

## **Powering Improvement**

### **Joint Training for Managers and Safety Representatives**

ENA and AEP Electricity member companies are fully committed to the electricity industry's *Powering Improvement* initiative which supports the HSE Strategy, *Health and Safety of Great Britain: Be part of the solution*. The three pillars of *Powering Improvement* are Leadership, Competence and Worker Involvement.

Research shows that organisations that effectively involve worker representatives have better health and safety performance than those that do not. This short document sets out a framework promoting the principles and benefits of the joint training of managers, supervisors and safety representatives to help secure sustainable improvements in health and safety culture and behaviour leading to enhanced safety performance. The Powering Improvement vision to be a world leader in health and safety performance will not be achieved solely by improvements in technology and procedures, but through a collaborative approach to work by the companies and the unions in the management of health and safety.

ENA and AEP companies are fully committed to training managers and supervisors to appropriate levels in health and safety. Similarly worker representatives are given health and safety training plus time and resources to fulfil their functions. Such training may be provided by the company in addition to that provided by the relevant trade union (the union itself or via the TUC).

When workplace health and safety issues arise, successful resolution is more likely to be achieved through a shared understanding and partnership approach, involving all parties working positively together. Under the *Powering Improvement* banner it is proposed that managers and/or supervisors being trained jointly with safety representatives can greatly assist this.

Success requires more than a shared technical health and safety competence. Understanding differences in the perception of risk and the adequacy of risk control measures require a broader set of skills. Companies can equip managers and safety representatives and actively encourage effective two way communication and behaviours that are more conducive to better collaboration, by providing joint training that addresses specific issues that are relevant to the electricity industry in general and the individual company in question in particular.

There is no single, defined approach to achieving these aims. Companies will tailor both proactive and reactive interventions according to their own circumstances.

## **Joint training**

A mature health and safety culture provides the setting and opportunity for joint training of safety representative and managers. This ensures training is consistent across all levels of the organisation and meets the needs of all employees at an early stage. Issues to be covered in such training include:

### Industry

- History – industry H&S performance over the past 10 years
- Lessons learned from major incidents in the sector
- *Powering Improvement* – background, over-arching themes: leadership, competence & worker involvement, annual focus on specific topics.
- Specific H&S issues for the sector:
  - Electrical safety;
  - Stress;
  - MSDs;
  - WAH;
  - Asset management/process safety;
  - New technology
  - Human & organisational factors;
  - Public Health & Wellbeing agenda (Ageing workforce, Cardiovascular disorders, Obesity etc).

### Legal

- Legal, moral and financial reasons to manage health & safety;
- Outline of UK health and safety system;
- Safety Representatives and Safety Committees – functions and responsibilities;
- Consulting and involving the workforce;
- Accident investigation including disclosure to H&S representatives.

### Company

- Safety policy;
- Organisation;
- Policies & Procedures e.g. risk assessment, safety inspections/tours, accident investigation, occupational health;
- Risk control measures including Safe Systems of Work and Permit to Work Systems;
- Trade Union presentation.

### Essential people skills

- Communication e.g. in meetings, with colleagues for views, with line managers and with health and safety inspectors;
- Influencing;
- Negotiation.