



Human and Organisational Factors

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Powering Improvement Overview

- Our industry strategy for SHE
- Includes member companies from both ENA and Energy UK
- Includes Trade Unions
- Includes Regulators
- Has been running since 2010
- Replaced 'SAFELEC 2010'
- Annual topic for discussion, focus and development
- Governance provided via National HESAC and PI Steering Group
- Great example of industry collaboration in action

Powering Improvement example Topic Areas

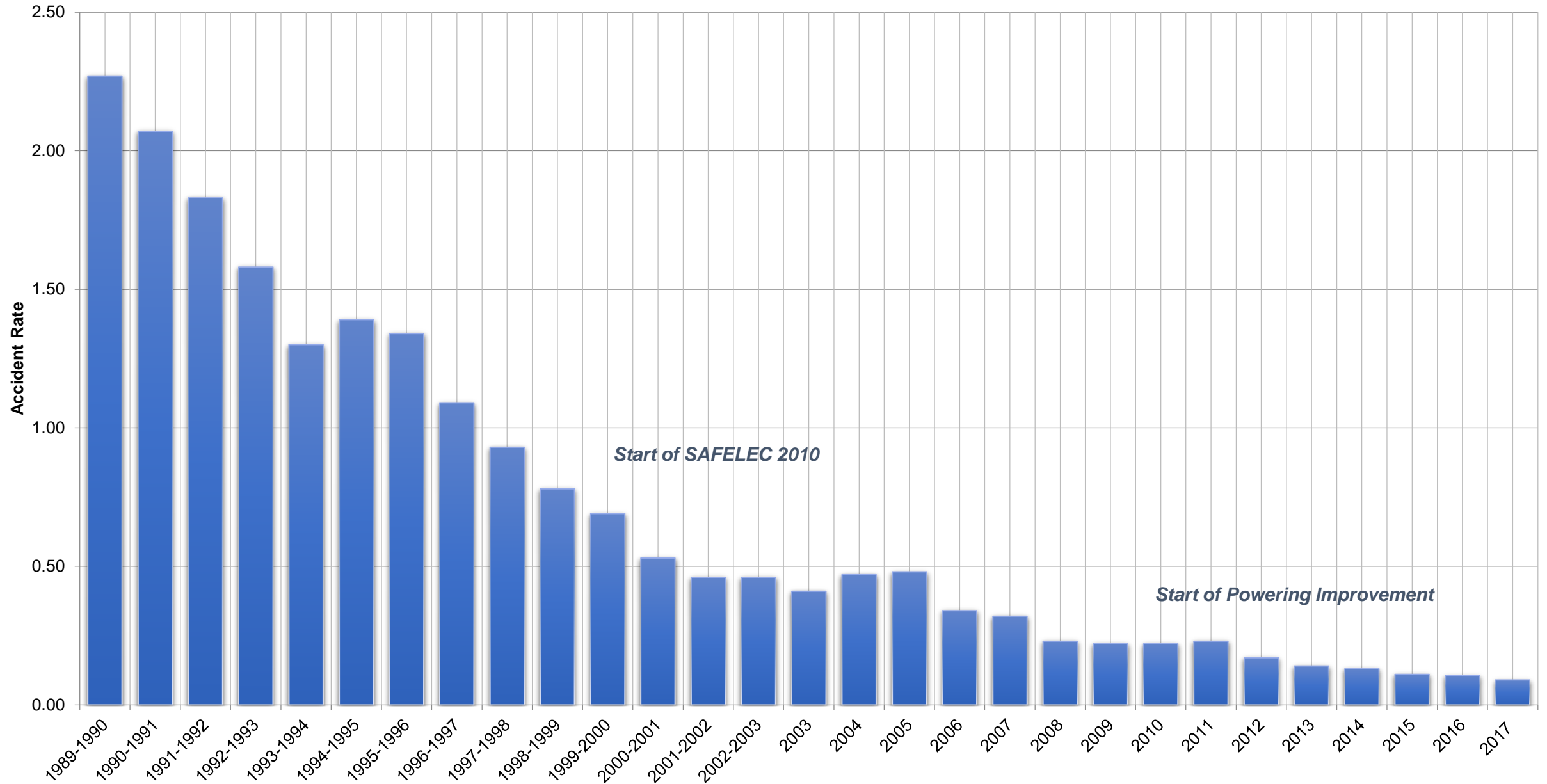
- 2015 – Working with Contract Partners
- 2016 – Occupational Health
- 2017 – Asset Management
- 2018/19 – Human and Organisational Factors
- 2019 – Review and next steps.

<http://www.poweringimprovement.org/>



Helping
Great Britain
work well

Accident Rate per 100 Employees (Fatal, Major and Over 7 Day - RIDDOR Reportable)



No room for complacency

- 2018 challenge from HSE (Electrical Inspectorate)
- Improvement good but electricity industry workers are still at risk
- Too many incidents involving operational roles e.g. Senior Authorised Persons
- Potential areas for review/ improvement:
 - Training
 - Recognition
 - Working environment where challenge is welcomed
 - Processes
 - Wider responsibilities

2018/19 Human and Organisation Factors

- Working with Health and Safety Laboratory
- How are Senior Authorised Persons (SAPs) and Competent Persons (CPs) working together to ensure the correct outcomes are delivered
- What's stopping us from being brilliant in regard to three specific areas:
 - Processes
 - Leadership
 - Beliefs and behaviours
- 5 one day workshops involving 108 operational people (SAPs and CPs) from member companies
- Workshop discussions using HSL bespoke process and supporting questionnaires



HEALTH & SAFETY
LABORATORY

Initial Findings – Processes (examples)

- Persons involved said they had the ability to stop work if needed due to safety concerns, e.g. SSEN License
- Communications for procedural change are common and effective
- Technology improvement are helping gain easier access to information in the field
- Opportunity to ensure human factors are a standard consideration of incident investigations
- Opportunity to ensure that 'end users' are always involved in the development of procedures and strengthen 'worker involvement'

Initial Findings – Leadership (examples)

- Prompt stand-downs are common to discuss incident learning points
- Good management intervention when persons are fatigued
- Allocation of Safety Champions to provide help and support is valuable
- Opportunity to make clear the correlation between the delivery of customer service objectives and safe outcomes
- Opportunity to foster a just and fair culture approach throughout the industry

Initial Findings – Behaviours (examples)

- Regular ‘downstream’ and ‘upstream’ challenges take place
- Strong collaboration between SAPs and CPs to ensure ‘safety from the system’ is common
- Opportunity to ensure persons are competent in roles by checking suitability of training, authorisation and monitoring processes
- Opportunity to raise awareness of Human Factors with workforce
- Opportunity to create good practice guidelines for operational persons, i.e. SAPs, APs, CPs etc.

Next steps

- Release of final report
- Powering Improvement Workshop 25 June 2019
- Opportunities for improvement agreed
- Powering Improvement 'the next stage' agreed

