

## **Report of the ISSA-ENA workshop 27 – 29 March 2012**

Held 27<sup>th</sup> to 29<sup>th</sup> March 2012 at the Training Centre in Linowsee near Berlin.

### **Objectives**

***To support the UK Electricity Industry's vision, as stated in Powering Improvement (PI), to be a world leader in H&S by 2015 this workshop is an opportunity to benchmark performance outside the UK and share best practice in managing H&S risks particularly with reference to the 2012 and 2013 PI focus on asset management and behavioural safety respectively and also the overall themes of leadership, competence and worker involvement.***

***Delegates will comprise representatives from ENA, AEP, trade unions and HSE.***

***Outcomes from the workshop will inform the work to support PI up to 2015.***

Details of the Programme can be seen at Appendix 1.

A list of delegates can be seen at Appendix 2.

Summary of presentations:

### **Work of the ISSA Electricity Section, Martina Hesse-Spotter, Electricity Section Secretary General**

The International Social Security Association has 333 member organisations in 153 countries. ISSA is responsible for the Prevention, Rehabilitation and Compensation of workers in the event of accidents. Covers 3.7 million people in 200,000 member companies ([www.issa.int](http://www.issa.int)). The ISSA Special Commission on Prevention has 12 sections including the electricity section. The section's chairman is Olaf Petermann and the technical secretary is Dr Jens Juhling .([electricity.issa@bgetem.de](mailto:electricity.issa@bgetem.de))

Topics that the electricity section is concentrating on at present include: safety in the use of energy, EMFs and safety management. Its goal is a reduction in the number of accidents at work and an improvement in occupational safety and health. The section has 34 affiliated members (including ENA) in 24 countries. The main activities of the section are:

- Exchange of information and experience
- International working groups
- Guidance
- Training

### **Powering Improvement, Peter McCormick, ENA Powering Improvement Coordinator**

The presentation summarised the background to the development of the PI strategy and its annual themes, which have been developed in line with Government and regulatory policy.

See [www.poweringimprovement.org](http://www.poweringimprovement.org)

## **Managing H&S in Airbus, Volker Hase, Airbus**

Mr Hase introduced how Airbus is organised and the types of planes that it builds. Parts are manufactured in Airbus operations in Germany, France, Spain and UK and transported to Toulouse and Hamburg for assembly.

He spoke about the challenges in managing a workforce made up of different nationalities, the majority of which are contractors and sub-contractors (66% of Hamburg workforce are contractors). There are also both permanent and temporary staff on site from various parts of the business covering a range of functions and roles.

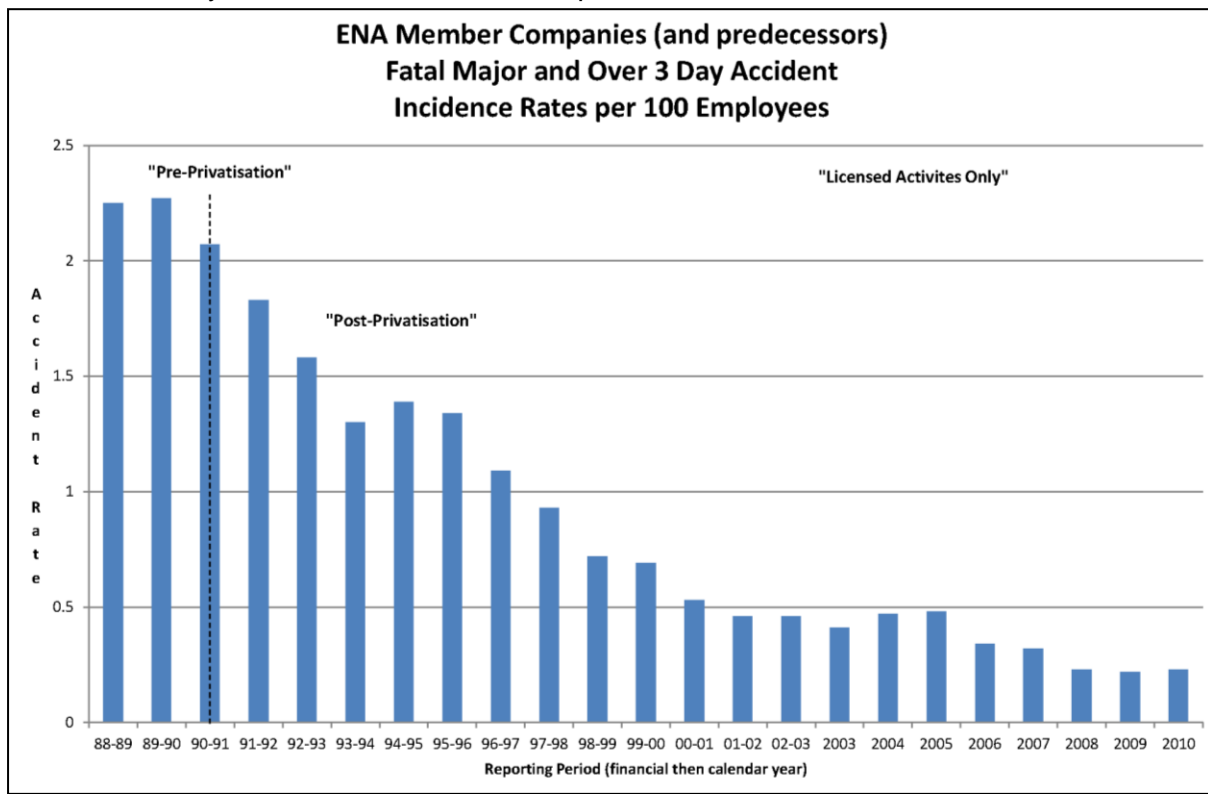
He provided details of a case study: a plane was being refitted which included laying a new carpet and fitting new overhead lockers. Two teams were working together – one removing the old carpet and gluing down a new one. The team working on the overhead lockers put down plastic sheeting to protect the seats. When both teams had finished their work the plastic sheets were removed causing a static spark that ignited the fumes from the glue used to fix the carpet.

**Coordinators** are appointed to oversee and manage the work of different sections. Coordinators control access to site, ensure safety rules are applied and communicate the risks to employees. Duties are delegated to other **Section Coordinators** as necessary. **Proximity Coordinators**, accompanied by a German worker, communicate issues arising from the presence of a multi-language European workforce.

Zero tolerance to health and safety violations is applied to prevent any similar behaviour being exhibited with respect to compliance in technical tasks.

## UK Experiences, Peter Coyle and Peter McCormick. ENA.

Peter McCormick summarised the industry's safety performance over the past 20 years or so. The industry is over 5 times safer since privatisation.



The presentation also explored the reasons why accidents occur:

- Not maintaining competence of employees
- Not applying acceptable standards for H & S
- Not having a questioning attitude (hazards/near misses/root cause analyses etc)
- Organisation complacency / loss of focus
- Poor communications (upwards, sideways and downwards)
- Loss of oversight (supervision)
- Structural / external pressures
- Not effectively managing organisational change, especially after contracting out

The UK Hazards Forum has identified 10 areas for success:

- Commitment / leadership from the top
- Use of procedures to provide clarity and guidance
- Consultative decision making
- Challenge of unsafe acts and conditions
- Good H S & E communications
- Being a learning organisation
- Systematic checking of competence
- Effective management during and after major change
- Having in place a reporting culture
- Developing and leading proactive measures to improve

The presentation also highlighted the work carried out by ENA's SHE Committee to identify the key principles for successful Health and Safety leadership, following a sector wide research study 'Investigation of Human Factors Safety Issues with ENA'. Areas identified fell within categories of Roles and Responsibilities, Competency and Training, Procedures, Resources, Senior Management (visibility), Communications and Contractor Control.

Principles:

- In addition to health and safety training managers should be trained in softer communication skills such as how to engage effectively with staff;
- Management should be visible through regular visits to all sites
- Managers should be genuinely committed to health and safety and regard health and safety as a top priority. This commitment should be clear to front line workers
- Managers should have an understanding of the realities of a particular task i.e. any potential conflict between health and safety and operational considerations;
- Senior management should chair the central health and safety committee;
- Managers should be actively involved in investigations of accidents and incidences of safety and ill health;
- Clear communication at all levels regarding management commitment to health and safety;
- The roles and responsibilities of senior management should be clearly defined with regard to health and safety;
- Integration of health and safety considerations into all management decisions;
- Fostering an effective health and safety culture which encourages open reporting of near misses in addition to actual accidents and incidents;

These principles are reflected in ENA Standards and Position Papers.

### **How to motivate for H&S – German Experiences, Michael Peters, German Institute for Work and Health**

Mr Peters highlighted a number of German examples:

#### **Tagebau Hambach RWE Power AG (a mining company)**

- There is a vision, the "accident-free mining". This long-term goal is pursued consistently in annual sub-goals.
- Safety is equivalent to other corporate objectives.
- Mandatory rules for workplace safety and daily work; investigation of all accidents, including near-misses.
- No compromise on technical equipment.
- Occupational health and safety objectives are self-evident content of agreed targets.
- Managers and staff are supported by an IT program that controls the most important communication tasks in industrial safety.
- Through the commitment of all leaders, especially the management, ensuring a high level of motivation.

- This includes the presence of active management in daily work.
- Staff will be informed openly about health and safety objectives and accidents.

#### Nestlé Deutschland AG, Werk Singen (food manufacturer)

- A motivational concept of information and communication.
- Safety talks once a month for a special theme, eg Alcohol, drugs and medicines.
- First information by speech, then talk about it, duration about one hour.
- With all employees in small working groups.
- The idea of the monthly issues is the continuing development of an annual calendar. The calendar combines photo opportunities with the main keywords of selected health and safety issues under the theme "Safety - my responsibility".
- A team of security professionals prepare the contents of the monthly themes

#### Intier Automotive

- Evaluation of health and safety performance through auditing of all departments
- Deviations are identified and addressed; reward given to best performer
- Bonus awarded for implementation of health and safety improvements
- Managers' personal performance targets include health and safety objectives

How safe behavior is affected:

**Knowledge:** Does the employee have the necessary information? Do they have enough knowledge and experiences?

#### **Inform and instruct**

**Want:** Does the employee have the necessary adjustment? Is a positive setting for health and safety provided?

#### **Motivate and convince**

**Are able:** Does the employee have the necessary qualification and are they suitable personally for the work?

#### **Properly select**

**Are allowed:** Do the employees receive the necessary means and the time appropriate to the role to ensure safe behaviour?

Occupational health and safety as an executive function and create positive safety culture

#### **Checklist: How can managers be a successful H&S leader?**

- Inform your staff about your requirements.
- Convince them with practical arguments.
- Give them support, propose competent solutions.
- Are the timelines realistic and allow for compliance with safety regulations?
- Advise them on safe work behavior.
- Consider safe behavior in the staff evaluation

- Reward safe behavior verbally and financially.
- Attack on "conscientious objectors" to disciplinary action (eg warning, transfer, termination).
- Look after the welfare of employees.
- Include SHE duties in job description
- Ensure correct use of PPE
- Ensure consistent and thorough accident investigations

### **SHE approaches to asset management, maintenance and process safety, Dr Harald Wachsmuth, E.ON**

E.ON's top priority is to minimize the risk to people and the environment from activities by continuously improving safety, health and environmental management.

Achievements to date have seen LTIF rate reduced whilst TRIF rate has remained stable. Ideally both LTIF and level of employee absence will be reduced, but E.ON has sometimes observed that a reduction in LTIF rate is accompanied by a higher incident severity resulting in an increased level of absence. Similarly a high LTIF rate is sometimes accompanied by a lower absence rate; more incidents but less time off work.

SHE is a precondition to manage E.ON's business

- Wider definition of SHE
  - Occupational health & safety
  - Health promotion / case management / medical services
  - Plant integrity/asset risk/process safety
  - Operational environmental protection
  - Carbon footprint / CCS / optimisation of plants regarding efficiency SHE
- SHE Improvement Plan (mid term planning) fully integrated into line managers' accountability
- No differentiation between E.ON employees and contractors' staff (Contractors' safety & engagement)
- Strong and visible top management commitment to SHE

### **Elements for successful SHE Management:**

- SHE beyond (local) legal requirements
  - Front End Loading
  - Contractor Safety Management & Engagement
  - Competence
  - Learning Organisation
  - Intercultural Experience
  - Extended view in SHE: Process Safety/Plant Integrity/Asset Risk

## Challenges:

- Short building period
- Many construction personnel on site
- Safety culture of contractors and safe behaviour
- Performance of same teams on different sites (site culture and leadership)
- Size and weight of equipment
- Complicated logistic process (JIT)
- Changed relationship with suppliers and assessment process
- Contractors failing to deliver standards in time, cost and quality terms
- Subcontractor management
- Pre selection of contractors
- Constructability checks in design
- Delay in design and documents

Result: CHANGES

E.ON's safety performance should inspire their contractors because of their TRIF being eight times higher

- Relation E.ON employees vs. contractor employees: approx. 1 : 5
- Incidents mainly caused at contractors' staff
- Limited possibility to influence external workforce
- Today's culture: Believe in contracts and responsibility lying with contractors
- Tomorrow: Understanding that a change in behavior is needed to support business partners

## **Is process safety a task for the SHE department?**

- Misunderstanding of process safety in Germany
- General behaviour: Thinking in organisational columns; need to apply cross learning
- Legal requirement „Betriebssicherheit“ is part of process safety
- Early stage activities: safety in design (CDM)
- Review wording: plant integrity / asset risk to increase
- Line management involvement – holistic view
- SHE is still in the driver seat and this needs
- Review of competence model of SHE managers

E.ON SHE Improvement Plan 2012 – 2015

- Competence, learning organisation (weighting 15%)
- Process Safety (15%)
- Travel SHE and Security Risk Management (15%)
- Partnership – Contractor SHE management & engagement (15%)
- Visible Engagement & Commitment (10%)
- Occupational health & health promotion (10%)
- Environmental Management (10%)
- Outside Europe - Asbestos (10%)

- Systems – OHSAS 18001 / ISO 14001
- Incident & crisis management

Every penny smartly invested in H&S pays off:

- Plan SHE activities proactively – challenge your organisation
- Treat all workforce equally – expect the same level of prevention
- Show visible leadership commitment
- Senior Managers conduct safety inspection regularly
- Communicate openly, honestly and regularly
- Educate the line management properly
- Don't compromise!

### **Human Factors, Roland Portune, German Institute of Work and Health**

The “golden rule” of asset management and maintenance – safety first!

What many people learn about asset management and maintenance – make it quick and keep your boss happy.

Double bind! Difficult to marry up these two philosophies.

The work environment is now characterised by a high level of technical progress and the creation of complex work areas, but our capacity to process information remains the same. An acceleration in production, service and communication has been accompanied by an increasing level of intellectual work.

To avoid accidents there is a need to avoid mental overload and the need for multi-tasking. This is achieved by simplifying instructions to the operator through the use of clear language, text and colours. A balance also needs to be drawn between simple, repetitive tasks that can lead to low mental workload and complex, rare tasks in unfamiliar situations that similarly can lead to human error.

#### **Guidelines concerning fatigue –**

- intensity of mental workload
- ambiguity of the task goal
- complexity of task requirements
- serving strategies
- adequacy of information
- ambiguity of information
- signal discriminability

#### **Information provided should be:**

- only what is needed
- grouped together
- not violating expectations
- reliable and accurate
- compatible with capacities of the operator



## **Worker Involvement – Role of trade unions in Germany, Hans-Peter Kern, IG metal**

- one union for all democratic political and religious convictions
- one union for one industry
- political and financial independence
- voluntary membership
- democratic structure
- is voluntary
- white and blue collar workers as well as vocational trainees employed in the branches IG Metal organises may become members of IG Metal
- membership dues are 1% of the monthly gross pay

Union has 2.2 million members (employed, young, unemployed and retired) and spends a significant level of funding on education for members.

Workers representation at plant level – the workers' council:

- According to the Works Constitution Act, works councils may be established in plants with a minimum of 5 employees. However, this is not compulsory.
- Every four years, a works council is elected by secret ballot by all the employees in the company. The election is paid for by the employer.
- The works council represents the workers' interests in the company (except the interests of executive staff).
- Ensures companies adhere to laws, regulations, health and safety measures and collective work measures
- Members of a works council are protected against dismissal.
- Management / executive staff cannot be a member of a works council and are not allowed to elect it

The works council has the right to information, consultation and co-determination in all social-related matters, e.g.

- start and end of daily work schedules
- determination, application and modification of remuneration methods
- determination of piecework rates and bonuses
- control of behaviour and efficiency
- transfer or dismissal of individual employees
- occupational health and safety
- form and running of the company's social facilities (e.g. canteens)
- change in operations (reconciliation of interests and social compensation plan)

Councils campaign for 'Good Work'; the fair treatment of employees whilst considering abilities according to age and mental and physical capacity. Good work should be enjoyable, consider the health of the employee and provide meaningful employment until retirement.

## **How do German Companies successfully manage H&S?, .Dr Thomas Kohstall, IAG**

Return on Prevention project:

- 16 participating countries (first round)
- Data collection from mid-2010 to early-2011
- German data collected in 2007 and 2008 (referring to a preceding project) and recoded for the current project
- One interview per one million employees (with a minimum of ten and a maximum of 40)
- In total: 300 interviewed companies from 16 countries

Indicators used:

Direct

- Employment and accident rates
- Accidents involving material damage
- First aid incident rates
- Numbers of working days lost due to accidents

Indirect

- Employer surveys
- Self assessment of SHE performance
- Reports on levels of SHE activity
- Numbers of voluntary training programmes and courses

Results for participating countries:

Selective findings

- Significant correlation
  - Positive correlation between rating of impacts/effects of OSH and the labor market efficiency
- Significant differences
  - Companies in Asia tending to rate impacts/effects of OSH higher than companies in Europe and North America
  - Larger companies tending to rate impacts/effects of OSH higher than smaller companies

Does OSH pay for companies? Yes – there are social responsibility, legal requirement and microeconomic advantages. Benefits to employees, employers, insurance and society as a whole. Average return of €2.2 for every €1 invested.

#### Limitations:

Some activities are introduced for different reasons leading to a difficulty in assessing the cost and benefit of SHE interventions.

Diminishing return on investment; initial investment can bring a significant improvement but further costs may only result in incremental improvement.

Rewards from investment may be greater in some areas than others (risk reduction and incident rate significantly improved, but effect on corporate image less so).

#### **Next steps**

Lessons learned from the workshop have been disseminated via the ENA framework of SHE committees and groups.

A follow up workshop is to be held in London on 6 to 7th December 2012.

**Wednesday 28 March, 2012**

<b>Hour</b>	<b>Title / Topic</b>	<b>Speaker</b>
09.00 - 09.15 a.m.	Welcome & introductions Role of ISSA Electricity Section	Martina Hesse- Spötter
09.15 - 09.30 a.m.	Background of UK Powering Improvement Strategy	Peter McCormick
09.30 - 10.15 a.m.	Managing H&S through organisational change Management of contractors – competence, training, supervision	Volker Hase / Airbus
10.15 - 10.30 a.m.	Discussion	
<b>10.30 - 11.00 a.m.</b>	<b>Tea / coffee</b>	
11.00 - 11.30 a.m.	UK experiences - Motivational techniques - How to ensure workers follow the rules - How can managers be a successful H&S leader	Peter McCormick // Peter Coyle
11.30 a.m. - 12.00 p.m.	German experiences - Motivational techniques - How to ensure workers follow the rules - How can managers be a successful H&S leader	Michael Peters / IAG
12.00 - 12.15 p.m.	Discussion	
<b>12.15 - 01.30 p.m.</b>	<b>Lunch</b>	
01.30 - 02.15 p.m.	Approaches to asset management, maintenance & process safety	Dr. Harald Wachsmuth / EON
02.15 - 03.00 p.m.	Human factors - Impact of human factors on asset management	Roland Portuné / IAG

	<p>and maintenance</p> <ul style="list-style-type: none"> <li>- Safety critical activities – concentration / distraction</li> <li>- How to reduce human error</li> </ul>	
03.00 - 03.15 p.m.	Discussion	
<b>03.15 - 03.45 p.m.</b>	<b>Tea / coffee</b>	
03.45 - 04.15 p.m.	<p>Worker involvement:</p> <p>Role of trade unions in UK and Germany</p> <p>Engagement / communication with workers</p> <p>Joint training programmes?</p>	<p>Hans-Peter Kern / IG Metall + BG ETEM //</p> <p>Sarah Page / Prospect</p>
04.15 - 05.15 p.m.	<p>Benchmarking/sharing best practice</p> <p>How do German companies successfully manage H&amp;S</p>	Dr. Thomas Kohstall / IAG
05.15 - 05.30 p.m.	Final discussion	Peter McCormick // Peter Coyle

**29 March, 2012**

**08.30 - 10.00 a.m. – transport to Berlin**

**10.00 a.m. - 12.00 p.m. – site visit to Vattenfall Control Centre**

**12.00 to 01.00 p.m. – lunch at the Fjord hotel restaurant**

**01.00 p.m. – close**

- Peter McCormick ENA
- Peter Coyle ENA
- Sarah Page Prospect
- John Steed HSE
- Bogdan Vranes AES
- Paul Abreu ENA
- Mike Leppard ENA
- Andrew Kennedy ScottishPower
- Jim Denholm ScottishPower
- Vicky Philips ScottishPower
- Paul Norton Northern Powergrid
- Majella Henchion ESB
- Stephen O'Neill Energy UK
- Martina Hesse-Spötter ISSA Electricity Section
- Dr Jens Juhling ISSA Electricity Section
- Dr Klaus Renz ISSA Electricity Section
- Dr Harald Wachsmuth E.ON Germany
- Volker Hase Airbus
- Michael Peters German Institute for Work & Health
- Roland Portuné German Institute for Work & Health
- Dr Thomas Kohstall German Institute for Work & Health
- Hans-Peter Kern, IG metal, Bosch
- Mr Haig ISSA Electricity Section
- Martin Wefelmeier ISSA Electricity Section