

Leadership 2014 – Case Study

Scottish and Southern Energy Power Distribution



A number of leadership sessions have been held that concentrate on applying the Safety Family principles – Standards, Communication, Risk Management and Involvement.

Building on “The Safety Family”

The foundations developed by SSE’s behavioural safety initiative have been built on and additional training that has been given to Managers and Supervisors, specifically targeting how they engage with their teams and the wider workforce. A two day coaching session utilised an engagement session where open questioning techniques were explored followed by a day of one-to-one site engagement at the workplace.

SSE SHE Conference

Highlighting the Standards and Communication themes, conferences were held in Scotland and England last year to ensure that the majority of SSE teams were able to attend. Departing from the usual “conference” setting, the day took the form of some role play exercises carried out by MacNaughton & McGregor. The session involved the whole audience as directors whilst the actors played the roles of Supervisors and Operatives in a typical site engagement situation. This allowed everyone to appreciate the positive and negative sides of site engagement and provided ideas to help make more of the process.

Showcased at the conference was a series of videos showing how an incident affects more than just the person involved. The videos formed part of a resource pack that attendees were able to take away and show their local groups. The videos included SSE teams and individuals talking about how incidents had affected them personally, resulting in a very powerful blend of information.

Local Safety Group Conferences

Developing the Involvement themes included bringing members of our Local Safety Groups together to share ideas and best practice. These leaders were able to engage with members of other LSG’s and share learning, identify common issues and build networks throughout the Company.

A series of breakout sessions dealt with specific topics such as Health & Wellbeing, Risk Management and Communications.

Step Change for Safety

“Changing the way we do things” often needs a big push to start the process and get people engaged. In key business areas efforts have focussed on helping managers understand the main risks that might usefully be addressed to improve SHE performance.

The Business Leaders have developed a series of “enduring goals” that will ensure that they lead by example and keep people safe in the workplace.

SHE Committee Restructure

To support SSE’s 9 enduring goals, the SHE Committee has been restructured to allow more focus to be given to achieving results. Slimming down the SHEC has allowed SSE to generate leadership sub-groups to concentrate on each one of the goals. The goals signify the commitment of leaders within the Business to make a difference in the areas of Contractor Safety, Process Safety, The Safety Family, Driving, Occupational Health, Compliance and Crisis Management.