

## Background

- It is key for organisations to **learn from past mistakes** to avoid repeated failings (Pollock, 2013).
- Learning is especially important for organisations operating in extreme environments where the consequences for mistakes are significant.
- Reporting systems for near-misses, mistakes, and best practices facilitate learning.
- In the UK Emergency Services, JOL (joint organisational learning) Online is the national reporting system for **sharing lessons and insights**.
- Despite its potential to enhance organisational learning, **JOL Online is underutilised** (Power et al., 2023).

**This study analyses the user experiences of JOL Online and provides recommendations for its redevelopment and future use.**

## Research Questions

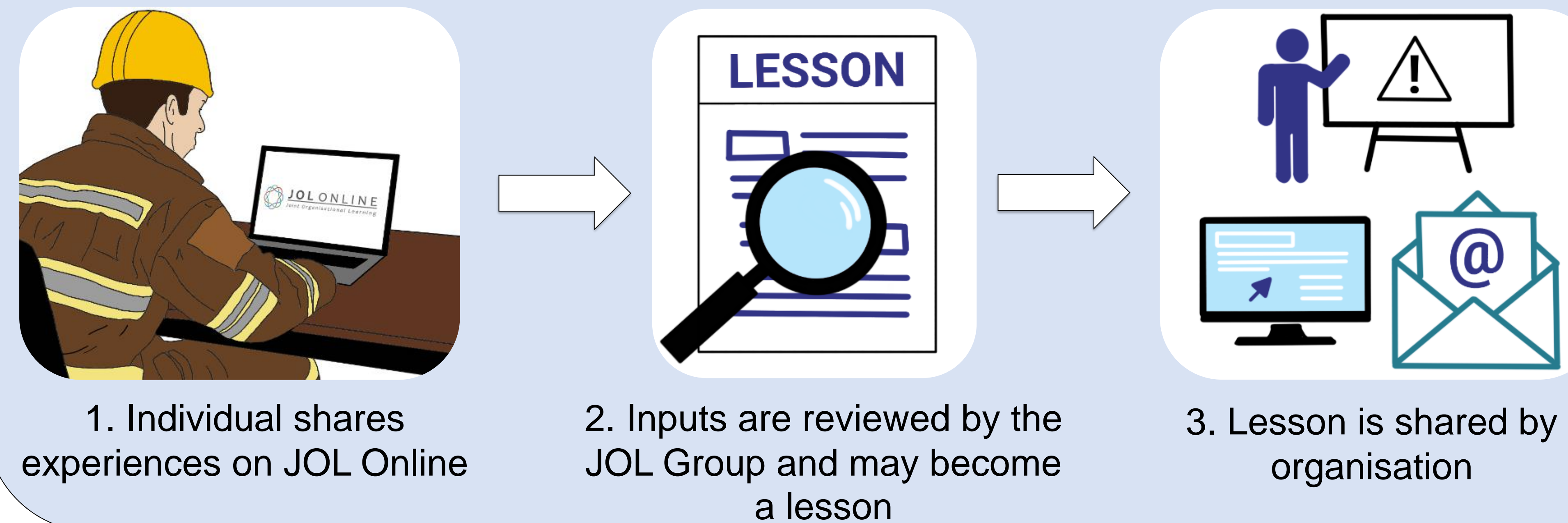
1. What is the JOL Online process?
2. How can employees be motivated to share their experiences to JOL Online?
3. How can the generation and sharing of lessons from JOL Online be improved?

## Method

- Semi-structured interviews with **25 emergency responders** who have used JOL Online.
- Explored participants' experiences, challenges, and suggestions for JOL Online.
- Qualitatively analysed interview transcripts using Reflexive Thematic Analysis (Braun & Clarke, 2019) to identify themes.

## Results

### RQ1: What is the JOL Online process?



For research questions 2 & 3 we identified six main themes (bold), each with their own set of sub-themes (brackets).

### RQ2: How can employees be motivated to share their experiences to JOL Online?

#### **Creating an open and safe learning culture**

*(promote value of learning, establish psychological safety)*

#### **Enhancing accessibility and usability of JOL Online**

*(widen access, improve guidance, streamline process)*

#### **Enhancing understanding about personal motivations for engaging with JOL Online**

*(wanting vs needing to learn)*

### RQ3: How can the generation and sharing of lessons from JOL Online be improved?

#### **Identifying a clear and relevant lesson**

*(review inputs, access to information, avoid information overload)*

#### **Lessons into learning**

*(accountability to act, tailor learning, testing learning, internal review of lesson)*

#### **Invest in organisational learning**

*(increase funding, increase capacity, standardise organisational structures)*

## Conclusion

- Learning is essential for the Emergency Services to avoid repeated mistakes and to adapt to new and complex challenges.
- We identified how organisational learning can be facilitated using JOL Online:

### To motivate JOL Online use:

1. Create an open and safe learning culture.
2. Redevelop the platform for better usability.
3. Understand responders' motivations.

### Improve generation and sharing of lessons:

1. Improve how inputs are reviewed, and lessons shared.
2. Understand how best to share lessons and test learning.
3. Invest in learning through increased capacity and funding.

### Get in contact!

Charlotte Betts  
Research Assistant  
Incoming PhD Student  
University of Liverpool.  
c.betts@liverpool.ac.uk



## Further Information

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**References:** Braun, V., & Clarke, V. (2019). Reflecting on reflexive thematic analysis. *Qualitative Research in Sport, Exercise and Health* 11(4), 589–597. Pollock, K. (2013) *Review of persistent lessons identified relating to interoperability from emergencies and major incidents since 1986*. Cabinet Office. Power, N., Philpot, R., Levine, M., & Alcock, J. (2023). Bridging the Principle-Implementation Gap: Evaluating Organisational Change to Achieve Interoperability Between the UK Emergency Services.