Leadership in Health and Safety

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We take safety very seriously. **Are we clear?**

POWER**CARE**
A Powerco Initiative

EEA Safety Forum / **11 October 2018**
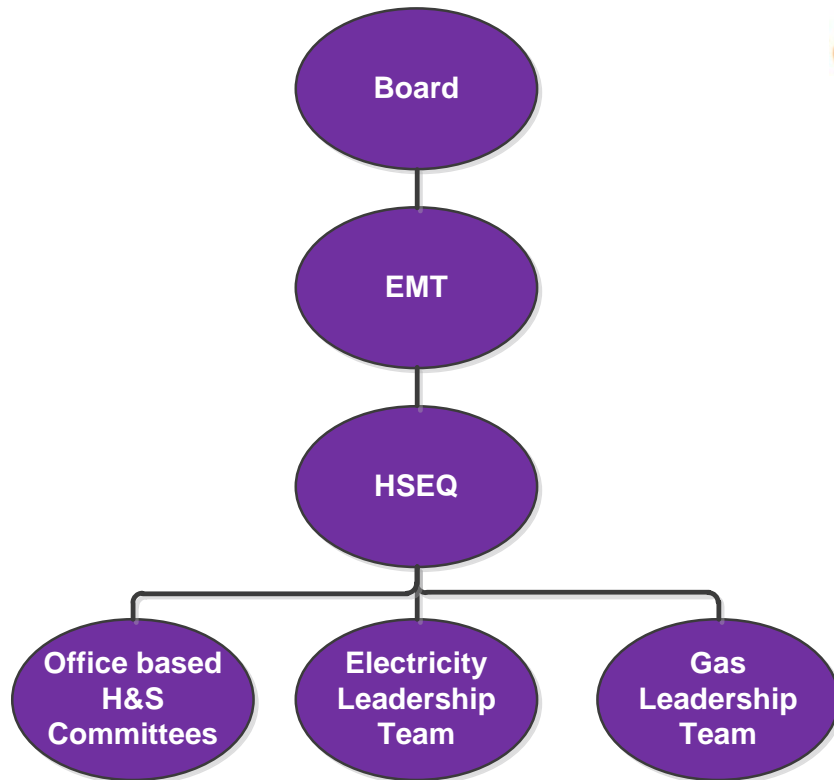
Overview

➢ My perspective on what good health and safety governance and leadership looks like

➢ Case studies

➢ Understanding what I, as a CEO, looks for from the HSEQ team to support me in my role as the pivotal safety leader in the business

➢ What I see as the significant health and safety challenges for the EDB industry in the next decade…

HSEQ Governance at Powerco

Leadership   **Communication**   **Culture**

HSEQ Governance Structure
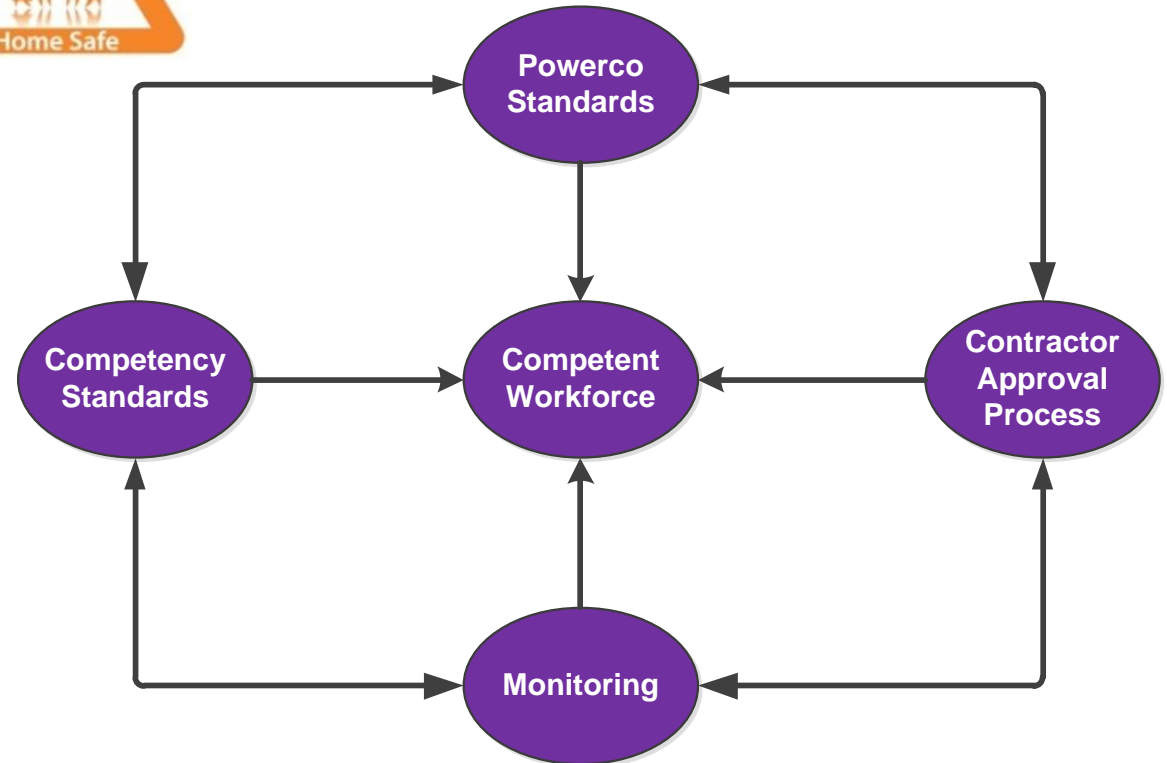

Contractor Governance Structure

Case Study 1 looks at how we 'tie' this together

Case Study 2 looks at how we monitor / verify

Case Study 3 looks at how we are introducing engineering controls

Case Study 1: Contractor approval / pre-qualification / worker competency / monitoring

The journey so far:

➢ **Up to the early / mid 1990s:**

- Fully in-sourced

- No external contractors constructing network assets or third party assets attached to network assets (e.g. streetlights)

- Unionised workforce

➢ **Mid 1990s to early 2000s:**

- De-regulation and opening up of market to construct network assets and third party assets attached to network assets

- Focus on 'market making' with less of a focus on health, safety and quality

- Powerco inherited a large pool of major / minor contractors

Case Study 1: Contractor approval / pre-qualification / worker competency / monitoring ctd..

The journey so far (continued):

➢ **Early to late 2000s**:

- First generation of Powerco's contractor pre-qualification system

    • First generation system focused on assessing / qualifying contractors own safety management systems

    • Engaged independent auditor to assess pool of existing contractors to determine which minor/major contractors meet approval threshold – set the bar

    • Lots of complaints from contractors who did not qualify

➢ **2010-2015**:

- Second generation of Powerco's contractor pre-qualification system

    • Second generation lifted the safety management system bar, particularly around worker competency. For instance, workers required to individual licences (employer licences not acceptable) and competencies aligned to NZ Qualifications Authority Standards developed by approved standard setting bodies

Case Study 1: Contractor approval / pre-qualification / worker competency / monitoring ctd..

The journey so far (continued):

➢ 2015+:

- Third generation of Powerco's contractor pre-qualification system

  • Third generation moving to an 'accredited' widely used pre-qualification we based platform that is regarded as 'best' practice

  • Management systems infrastructure has been improved to enable appropriate preventative and proactive management of risks associated with our contractor base

  • Also explore using mobile solutions / technology to verify that contractors staff working on task hold the correct competency [future]

Case Study 1: Pre-qualification service providers

➢ We use a third party service provider to execute our pre-qualification / approval process

➢ Higher degree of confidence that embodies / reflects best practice and improves visibility and reduces admin - less time spent feeding the machine

➢ **ISNetworld** are a global company who have over 50 utilities, distribution and power generation clients. They collect and verify safety, procurement and quality data from more than 70,000 contractors and suppliers worldwide

Case Study 2: How we verify – Due Diligence

NETWORK COMPLIANCE LIMITED

NORTON ROSE FULBRIGHT

impac
Risk & Safety Management Solutions

Seven Surprises for
New CEOs

by Michael E. Porter, Jay W. Lorsch,
and Nitin Nohria

- ➢ From Wikipedia, the free encyclopedia **Trust, but verify** is a form of advice given which recommends that while a source of information might be considered reliable, one should perform additional research to verify that such information is accurate, or trustworthy. The original Russian proverb is a short rhyme which states, Доверяй, но проверяй (doveryai, no proveryai)

- ➢ All information coming to the top is filtered, sometimes with good intentions, sometimes with not such good intentions (HBR)

- ➢ We (Powerco) use independent parties to continually verify performance. Network Compliance review 10-20% of all work for Safety, Quality & Environment

Current Programme

- CAP – Contractor Approval Process executed externally by ISN which reviews service provider health and safety and environmental systems measured against international best practice

- Public Safety – external annual audit (Office and Assets) review by Telarc against NZS7901 standard

- External and internal environmental audit against ISO14001 standard

- Mid construction safety, environmental and quality compliance field audits – Capital Works / Maintenance / CIW

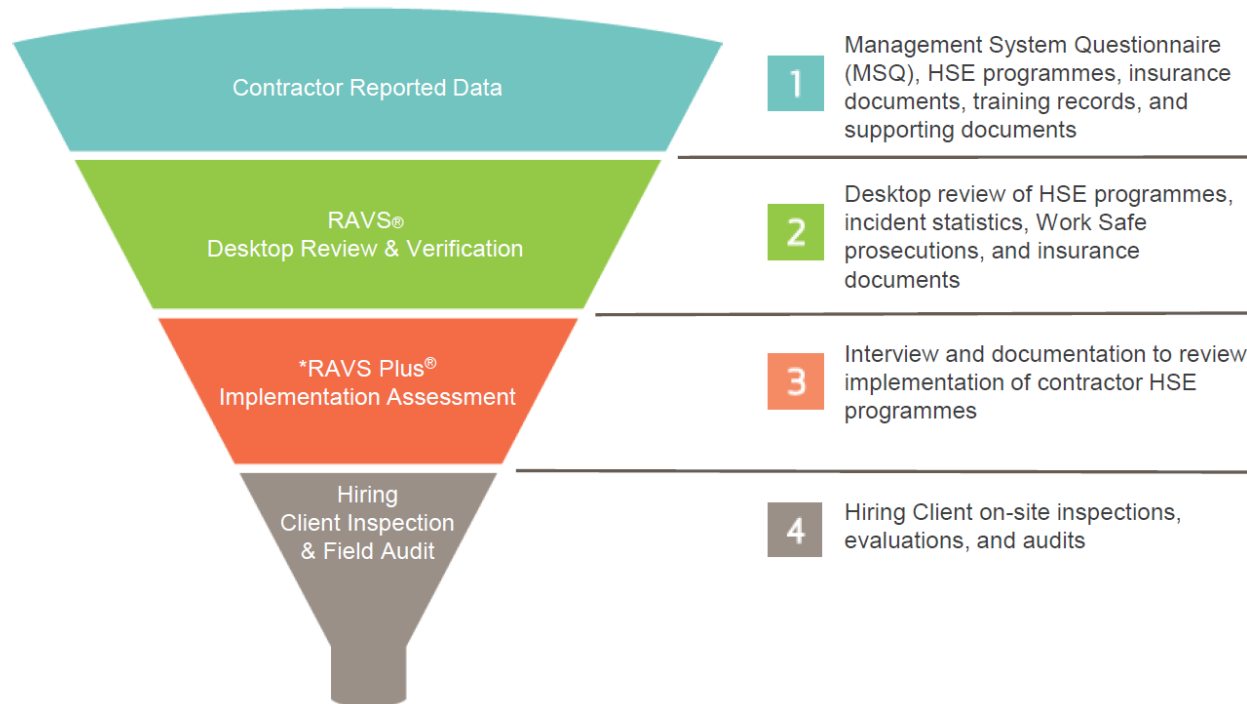- Completed construction quality field audit

Critical Risk Audit Campaigns / Bow Tie Barrier Assessments (Powerco and Contractor)

Risk based Project Audits (Powerco and Contractor)

Specialised Field Audit – Task Based e.g. Live Line

Field Audits In Progress – Quality / Critical Risk / Public Safety

General Field Audits Completed Construction Quality

Increase in Breadth of Programme

- Safety in design

- Barrier and control effectiveness quantitative data

- CAP in service systems audit

- Competency framework dispensation assurance

- ALARP documentation review

- Critical Powerco process audit – e.g. Manual Reclose

- GRESB verification audit

- Creation of pool of investigators for complex incidents

- Tailored quality auditing on new or specialised equipment

- Specialist audits – asbestos removal / live line / hot -tap

- Behavioural based review and education

RAVS PLUS OVERVIEW

Contractor Information Due-Diligence Levels

Funnel Level	#	Description
Contractor Reported Data	1	Management System Questionnaire (MSQ), HSE programmes, insurance documents, training records, and supporting documents
RAVS® Desktop Review & Verification	2	Desktop review of HSE programmes, incident statistics, Work Safe prosecutions, and insurance documents
*RAVS Plus® Implementation Assessment	3	Interview and documentation to review implementation of contractor HSE programmes
Hiring Client Inspection & Field Audit	4	Hiring Client on-site inspections, evaluations, and audits

*RAVS Plus® is currently available in the US, Canada and the UK and being piloted in Australia

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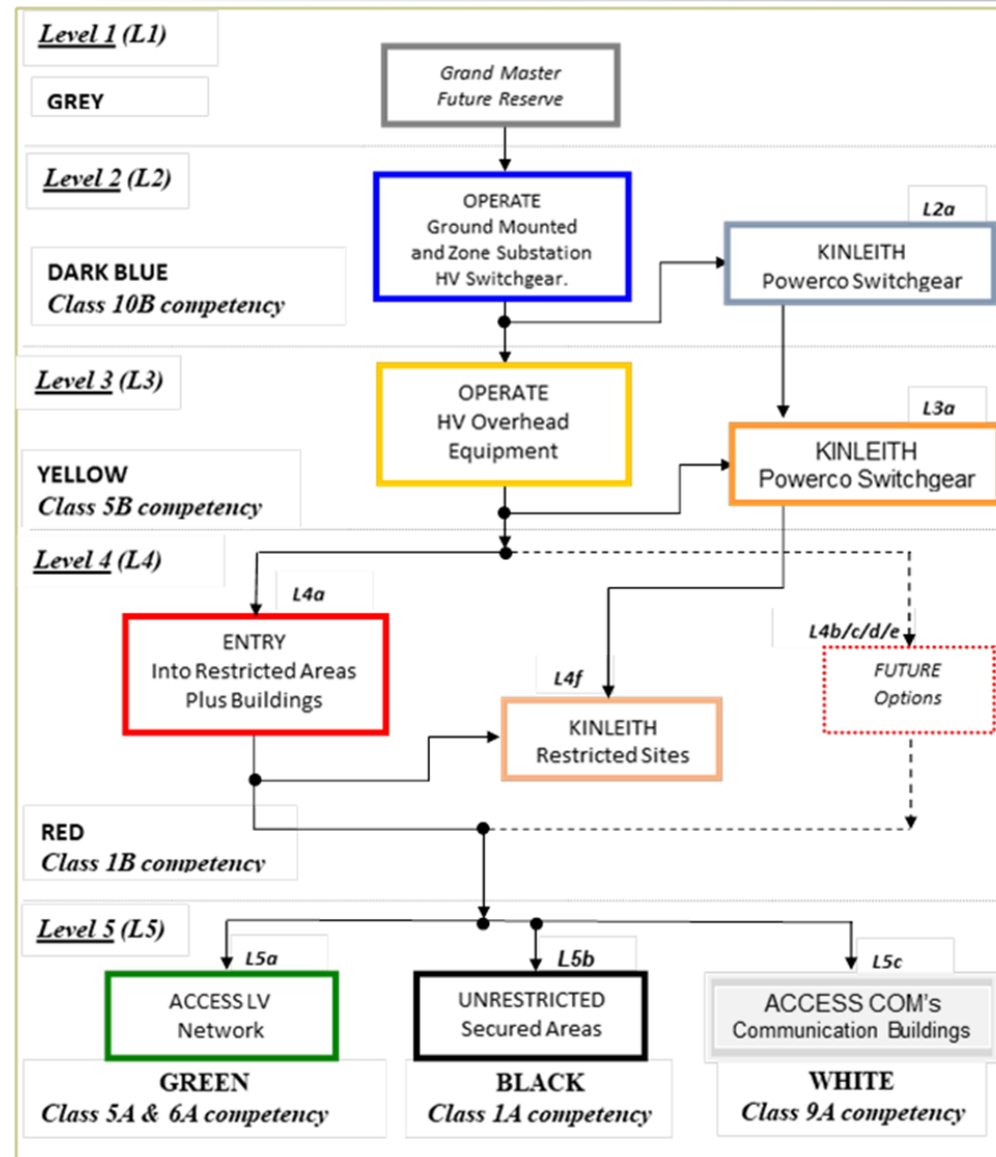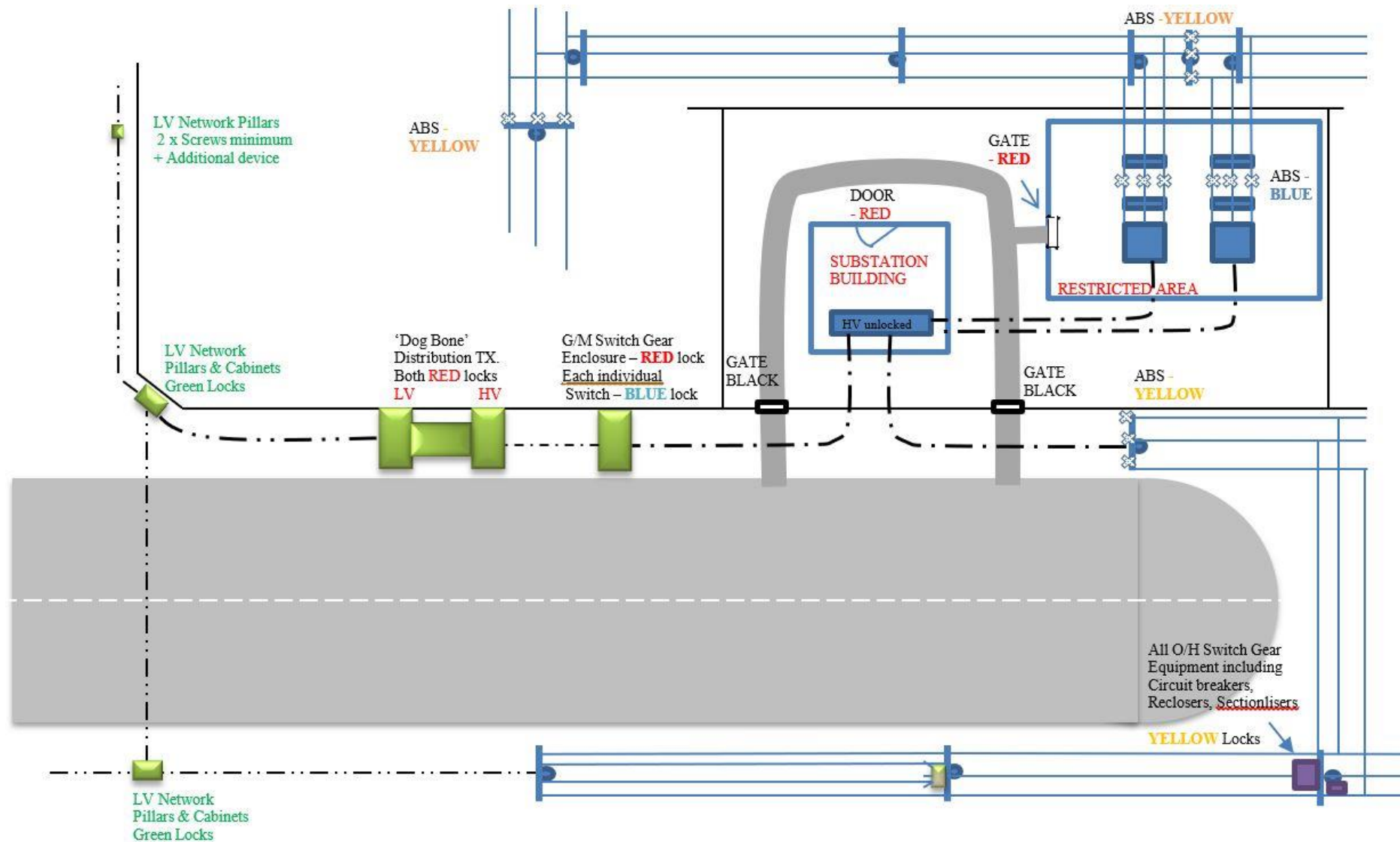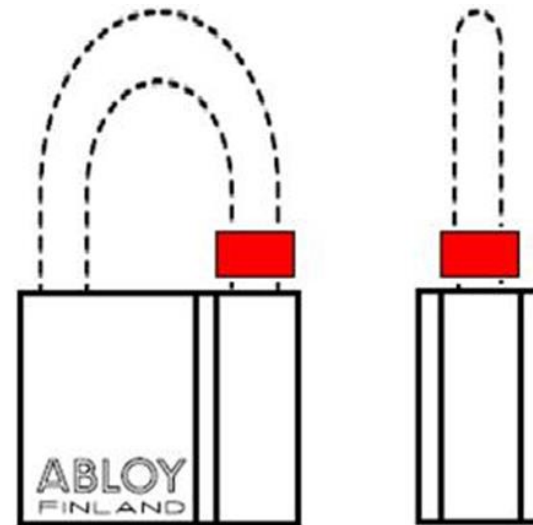
As CEO what I am looking for from HSEQ Team

➢ Boots on the ground skin in the game

➢ Eyes up looking for what are we missing and what else do we need to do

➢ Ability to influence and persuade

➢ Complements and additive to 'bench strength'

➢ Courage to call something out (not simply a passenger)

➢ Safety Management Systems and safety by design focus

The future . .

➢ The challenge is to maintain a sense of chronic unease:

- "we haven't had an incident what are we missing and what else do we need to do" *compared with*

- "we haven't had an incident, we are doing so well"

➢ Introducing more engineering controls / 'safety by design'

➢ Leveraging 'digitisation'

1. Contractor employee scans their ISN ID Card

2. TQ and additional compliance requirements are confirmed

3. Contractor employee is approved to proceed onsite

Key takeaways

➢ Robust pre-qualification / competency are the bedrock of any safety management system

➢ Engineering controls can both support pre-qualification / competency and eliminate or isolate hazards on their own account

➢ Verification important – how do you prove what you think is happening is actually happening

The End

For more information about Powerco visit our Facebook page or www.powerco.co.nz

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