



RWE npower – New tools for supervisors

Supervisors play a critical role in encouraging a high level of employee engagement and proactivity in health and safety. The Keil Centre has been working with a leading UK integrated energy company to design and deliver a programme to develop the skills supervisors need to do this well.

RWE npower, as part of their “eye on the ball” initiative to develop Occupational Health and Safety culture, is focussed on building the engagement of all staff in safety. As Steve Houlden, Senior Safety Advisor explains “we are committed to building full engagement with safety at all levels. We feel that our supervisors are a key element to establishing this commitment across the whole of our employees as they have daily interactions with front-line employees. The aim of this project is to help them engage our employees by asking the right questions, tackling non-compliance in a way that results in a positive response and to have an understanding of why behaviours occur and how to influence them.”

A lot of time and resources are quite rightly devoted to ensuring that employees have the adequate ‘technical’ skills necessary to perform their job. However, technical ability is just part of the story.

It’s tempting to shy away from developing communication and interpersonal skills as after all, they can be perceived as a bit woolly and are not as quantifiable as technical skills. However, the consequences of not getting these behaviours right can be, serious and even fatal.

RWE npower recognised that when it comes to safety, the “non-technical” skills of supervisors are vital and approached The Keil Centre to help support supervisors in developing these key skills. Steve commented “What is particularly important is that supervisors learn techniques that they can apply in their daily work and are challenged to change their behaviours after the course.” With this in mind, seven skills were identified as key areas for supervisor training and support:

- Enabling staff to be comfortable both asking and receiving questions
- How to avoid alienating people or bring out the worst in them
- Techniques to understand human behaviour
- The behaviours that help engender the trust of the workforce
- Safety intervention skills
- How to deliver engaging toolbox talks
- Coaching skills & asking effective questions

The Keil Centre utilised their knowledge of current research and industry experience to develop a programme that has been helping to challenge and build the confidence of the supervisors to engage their teams. The focus of the programme is on giving participants an opportunity to apply techniques and engage with the material through a variety of methods

Featured Articles

- Human Failure PoRcdeurEs play their part
- Mindfulness
- Is your organisation about to restructure?
- Partnership with IChemE recognised
- Safety Behaviour Standard supports improved safety performance

such as group discussions, videos, case studies, and role-play.

Although still in early stages, the programme is already having a significant positive impact. “We believe this project will really challenge our supervisors and are convinced that it will meet our aims of building line engagement in safety.”

If you would like to discuss team leader or supervisor development in more depth, please contact Johnny Mitchell, johnny@keilcentre.co.uk

It’s not much use having an engineer who can spot a fault in a colleague’s work but feels unable to challenge the colleague or indeed, the challenge makes the colleague feel inferior and defensive in the process.



Human Failure Procedures play their part

There are several good reasons for having procedures. Procedures promote consistent and repeatable performance. They provide a reference for how the task is or should be undertaken, and they underpin training and competency measurement. Importantly, they are used as a means to mitigate human and system failure.

This is the intention, but procedures often don't satisfy these requirements. Cases in point include Piper Alpha and Texas City, which are extreme examples, but the failure of procedures is an everyday occurrence.

Procedures often fail because they are difficult to understand or implement. They are inaccurate or incomplete. Often they are poorly written and presented.

Scottish and Southern Energy (SSE) recognised the need to tackle 'human failure', especially for safety critical tasks, as part of their risk management programme.

The Keil Centre was asked to deliver a series of training courses about 'Human Factors in Procedure Development' to complement the programme.

Delegates learned the effective use of format, language and visual aids. They also evaluated, re-wrote and significantly improved existing procedures.

One delegate commented that "the course will be of great benefit to all those who write, review and approve procedures and in particular Safety Critical ones (e.g. for plant start up, operation and alarm response)".

For more information regarding human factors in procedure development, contact Janette Edmonds, Principal Consultant Ergonomist, janette@keilcentre.co.uk.

“To improve several hundred procedures, we needed to develop our own capability. We trained more than 80 staff at sites across the UK, including operators, engineers, supervisors and managers. The course emphasised that an effective process requires user involvement at each stage and a good understanding of the task”

Bruce Holvey, Loss Control Engineer, SSE

Mindfulness

What is Mindfulness? Mindfulness is a life skill that can help us lead much more fulfilling lives and not be at the beck and call of our problems, as we learn through a series of exercises to respond to situations rather than react to them. It is, as Saki Santorelli in his book *Heal Thyself* (2000) suggests, 'a universal capacity – a way of paying attention to the present moment unfolding of experience – that can be cultivated, sustained and integrated into everyday life.'

In the current NICE guidelines, Mindfulness is now recommended as a treatment of choice particularly for those who have suffered with three or more depressive episodes throughout their lives. However, it is useful for so many more problems that seem to blight our modern society. Especially as we are all influenced by things that we have no control over and yet which impact on

our lives, such as redundancy and changes in the workplace at this time of huge financial pressure. Many of the world's largest companies, such as Google, are now using Mindfulness for their employees to help them keep mentally healthy.

Is Mindfulness for you? This is a difficult question to answer. Mindfulness does take working at. It's an experiential therapeutic intervention, or preventative, and not something where someone does something to or for you. You would have to be willing to put the work in and that can be for an average of 30 minutes a day.

Mindfulness is usually a group experience done over 8 weeks, but is also used individually. The group is not considered a therapy group, but one where individuals come together to discuss the Mindfulness practice.



“Mindfulness is knowing what is happening, while it is happening, when it is happening, no matter what it is.”

Rob Nairn, *Diamond Mind*, 2001

To learn more about Mindfulness and how it can be used by organisations and individuals, contact Jenny Foley, jenny@keilcentre.co.uk

Is your organisation about to restructure?

Restructuring is commonplace these days. Euphemistically speaking this might mean redundancies. But how should it be done? After all this is people's livelihoods, and future business success, we are talking about here.

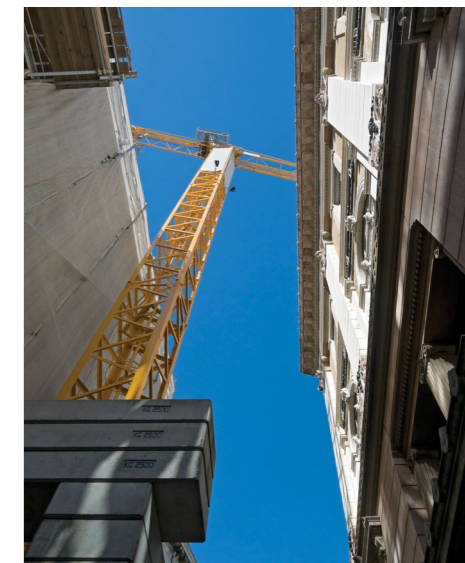
We recently came across a large retail organisation from another part of the world that was intending to address this issue by "giving verbal and numerical tests and sacking anyone scoring in the bottom 10% on either". Not recommended!

So how can we go about this sort of situation fairly and effectively? How can current employees be chosen over others for the new structure? After all, the way this is handled will be remembered by the organisation and its members for quite some time to come.

There are two sources of information that are crucially helpful in making these decisions. The first is what you already know about your employees e.g. their performance record. The second is objective assessment data on an individual's likely ability to perform in the new structure. Considering both gives a fair balance between past performance and potential to perform in the 'new world'.

But just what records of past performance do you actually have on employees, which components should you use and how reliable is it? And isn't it based on the "old world" anyway, not the new structure and ways of working? It is possible to put a process in place that fairly converts past performance records into something useable, objective and relevant to the new structure.

OK, so how do I make an honest assessment of our staff? The new structure may well have new roles and require new ways of working. These need to be defined precisely, as well as the competencies required. Then carefully match assessment techniques that will give you the objective assessment data you need.



Ensure you have an audit trail of what has been done and why, in case there is a challenge at a later date.

For more information on how assessment can support organisations through redundancies, please contact Alan Howard, alan@keilcentre.co.uk.



Partnership with IChemE recognised



IChemE recently has developed a new grade of membership - Associate Fellow - and Ronny Lardner has been invited to become one of the first such members. This grade has been

developed to recognise senior individuals who are exemplar professionals within their own field, have made a significant contribution to IChemE, but are not eligible to become Chemical Engineers. Ronny was awarded with his Associate Fellow membership at a ceremony in Reading on 10 February.

Safety Behaviour Standard supports improved safety performance



Duke Energy International operates electric power generation plants in six Latin American countries. Over the past three years, they have implemented a Safety Behaviour Standard "SBS", designed and supported by The Keil Centre. In late 2010, they measured progress from 2008, and found significant gains in executive, managers, supervisor and workforce behaviours. In the same year, they achieved their best ever safety performance.

Whilst this cannot be wholly attributed to SBS implementation, Michael Bernard, DEI's General Manager for Sustainability, Environmental, Health, Safety and Contingency said "We believe our SBS has helped to align the right safety behaviour across our operations, and made a significant contribution to our recent improvements in safety performance. Of particular importance has been the engagement of our most senior executives"

For more information about safety behaviour standards, contact Ronny Lardner, Occupational Psychologist, ronny@keilcentre.co.uk.





Janette Edmonds

Director Appointment

We are pleased to announce that Janette Edmonds was appointed to the Board of Directors on 28th March. Janette has been a Principal Consultant Ergonomist with the Keil Centre for 18 months, providing ergonomics and human factors consultancy services within several different industries. Janette is qualified to masters' degree level in ergonomics and is a Fellow of the Institute of Ergonomics and Human Factors. She has 17 years experience.



John Wilkinson

Principal Human Factors Consultant

The Keil Centre is pleased to announce the appointment of John Wilkinson as a Principal Human Factors Consultant. A Registered Member of the Institute of Ergonomics and Human Factors, a Chartered Member of IOSH, and an OSHCR Registered Consultant, John has over 20 years of experience with the HSE, latterly as head of the Human Factors (HF) team.

With HSE, John was responsible for inspection, safety report assessment, investigation and other matters at UK COMAH and other major hazard sites. John has wide experience on key major hazard HF issues from developing the HSE's HF 'Toolkit' and key topics' approach. He was involved in both the Buncefield investigation in the UK and in reviewing the Texas City investigation report for the US Chemical Safety Board.

The Keil Centre's Expertise

Capable People:

- Coaching: Leadership development
- Organisation development
- Assessment and talent management

Healthy People:

- Psychological wellbeing at work
- Stress prevention and assessment
- Counselling/clinical service

Safe People:

- Safety culture
- Ergonomics; human error
- Behavioural safety

The Keil Centre's Consultants



Ronny Lardner

Founder & Occupational Psychologist



Louise Clarkson

Founder & Occupational Psychologist



Richard Scaife

Director & Occupational Psychologist & Registered Ergonomist



Ken Gray

Director & Occupational Psychologist



Janette Edmonds

Director & Principal Consultant Ergonomist



Johnny Mitchell

Principal Consultant Occupational Psychologist



Alan Howard

Principal Consultant Occupational Psychologist



John Wilkinson

Principal Human Factors Consultant



Jenny Foley

Clinical Service Manager Counselling Psychologist

The Keil Centre's Support Staff



Left to Right:

Dawn McClellan, Pamela MacLean, Amanda Maclean, Kaleena Muirhead, Joanne Seymour, Judy Pilley



Jim Mathie

Company Secretary



Bill Kennedy

Financial Controller

Alan Howard

Principal Consultant

Occupational Psychologist



The Keil Centre also welcomes the recent appointment of Alan Howard to the team as Principal Consultant Occupational Psychologist. A chartered member of the BPS and registered with the Health Professions Council, he has over 20 years' experience (gained in the UK and the Middle East) in Organisational Development and Change Intervention. Alan is also co-author of the Scenarios tools, a series of psychometric tests measuring Managerial Judgement, which are used in over 70 countries.

Alan has a particular expertise in Leadership Development and supports organisations in finding, developing and retaining strong leaders. He has led significant public and private sector projects in areas such as Leadership Assessment and Development, 360 Degree Feedback Systems, Competency Frameworks, Talent Management Strategies, Coaching and Team Facilitation.

If you would like further information about The Keil Centre's service, contact:

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