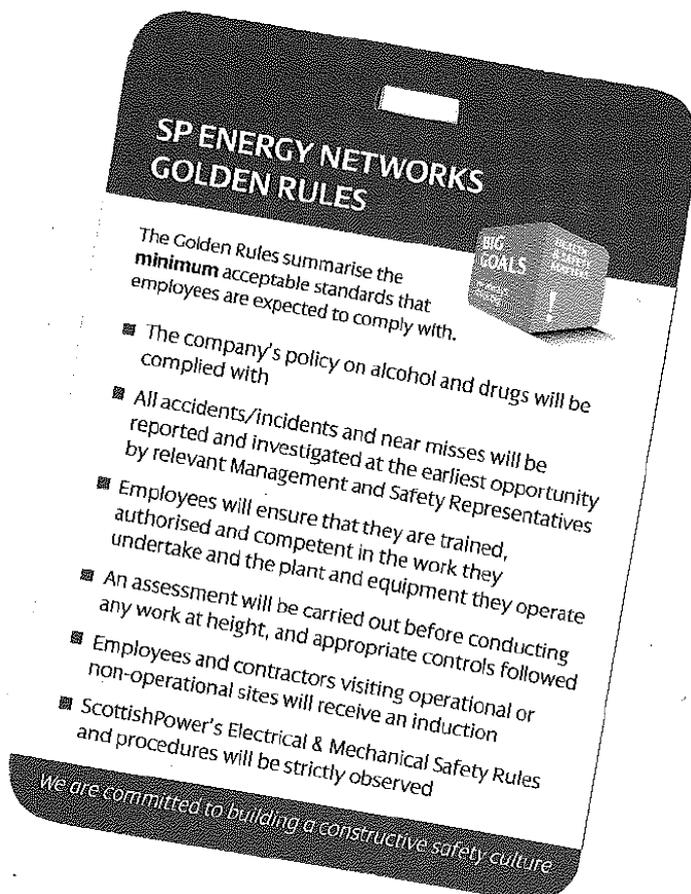


Introduction

ScottishPower has focussed on behavioural safety issues for over 10 years. Their approach originated in the Generation business where they worked closely with DuPont in the early 2000's embracing their STOP programme fully. ScottishPower was able to adapt this initiative to suit the company's specific environment. This was followed strictly for around 5 years with some significant improvements in safety performance. The focus was on the 4% of incidents caused by unsafe conditions and the 96% caused by unsafe acts. Over the years this approach has been challenged somewhat by industry, not least due to plant ageing issues and some serious process safety incidents around the world. It was identified that a cultural change was needed, which was illustrated well through ScottishPower adopting the phrase *"If you do what you've always done, you'll get what you've always got"*. (W. Edwards Demming)

The Golden Rules



The culture was shifted to accept behavioural conversations and really encourage increased interaction through the work of the Networks Golden Rules;

These specific rules could then be simplified and made easily readable on site safety cards that could be given to employees. These rules were useful and helped employees and contractors to consider their behaviours at work.

ScottishPower Energy Networks Golden Rules Card.

In the event of a breach of these Rules, a tool known as 'Behavioural Auditing' is used. Five simple steps must take place;

1. Observe discreetly, and then get the person's attention.
2. Introduce yourself, strike up a friendly conversation.
3. Discuss the possible consequences of any unsafe acts, try not to give the person the solution and congratulate those working safely.
4. Get an agreement to work safely in future.
5. Thank the person.

This approach has proved to be substantially beneficial over the years, however ScottishPower have recently identified that their approaches, albeit innovative, are becoming dated. It was identified that the current measures looked in depth into quantitatively assessing and reviewing programmes in relation to behavioural safety, yet concepts of a qualitative aspect were being ignored. There was a five point list that was required to be met for any behavioural safety tour to be deemed acceptable. This fixation with measurement caused the programme to stumble for a year or so and brought about the need for qualitative as well as quantitative methods to be incorporated.

Refresh, Rebrand and Universal Focuses

The intention for behavioural safety initiatives is to tackle the relatively low impact, high probability events, while process safety tackles the high impact, low probability events. This also represents the application of accepted principles and priorities as illustrated by the Bradley Curve approach to improving health and safety performance. Both operational businesses, Generation and Networks continue to run behavioural based safety as part of their overall approach. Generation have also been focussing on operational integrity and process safety. The number of safety tours/audits carried out is also measured. ScottishPower is now in the process of refreshing their existing initiatives, and adapting them to suit current situations and cultured environments.

ScottishPower's parent company is IBERDROLA. With regard to the recent *Powering Improvement* programme for 2013, 'Human and Organisational Factors', ScottishPower are now looking to learn from best practice in other IBERDROLA companies operating in countries such as USA, Brazil, Mexico and Spain, and this approach may also produce benefits in other Powering Improvement topic areas. Similarly the investigation of human factor issues that are specific to the electricity industry has been undertaken in conjunction with expertise from the Health and Safety Laboratory.

A particular focus of ScottishPower over the past year has been the revitalising of existing initiatives and it became apparent that if they were to refresh their initial approaches, why not rebrand the entire scheme to put the focus more directly onto the behaviours and responsibility of their workforce?. To incorporate Environment and Health into the programme, it was decided to rebrand the initiative '**Behaviour Matters**' to form a key component of the company's Health and Safety Strategy.

The focus on employees being increasingly aware of their behaviour and the idea of 'looking out for one another' is very much a focus of ScottishPower. They have also been looking at how the aviation industry manage human error risks with the intention that such best practice can be incorporated into the Behavioural Safety programmes in the energy sector.

A particular feature in the revamping of ScottishPower's programme was developing an in-house DVD to be shown to all internal staff at the company. The DVD conveys details of the ScottishPower's Behavioural Safety Journey over the years, and informs employees of the new initiatives that will be put into practice in the future; it is very much aimed at driving consistency in regulative business for employees.

Online training and awareness programmes have been introduced that focus on specific risks and hazards associated with ScottishPower business activities. This incorporates a certain amount of focus relating to the behaviours of employees at work, and in-turn highlights the importance of personal responsibility. This aims to help employees, supervisors and managers consider how their actions affect others and help them promote their personal behaviour in regards to Health and Safety at Work.

Effective routes to engaging the workforce with these messages have included the use of company road shows at training centres, using behavioural psychologists and powerful testimonies on the consequences of incidents through error or violation.

Once these programmes are into force, their effectiveness will be measured with the use of 'Competency Assessments' in regards to the new 'Behaviour Matters' approach. Assessors will be integrated into the existing personal development plan process.

For more information please visit ScottishPower Energy Networks website:

<http://www.spenergynetworks.co.uk>