institutions.
- For the next meeting, agree on specific targets and a timetable for achieving these. Let the Simplifier formulate these themselves.
- Act out situations and solutions on site.
- Offer the support and help of the Estonian Rescue Board – we are available in the case of any questions. Consistently provide supportive information, including on changes.
- Rephrase safety information so that the Simplifier could identify with it.
- Let others, such as authorities in the field, get the message across.

THE IGNORANT

Ignores requirements and supervision

Considers requirements to be excessive because they believe that the situation is under control ('Nothing bad has ever happened'). Sees requirements as State bureaucracy that restricts the freedom of action. Sees investing time and money in safety as a cost, not an investment: 'Safety does not generate profit'. As the owner or manager, they are convinced of their own opinion and correctness: they would rather pay a penalty or argue with every possible defence and go all the way to the court of final instance.



OBSTACLES

Limiting factors

Knowledge	Does not want to deal with safety and does not place importance on it.	3 ★★★★★
Skills/solutions	Cannot see the big picture, cannot adequately assess or understand the acceleration caused by a conjunction of circumstances.	2 ★★★★★
Physical environment	The company has been set up to make a quick profit.	
Social environment	Does not trust or respect the State or the officials.	
Motivation	Personal value judgements (orientation towards quick profits) do not support an understanding of safety. They have not thought through the consequences of a fire or chemical incident for people or their organisation.	1 ★★★★★



HOW TO SUPPORT THEM?

- For the next meeting, agree on specific targets and a timetable for achieving these. Let the Ignorant formulate these themselves.
- Offer the support and help of the Estonian Rescue Board – we are available in the case of any questions.
- Compare the institution with others.
- Let others, such as authorities in the field, get the message across.
- Ask to map the pros and cons of ensuring safety.
- Act out situations and solutions on site.
- Recognise with a label.
- Rephrase safety information so that the Ignorant could identify with it.



PRACTICAL ADVICE

- Create an understanding of the probability of risk and its economic consequences. Argue your case using facts, such as accident statistics for this type of building, direct and indirect losses in monetary terms.
- Create a situation where the chances of using unsafe solutions are minimised, and where real or perceived hurdles to compliance are minimised.
- If the person is not the manager, suggest replacing the safety specialist.
- If arguments and support do not influence behaviour, speak in the language of sanctions.
- Rules and monitoring of the quality of construction materials, solutions, and service providers must be reinforced.
- Show that the Estonian Rescue Board has done all it can to allow the Ignorant to fulfil their role. Bombard them with information from every angle, maybe something will stick.