



SHE REVIEW 2014
Leadership



VISION

The UK Electricity Industry will be a world leader in health and safety performance by 2015.

CONTENTS

LEADERSHIP

Introduction	02
Elements of health and safety leadership	03
Case studies	04

INTRODUCTION

Leadership is often described as a process of social influence in which a person can enlist the support of others in the completion of a common job or task. For example, some understand a 'Leader' simply as someone who people follow, or as somebody who directs, whereas others define Leadership as "being able to organise a group of people to achieve a common goal", and see a 'Leader' as people who are able to effectively delegate tasks, and direct a group or entity to achieve an objective.

Setting the right tone from the top is critical in establishing the expectations of the organisation with regard to health and safety. An effective leader will be able to motivate and energise their team to move beyond legal compliance and establish a culture of learning and good practice that can be replicated within the business. Leaders will get the culture they deserve based on their behaviours, and as leadership is at the heart of any system it is important to set the right tone at the outset. This is even more important when considering that health and safety incidents and failures are often rooted in failures of leadership.

Managers need to lead by example and provide a clear sense of direction as to what is required. Performance is managed against clear objectives and targets and the resources that are required to achieve this need to be identified. Regular and proactive engagement with the team provides transparency on key safety issues, and provides for an open environment and relationship that is built on mutual trust. In turn this enables

performance to be related to the requirements of the safety management system and the overall objectives of the business.

This edition of the SHE Review is in support of the Powering Improvement theme on 'Leadership'. Leadership has been a key focus throughout Powering Improvement as one of the main components in any health and safety management system. It is part of a mature health and safety culture.

Jamie Reeve
SHE Adviser
Energy Networks Association

ELEMENTS OF HEALTH AND SAFETY LEADERSHIP

Leadership is a quality that can be continually enhanced at all levels of an organisation. Looking at leadership through a health and safety lens can help the leadership teams identify areas of weakness and prioritise actions to effectively deliver sustained improvement. The following points are not exhaustive, but identify key elements to focus on.

Health and safety leaders should:

- Be proactive regarding health and safety leadership and set the standards expected.
- Be passionate and enthusiastic about maintaining excellence.
- Energise teams to move beyond compliance and effectively utilise systems for sharing good practice and learning from incidents.
- Ensure they are visible and engage staff on health and safety issues that are pertinent to the work being undertaken.
- Show commitment to addressing health and safety issues and take ownership and assume accountability.
- Lead by example and never walk past unsafe acts or conditions without addressing them.
- Ensure the level of competence for leading in health and safety is commensurate with the level of risk.

- Maintain a 'can do' attitude at all times and always strive for the best performance possible.
- Actively communicate with peers and staff to ensure assumptions are not being made and all understand the clear message.
- Provide adequate resources to ensure health and safety issues are identified, analysed and prioritised to drive improvement.

Key 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 sites. Such visits should enable genuine two-way communication.
- Managers should be genuinely committed to health and safety and regard health and safety as an essential value. 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.
- There should be 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.
 - > Health and safety considerations should be integrated into all management decisions.
 - > An effective culture should be fostered which encourages open reporting of near misses in addition to actual accidents and incidents.
 - > Compliance – training, competency, change management.
 - > Competence – assurance, consistency, clear expectations.
 - > Engagement – ownership, communications, time for safety.
- Other initiatives include:
- > NIE Executive attendance is now standard at local Safety Briefing sessions – this gives visibility, high-level support, guidance and leadership to all levels within NIE.
 - > Site Safety Inspections – NIE have encouraged a culture whereby a Site Safety Inspection is not concerned with box-ticking or arriving on-site with a clipboard. Participation and involvement are encouraged, engaging with operational and field staff. This also involves assessing site behaviours of those involved in the work. Providing positive feedback is also encouraged during site visits to remove the perception that they are only a tool for identifying negative variations.

CASE STUDIES

NORTHERN IRELAND ELECTRICITY



Zero Harm

Safety Leadership has been implemented with the aim of achieving Zero Harm for all work activities in Northern Ireland Electricity (NIE). This initiative is built around the NIE Safety Model – Leadership, Compliance, Competence, and Engagement. This model applies to NIE and all Contractors engaged by the company.

- > Leadership – accountability, behaviours, continuous improvement.

Other initiatives include:

- > Safety Leadership is now included as ‘essential’ criteria for all internal and external job applications at a supervisory level.
- > Selected Managers and Team Managers have been sponsored to study for the NEBOSH General Construction Certificate. Over 40 front-line Managers now possess this qualification.
- > Safety Seminars – Safety Seminars and ‘stand-down days’ are arranged for all staff to ensure opportunities for engagement, learning and sharing are available at an operational level.

- > Safety Representatives Charter – this was launched during European Health and Safety Week and is an indication of the leadership and drive towards Zero Harm between all members of NIE HESAC.
- > Consistency has been introduced to briefing and communications to ensure a more effective means of cascading important information is implemented. The system of ‘managing by bulletin’ has been replaced with direct, regular verbal communications, with written bulletins being included in monthly ‘Safety Newsletters’. This was identified as a more effective system by operational staff and TU Safety Representatives.
- > Personal Reviews for all staff include a priority for topics and conversations about safety behaviours and leadership.

Ongoing SHE Meetings also take place at WPD together with TU and business representatives (these are over and above the safety conferences).

Round business presentations are being and have been given to all staff on the Behavioural Safety initiative – ‘More Cheese, Less Pickle’. Interactive sessions take place with all staff and are led by the Safety and Training Manager. The session outlines how we can improve safety by understanding how behaviours affect outcomes. This also links to the Powering Improvement theme for 2013 on Human and organisational Factors- Behavioural Safety and Personal Responsibility.

A review of line Manager Site Safety Visits has been completed. The review has resulted in an amendment to WPD policy to include a 10% of total visits are to be completed by a separate line manager. A further 10% of visits by the Safety Team will be completed outside of their normal area of work/operation; this enables Site Safety visits to be more representative and effective. All Craft Team Managers are now undertaking bespoke Site Safety Visit Refresher Training courses.

WESTERN POWER DISTRIBUTION



Various Leadership Initiatives in WPD

A series of Safety Conferences have taken place involving TU Safety Representatives, Safety Team Advisors together with Senior Managers. These will be a part of a continued programme for promoting and raising the Behaviours Safety Profile within each Network Service business area. Each conference is led by the Network Service Manager and themes include review of accidents, accident cause and effect, opportunities for learning, and a range of other points of discussion.

All WPD ‘People Managers’ are to undertake training for the IOSH General Safety Certificate Qualification. The training programme has started with completion expected during Q3 2015. The course aims to ensure that health and safety requirements are appreciated by people employed as managers, and to enable them to review their own departmental systems for safety, introduce new controls or implement changes as appropriate to ensure health and safety in the workplace.

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 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 nine 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.

SCOTTISHPOWER ENERGY NETWORKS



Leadership

Like most organisations in the energy sector, ScottishPower regards health and safety as a closely held value. Indeed, we would go as far as saying it is part of our organisational DNA. We continue to lead on health and safety, giving it space at the start of executive meetings all the way through the organisation. We have found that critical to any form of success is the desire to “go the distance”. What we mean by that is maintaining the health and safety “heartbeat”, whether that is at the start of meetings, our weekly scheduled Safety Calls (across our three license areas of SPM, SPD and SPT) or our various employee engagement forums. It is all too easy to let basic standards slip when priorities appear to alter.

Further to this, we are embarking on a consultation exercise with the key leaders within our organisation with the following reminder and ambition.

- > To further develop a positive health and safety culture.
- > Address and control known or emerging risks.
- > Improve overall health and safety performance.
- > Protect employees, contractors, customers and the public.
- > Safeguard our business reputation.
- > An update on directors’ responsibilities.
- > Listening to a wide range of internal and external stakeholders.

Finally, we are undergoing a reorganisation to optimise our shape for delivery of RIIO ED1. From a health and safety perspective this is an opportunity to refresh on standards, expectations and responsibilities. To this end we have drafted a simple document to communicate this to complement a wider engagement plan that will be rolled out to all districts over Q1 2015.

Line management health and safety function roles and responsibility

Introduction

An organisation that seeks to establish a best in class health and safety culture, system and performance must ensure that the function of health and safety is managed at the front end and as part of line management roles and responsibility.

Health and safety should not be seen as an additional duty, but should be incorporated into daily activities/tasks and functions.

Line Management Definitions

Line manager roles and responsibilities apply to any person who has responsibility for any number of staff.

There are management functions that will have specific roles and responsibilities, for example District Managers, Depot Managers and Team Leaders.

Management Responsibilities

SPEN's three strategic anchors are fully linked with health and safety at the forefront. It is the responsibility of all line management to ensure that those employees they are responsible for are fully aware of the hazards, risks and control measures associated with the plant, equipment, asset, chemical or substance that is being operated/used.

This may be achieved through formal training, local training, communications, procedures, guidance material and SPEN formal auditing processes.

It is also a key role of leadership in health and safety to promote safe working environments and employee engagement.

Management Systems

Management shall ensure they are familiar with those procedures relevant to their work activities as specified in the SPEN internal Health and Safety procedures. These provide a range of management responsibilities and operational guidance and set out arrangements for legal compliance.

UK POWER NETWORKS



Leadership is the blend of skills, qualities and behaviours that inspires and motivates others to succeed:



Some of these characteristics are naturally evident in staff, but we also need to identify those areas where we are weaker to enable the coaching and training needed to encourage the development of these abilities.

There is a need to promote ingenuity and new channels of behaviour to encourage people to lead and to be leaders. In turn this should have a positive effect on the organisation's Vision and Values; namely Integrity, Responsibility, Inclusiveness, Unity and Respect.

UKPN's Leadership Way programme focuses on a number of key principles and drivers for the business including Safety, Performance, Teamwork, Customer Service, Employee Engagement and Continuous Improvement.

This is intended to help develop well rounded leaders with an awareness of priorities who also understand their influence through 'the shadow cast by a leader'. All of these parameters are also reflected within the company's overall strategy and its key objectives as a business.

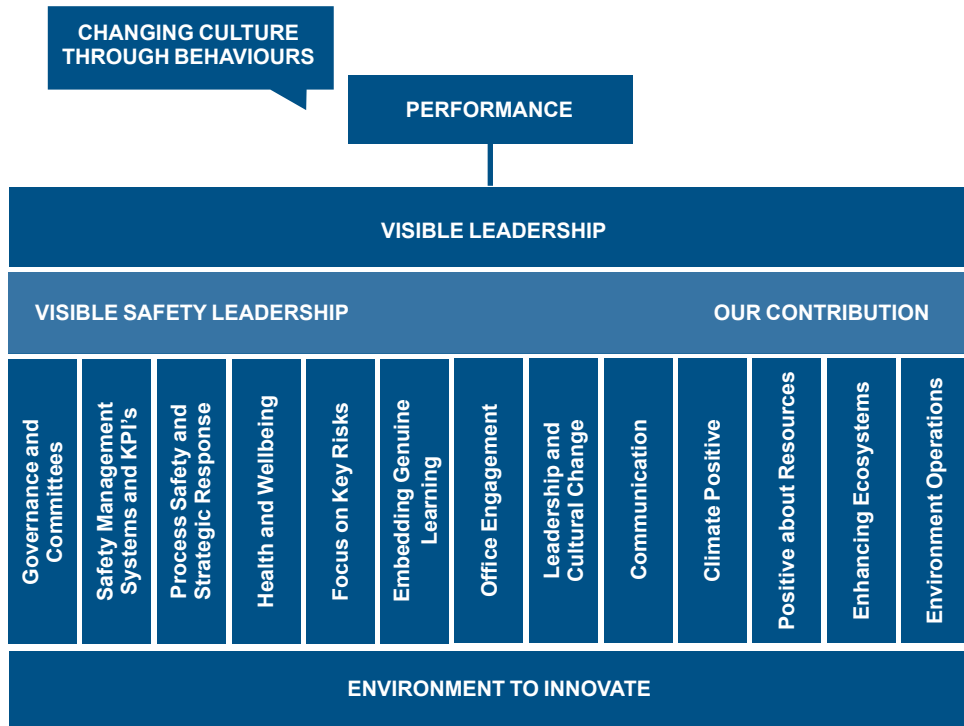
The ultimate aim is to develop leaders who are: Intelligent, Creative, Confident, Driven and Courageous; and in doing so to then: Lead by Example, Set High Standards, Set Stretching but Achievable Targets, Praise Good Behaviour, and Tackle Poor Performance, Make Decisions, Admit Mistakes and Listen to Colleagues.

NATIONAL GRID



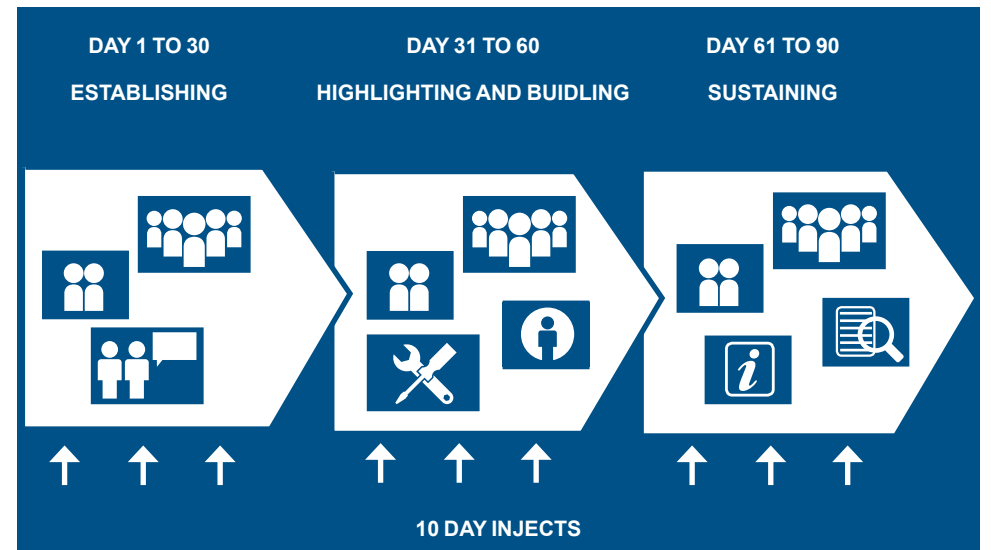
National Grid's Leadership and Cultural Change programme is aimed at encouraging staff to develop through the provision of suitable learning tools. National Grid wants to promote the importance of health and safety within this programme by instilling confidence in staff to challenge unsafe behaviour and to learn how to address the root causes of incidents. This brings together a number of related business aims and objectives within an overall Visible Leadership Programme that provides the framework to drive improved performance.

The familiar Bradley Curve illustrates an organisation's path from a Pathological State, relying solely on engineering systems, to ideally a Generative State, where 'Safety is in our DNA'. Most of us are honest enough to admit that a Proactive State is a closer definition of current performance however, and that individual parts of the organisation may be at different stages of development too.



Whilst we are always aware of the hazards and risks inherent within our businesses, we must bear in mind the impact that we have as individuals on health and safety and need to be mindful of our and others' attitude and influence in achieving this. This places a high importance on engaging with colleagues through Safety Conversations with an emphasis on encouraging people to think for themselves and equipping them with the tools and skills to meet the needs of their role. The programme therefore looks to influence behaviour by helping employees take ownership to both help shape the culture and become better leaders.

Training and implementation is staggered over three months, which reinforces its importance and allows time for effective change to be established. There are opportunities to gear the programme according to the needs of individual parts of the business and the best time in which to introduce the initiative. At all times a focus on replicating and promoting positive behaviours is reinforced with an emphasis on looking for opportunities to improve rather than simply highlight organisational and individual failings.



ELECTRICITY NORTH WEST



Bringing energy to your door

Leadership Communications

Electricity North West has established a number of mechanisms and utilises all forms of media to enable and encourage communications throughout the organisation. A key part of our communications is messaging from the leaders in the business to employees. Various processes for these have been set up and refined and now include:

- A weekly bulletin “Connect” that is e-mailed to all employees and posted on our intranet and which includes a key message from our CEO.
- A monthly team briefing pack covering company, directorate and team issues.
- The social media network – Yammer.
- YouTube.

Over the past 3 years we have ensured that in all of these communications, safety, health and environment (SHE) messages are at the forefront. Examples of this include a reference to SHE in every one of the CEO messages and a specific section on SHE at the start of every monthly briefing pack.

Leadership Involvement in SHE Incident Management

Electricity North West has a robust procedure in place for the handling, recording and analysis of safety, health and environment incidents. In 2013/14 we re-launched our hazard and near miss reporting process to encourage the identification and resolving of hazards with the strap line of “sort it, report it”.

As well as making the reporting format much simpler and user friendly, we also ensured that the process clearly placed line managers as the first point of call for reporting of incidents to encourage their ownership of the issue. We took a decision not to set up a central incident reporting telephone number to avoid line managers being left out of the reporting loop.

As part of the investigation process we also established the “Level 1 – Local Manager” investigation which is now used for the majority of incident investigations. This has been supported since 2013 with individual coaching and training for managers undertaking investigations.

We also initiated a weekly incident review conference call for the executive leadership team and in January 2015 this was extended to the wider senior leadership team to encourage ownership and accountability for risk management among our newly appointed leadership population.

The joint Electricity North West and Trade Union health and safety committee has been long established. In 2014 however a need was identified to revitalise the committee and ensure full participation and involvement by all the recognised Trade Unions and senior management.

In 2014 we therefore revised the terms of reference for the committee and agreed the membership to include the Head of Health, Safety and Environment, General Managers, Head of HR Operations and Trade Union appointed safety representatives (up to a maximum of three representatives per Trade Union).

Following a company restructure in late 2014, the committee membership has again been revised to now include the Operations Directors, Energy Solutions Director and the Commercial Director.

In late 2014 Electricity North West restructured its senior leadership teams and a number of new leaders took up senior roles. Leadership visibility is a major part of our overall safety, health and environment management system and, to ensure the new senior leaders were supported in getting out on site and discussing risk and risk controls, individual coaching and a site visit guide have been provided.

In addition, a team of senior leaders led a separate piece of work in December 2014 to provide additional guidance to their peer group on the advantages of increasing hazard spotting and risk control among their teams. With this group not being members of the SHE team the impact of this, coming from the peer group, has been significant.

Also in late 2014 Electricity North West restructured its senior leadership teams and new role profiles were developed for these important positions. Ensuring the management and leadership of safety, health and environment remains an integral part of these roles; specific safety, health and environment outputs were included as mandatory and as the first priority irrespective of the role. How individual candidates would lead and

manage on safety, health and environment subsequently became a key part of the recruitment and selection process for the new roles.

In addition, a leadership development programme was initiated in 2013 and continues to run across the business. The programme focuses on leadership behaviours and as part of the programme all leaders are provided with personal feedback and developmental training in personal leadership, building and motivating a high performing team, strategic influencing, engaging and inspiring, culture change and coaching. Rather than good safety, health and environment be a stand-alone leadership topic, it has been integrated into this wider leadership development programme to ensure it becomes part of the everyday values and behaviours of our leadership team.

To provide the required level of technical knowledge, all our new senior leadership team also undertook the IOSH Managing Safely qualification in Autumn 2014.

NORTHERN POWERGRID



Northern Powergrid places a great deal of emphasis on the leaders of the business being instrumental in driving both business and safety related performance improvements. The focus of leadership in relation to safety performance is emphasised at the company's annual safety conference where all business leaders from the operational areas of the business attend along with the senior managers from our contracting partners and external guests from the HSE and trade unions. The focus of the annual safety conference is to invigorate the company's leadership in delivering safety initiatives and being instrumental in driving improvements in safety performance. The leadership messages are also reinforced at quarterly leadership forums throughout each year.

Northern Powergrid's strategy to deliver continual improvement in safety performance is detailed in the company's Safety and Health Improvement Plan. The plan, which is developed annually from leading and lagging indicators and other trend information, provides the leadership of the company necessary guidance on the safety initiatives developed to deliver the company's safety goals. The current plan for 2015 contains 54 safety initiatives covering seven risk categories:

- > Leadership / Employee Engagement.
- > Operational Performance / Competence.
- > Behavioural Safety / Risk Management.
- > Asset Management and Maintenance.
- > Road Risk Management.
- > Occupational Health.
- > Public Safety.

Similar to the Powering Improvement strategy, the plan has the underlying themes of workplace risk management, supervisory oversight, leadership engagement and contractor management at the core to the plan. This safety strategy has been in place since 2004 and is drawn together under one single plan that incorporates Northern Powergrid's safety improvement strategy, Berkshire Hathaway Energy's safety improvement strategy and the industry's Powering Improvement strategy. The goal for the Northern Powergrid leadership in relation to safety performance remains the achievement of continuously improving accident and incident frequency rates with commensurate reductions in outcome/loss severity, as measured against established reporting criteria. The 2015 Safety and Health Improvement Plan continues to encourage wider and regular management engagement with staff and to further improve the organisation's culture around leadership, hazard perception, risk assessment and associated risk mitigation.

Northern Powergrid introduced a leadership engagement programme in 2013 in order to build the foundations of a safety culture change where the leadership of the organisation not only

cares and is interested in the activities of its front line employees, but visibly demonstrates this through an extensive field engagement programme. During 2014, this programme was stepped up and the leadership and senior managers of the businesses, led by the CEO, conducted 489 visits engaging with 37% of our employees. The field engagement programme is specifically focussed on a two way discussion with operatives at the sharp end and discussion topics cover a range of work related topics relative to the craftsperson and focus on safety issues. The engagement process is promoted in a positive manner and gives operatives the opportunity to talk directly with the senior managers of the organisation to drive improvements from their perspective.

The company operates a safety management standards process which is specifically focussed towards the leaders of the business and addresses and monitors the actions that demonstrate their commitment to maintaining a safe working environment for their staff in terms of both process and behaviours.

A survey of all Northern Powergrid staff was undertaken in 2014. The feedback from field employees has been almost entirely positive as attested to by the 93% employee engagement index rating applied to the question, "Northern Powergrid takes safety seriously". Compared to the previous survey undertaken in 2012 this is a marked uplift from the views of the staff.

PROSPECT



Leadership and Powering Improvement

"Over twenty years ago, I sat with a safety engineer, nursing a cup of tea, to review a site visit. 'When we treat our staff as idiots, why is it a surprise when they act as idiots?' he opined. Before I could comment on this rhetorical question, he added, 'and what are we going to do to change it?'

The goal of ensuring that everybody goes home after a day's work without suffering serious injury or harm to their health should not be controversial. The rest of this article attempts to answer the second question. By seeking out good practice that works for our organisations and emphasising the key role of leadership, by all safety champions, we can reduce accidents.

Powering Improvement (PI) has focussed our thoughts on how we take best practice, adapt it to our own organisations and deliver meaningful change. Without leadership, there is risk that PI would become a good idea that will evolve into real practice when we are not busy. Given the pressures on staff to maintain and build the networks, we are not busy as often as substations levitate. Thus leadership is a key theme of PI as without leadership the programme is like a network without power flowing through it; nice to look at but little practical use.

Success in reducing accidents requires all of us involved in safety to act as leaders by setting a tone, being an example and showing how much we care. In fact, everybody knows our approach to these three measures by our day-to-day behaviour. So if I were to juggle my mobile phone as I drive through your car park, it is reasonable to guess that you would not take my exhortations on road safety very seriously.

Given we persuade managers, safety professionals and safety representatives to have a positive attitude to safety, then we need to give colleagues some confidence and expertise to convert this enthusiasm into positive results. Also we need to ensure that our people understand what we want: my experience is that the individual who enthusiastically misreads your instructions is often far more dangerous than he who simply ignores it.

Human factors and behavioural safety had the potential to trip us all up: badly led, it could have become a game of passing blame to the unaware with the same speed that banks shuffled bad debts prior to the big crash of 2008. In Northern Powergrid we set in place joint training of safety representatives and managers and a couple fell into both categories. The success of the course could be judged by the insistence of those who missed it to be put on later courses as we learnt that behaviour is key to safety, that berating people rarely changes behaviour and that we need to consider behaviour before changing process. By applying these lessons, the quality of safety leadership improved.

Similarly in Centrica everybody involved in the power business, including investment experts and contractors, participated in the generation safe programme. This gave people the skills

to appropriately challenge unsafe behaviour and to avoid designing processes that cause unsafe behaviour to spontaneously emerge. As with all successful initiatives the focus shifted as more people went through the course and it became clear that individuals wanted the skills to lead as much as understand the corporate safety message.

The key lessons across the sector remain that safety professionals and safety representatives lead safety as well as managers. By visiting sites, demonstrating our commitment and listening, then we can demonstrate leadership that makes a difference.

If we chose to treat colleagues as idiots, either deliberately or by omission, then we should expect to fail. We need to lead change and provide a compelling case for others to continue to change their behaviour when we have left the scene. By selecting initiatives that are relevant to our business, by demonstrating our commitment to the values that underpin those initiatives and by engaging everybody involved in the production process, then we will succeed in generating positive change. Napoleon defined a leader as ‘a dealer in hope’ so what are we all doing to deliver that change.”

Mike MacDonald
Negotiations Officer
Prospect

DOOSAN BABCOCK



Committed to Safety Leadership

Doosan Babcock is totally committed to providing safe clean working environments where hazards are controlled and risk managed. This commitment is firmly enshrined within our Company Values and reflected in the decisions and actions of senior managers and throughout the organisation.

Profiling Health and Safety Risk

As an organisation Doosan Babcock recognises that activities we undertake have the potential to pose a risk to our health and safety, and the health and safety of those around us, if we don't control them. However, there are also activities we undertake where, if a failure were to occur, the outcome or severity could easily result in a significant injury or loss.

A company decision was taken to review the learning from our Human Performance Programme – focus2ZERO, An Error Prevention Journey. A multi-functional steering group was set up and decided there were nine key activities that would be prioritised and termed as “Critical Tasks” and include Confined Space Entry, Working at Height, Live Working, Breaking Containment and Lifting Operations.



In 2011 we introduced our Critical Task Analysis (CTA) Programme which was designed to supplement existing controls by embedding the rigorous application of analysis and the development of even more robust controls. This included a review of current procedures along with the development and introduction of Critical Task specific controls that included specific Standards and Expectations Awareness Training, standing instructions for supervisors, Take 5 (point of work assessment) for work teams and human performance monitoring(active monitoring)

Guarding Against Complacency

To guard against complacency it was decided to ensure that refresher training was in place to help combat the identified complacency risk. We are currently at an advanced stage of developing new modern training packages that will help to refresh our people and help them focus on the importance of implementing the controls developed for Critical Tasks Analysis.



Recognising that updating and refreshing the CTA programme would need much more than a new training package, we took the learning from our Human Performance Programme – focus2ZERO, An Error Prevention Journey.

The processes and procedures used to control Critical Tasks were developed, taking cognisance of the fact that there is a need to identify “error likely situations” and identify the error prevention tools that can be deployed to reduce the likelihood of error occurring.

Our current review includes shifting away from the completion of control documentation, to place a greater focus on personal responsibility and the need for proactive communication. This has resulted in greater interaction within the work teams during the planning and preparation stages of tasks.

Updating the procedural controls, documents and active monitoring regimes is only one element of the process. The key to a successful refresh is how we engage with our people and how information, instruction and training would be provided in order that those involved in CTA are aware of what is required of them, that they understand the requirements and they ensure effective implementation of the new processes and procedures.



Modernising the Experience

As part of our Human Performance journey we have realised the importance of developing training to ensure that key messages are delivered in a format and fashion that is clear and unambiguous, easily understood and memorable. Moving away from the traditional power point type

presentation we have developed a series of dynamic, interactive training modules; using Computer Generated Images (CGI) animations and motion graphics. Training is facilitated and delivered by competent persons.



Making it Relevant

Our training modules identify how to establish control and ensure safety as well as illustrating the consequences of failure. This is achieved by using examples from our own industry and case studies from high profile activities out with the work place, such as Formula 1 Racing.

As well as providing information and instruction our new training modules are designed to highlight how safe working can be achieved through the use of our Human Performance error prevention tools such as:

- > Induction and orientation.
- > Planning and preparation.
- > Procedural use and adherence.
- > Pre and post job briefing.
- > Ownership and accountability.
- > Questioning attitude.
- > Observation and feedback.



A Lasting Impact

The training modules are having a “sit up and take note” effect on all those who have seen the capability demonstrations. The full suite of training modules is nearing completion and roll out is planned for March 2015 prior to a busy outage season. Engaging the services of those involved in the computer games industry demonstrates that we are truly refreshing and modernising our approach to the provision of Information, Instruction and Training (IIT). The approach we have adopted has led to the development of IIT in a format that is easy to understand, is memorable, influences behaviours, motivates people to do the right thing and helps to ensure safety.

We are committed to engaging with our people to provide them with the knowledge and information required to safely complete those tasks which have the potential to result in a significant injury or loss.

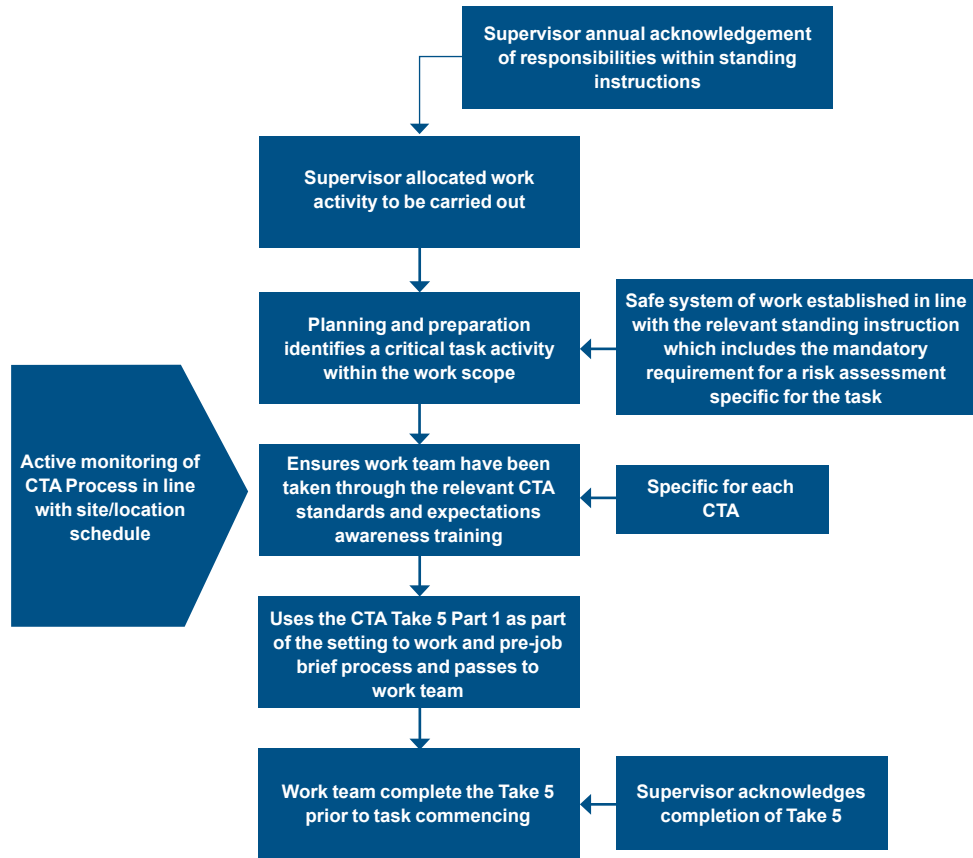


Keeping it relevant

Another key factor at the concept stage was that those tasks that were identified as Critical Task were not absolute and that they could be reduced or added to where required. Our review process concluded that for work on, near or over water, the primary hazard was work at height and would be included within that task.

We now have eight Critical Tasks; Rider Operated Equipment, Lifting Operations, Work at Height, Work in Confined Spaces, Breaking Containment, Work in Hot Thermal Environments, Live Testing and Pneumatic or Hydraulic Testing.

Critical Task Process Flow



THANKS TO OUR PARTNERS IN POWERING IMPROVEMENT





For further information see
www.poweringimprovement.org

PARTNERS

Energy Networks Association (ENA) is the industry body for the UK electricity transmission and distribution companies.

Energy UK is the trade association for the UK electricity generation companies.

TRADE UNIONS:

GMB
Prospect
Unison
Unite

GOVERNANCE

Powering Improvement is managed and directed by National Health, Safety and Environment Committee (HESAC) comprising representatives from Energy UK and ENA member companies, the industry trade unions (GMB, Prospect, Unison and Unite) and HSE.

Executive decisions on behalf of ENA member companies rest with the ENA SHE Committee and ultimately the ENA Board.

Executive decisions on behalf of Energy UK companies rest with the Energy UK Health and Safety Forum and ultimately the Energy UK Board.

