



# **EEA Conference Safety as Usual and Learning Teams**

# Powerco Strategy development 2019

## Strategy Development Principles

- Adopt **best practices** for critical risks
- **Leverage lessons** from other geographies and industries
- **Engage people** across the company
- Deliver **top quartile** industry performance
- **Integrate** with other functional strategies and the overall company strategy

## What Is Important To The Business?

- **Do less not more** and keep doing basics well
- **Balance focus** on health and safety
- **Be proactive** rather than reactive
- **Contractor model should be a partnership** rather than command and control
- Look for opportunities for **use of technology**
- Increase fact-based **data driven decisions**
- **Drive simplicity** rather than deliver complex management systems and processes

# Powerco Strategic Pillars

Strategic Focus Areas



## Safety as Usual

### Health And Safety Shift - Learning From Success And Building Resilience

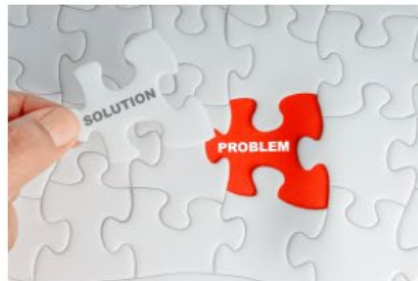
- **Learning teams – Lines Down / Rotten Poles / Locate and Mark-out**
- Understand Normal Work
- Many things go well ( 99%) – learn why
- Look to increase “fail safely”
- Safety II / Safety Differently
- Celebrate controls being tested
- Data led decisions
- Outcomes led documentation
- Safety problems addressed by looking to change or make the system more adaptable
- **Positive mutually supportive contractor partnerships**

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-  **people make mistakes**
  -  **blame fixes nothing**
  -  **context drives behaviour**
  -  **learning is vital**
  -  **response matters**

# What are Learning Teams



Learning Teams is notable because it encourages organisations to obtain and consider different perspectives and angles to define a problem in a group context. The different perspectives that emerge from a Learning Teams group demonstrate that no one person holds all the knowledge needed to solve complex problems. This is particularly so in a workplace safety context. Learning Teams involves facilitated engagement (a facilitator) with workers to understand and then learn from the opportunities that are presented by everyday successful work.



## Everyday Learning Teams

Using Learning Teams to understand everyday successful and safe work.



## Event Learning Teams

Using Learning Teams to learn and improve from events for both Workers and the Organisation.



## Periodic Learning Teams

Using Learning Teams for management of change that could affect worker safety.



# Powerco Landscape and Learning Teams



Public Safety



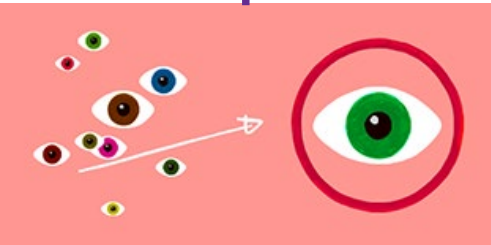
Network



Powerco Asset Management and Network Operations Expertise



Outsourced Field Workforce – Experts in Work Done



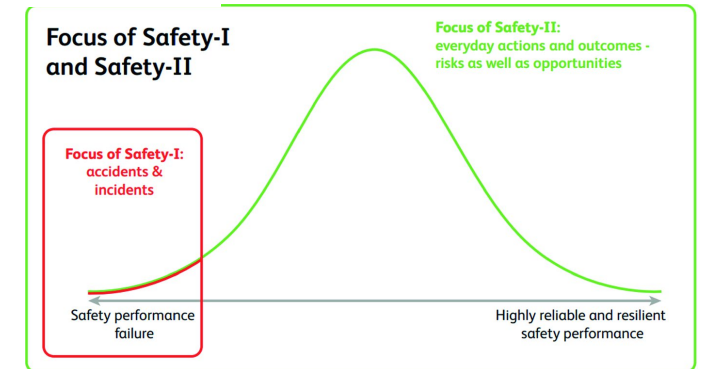
Lots of great initiatives , opportunity to drive focus via outcome led learning teams

# Safety as Usual : Powerco and Learning Teams

## Different Thinking About Safety

Learning Teams can be more effective in involving workers in problem identification and solving than traditional methods of thinking about health and safety. Learning Teams give workers and contractors an opportunity to highlight the things they believe underpin positive outcomes at work. This includes factors that are not necessarily identified by traditional safety observations, auditing processes, safe systems of work, training or supervision.

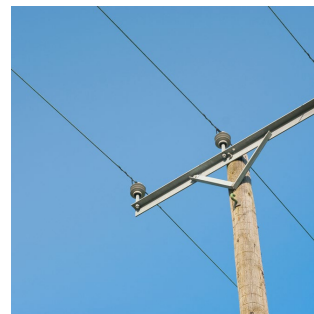
- Truly understand the problem
  - Do this by understanding what is present when there is no problem – **What is strong not just what's wrong**
  - Mine the data
- Identify and challenge assumptions
- Find multiple perspectives from all stakeholders



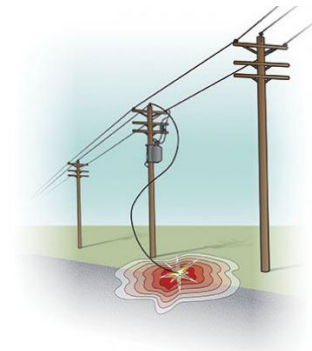
2019 Pilot Switching Working Group



Rotten Poles



Lines Down



Mark and Locate





Electricity Switching Working Group

# ESWG Background

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Established to address concerns with the high-potential incidents and near-misses associated with HV switching activities

Strong support from governance group of senior management

The Senior Governance Group directed the ESWG to holistically address improvement opportunities across HV switching - safety and efficiency

A collaborative, non commercial endeavour between Powerco and key service providers

Working group members as champions for safe and efficient switching to and from the ESWG and their respective organisations

Met and workshopped regularly during 2018 and 2019 both in person and remotely



Electricity Switching Working Group

# ESWG Team



Dave East  
(Powerco)

Peter Carr  
(Northpower)

Dean Stevenson  
(Powerco)

Chris Norman  
(Powerco)

Stephen Ogier  
(Powerco)

Warren Madembo  
(Electrix)

Graeme Jackson  
(Downer)

Michael Reid  
(Powerco)

Richard Laird - Facilitator  
(Powerco)



## Electricity Switching Working Group

# ESWG Approach

Leaders		Ian Skipworth, Julie McAvoy			
<b>INITIATIVE SCOPE</b>					
Incident trending data has shown that year on year there continues to be a significant number of incidents arising from the process of switching. The switching process is a complex set of systems, tools, equipment, culture and behaviours. An end to end review of the process is required at a working level to minimise the hazards.					
<b>Components</b>					
<b>1. Review of end to end process</b>	A working group from Powerco/Downer/Northpower and Electrix will be established to review and re-design the current process to reduce hazards. It is expected that a number of improvement actions will fall out of this process. Importantly this group will consist of those people performing the field operations.				
<b>2. Governance structure</b>	To ensure the working group is effective a governance group will be established from management from each organisation. The working group will report progress and the governance group will provide resource/direction as required.				
<b>3. Communication</b>	Communications will be an ongoing part of the working group engaging with their organisations. A plan will also be specifically established for the roll out of improvement initiatives across the network.				
<b>4. Review results</b>	To establish if the activities are effective close monitoring of the incidents arising will occur at weekly reviews and trends for switching incidents will be reviewed. Leading metrics will also be established.				
<b>Deliverables</b>					
<ul style="list-style-type: none"><li>Map existing process to provide a clear understanding of the end to end switching process</li><li>Review incident analysis to assist creation of improvement programme</li><li>Create improvement programme with focus on increasing engineering controls over administrative</li><li>Define leading metrics for the process and impact of improvement activity</li><li>Identify and incorporate best practice in the industry</li></ul>					
<b>NEXT STEPS</b>					
* Kick off session for working group 13 <sup>th</sup> June					
<b>TIMELINE</b>					
FY19 Q2	FY19 Q3	FY19 Q4	FY20 Q1	FY20 Q2	FY20 Q3
Map current end to end process		Identify and implement quick wins		Design new switching process	
Communicate and train in new switching process				Refine and embed	
<b>RESOURCES</b>					
1. Project sponsors – Ian, Julie		6. Support from wider business' as required			
2. Project Leads – Stephen, Christopher, Warren, Graeme , Peter		7. Worley Parsons – Catherine Faulkner			
3. Facilitator – Richard		8. Industry Experts / Reviewers			
4. Working group members					
5. Governance group members					
<b>RISKS</b>					
<ul style="list-style-type: none"><li>Logistic difficulties of getting groups together</li><li>Initiative runs out of momentum as priorities change</li><li>Strong roll out plan needed to ensure changes embedded</li></ul>					

- Mining and granular classification of data
- Data analysis for informed and targeted decision making
- Process mapping and analysis
- Learnings from industry
- Targeted and / or quick wins
- People, process and technology considerations



ESWG

# Targeted Initiatives

1

## Asset Labelling

Remedial labelling  
and operational  
notice

2

## Pre-Switching

Pre switching roles,  
responsibilities &  
checks socialised  
and formalised

3

## EDI Manual

Rolled out to  
Service Providers

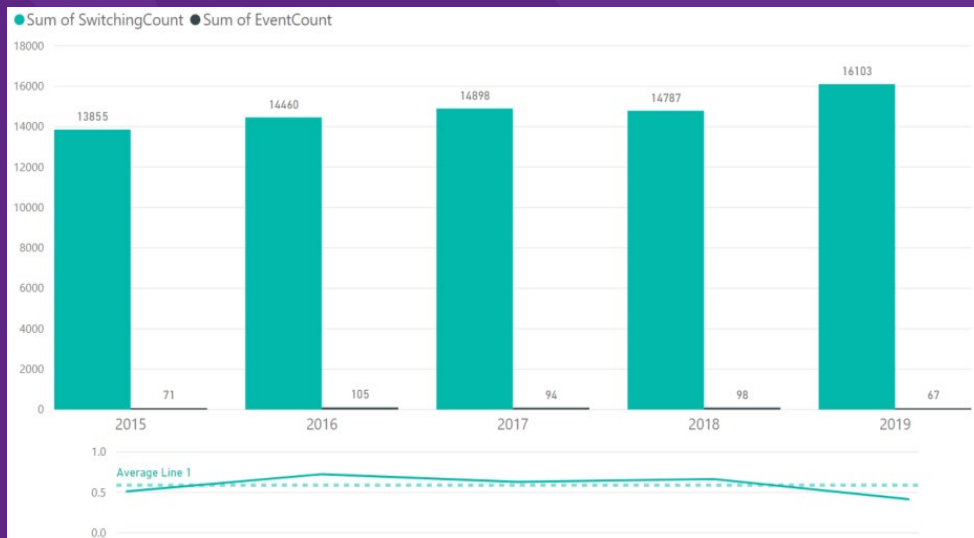
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## Competency

Competency and  
refresher training  
review and  
proposal

ESWG

# Outcomes & Lessons Learnt



- Recent revisit of analysis (period August '18 to July '19) showed events had reduced at the same time as switching activities have increased
- No single silver bullet for complex problems
- Importance of clearly identifying, defining and analysing the problem
- Combination of multiple and complicated factors
- Significant value in just creating focus and awareness
- Target people process and technology
- Highlighted the value of a collaborative multi-party working group enabled to effect change and commercial interests are set aside
- Precedent for tackling other issues with multi-party interest that may arise in the future



# Lines Down | Learning Team

## LINES DOWN TEAM:

*ASSET MANAGEMENT , DEFECT MANAGEMENT , HSEQ , IS , DOWNER , NOC*

The Team is tasked with holistically addressing issues and improvement opportunities in relation to the recording and reporting of lines down data, as well as opportunities to reduce instances of downed lines remaining live and the public safety risks associated by:

- Reviewing current lines down data – sources, accuracy and gaps
- Sourcing additional supporting information/data deemed necessary to form a more complete picture of the issues surrounding lines down events
- Seeking to improve lines down data capture, consistency and accuracy
- Maturing the reporting processes and outputs
- Reviewing and understand both Powerco and current industry positions regarding high impedance fault and their management
- Understanding what improvements/projects are currently being undertaken to address these concerns
- **Identifying additional opportunities to reduce instances of downed lines remaining live – with the aim of reducing these instances by a minimum of 50%**



# What Have We Learned So Far in Our Learning Team Journey?

I don't divide the world into the weak and the strong,  
or the successes and failures ... I divide the world into  
the learners and non-learners.  
~ Benjamin Barber

- It is a journey , we will fine tune approach over multiple iterations of learning teams
- Clear why for the team is required
- What is the value proposition for the team members and their organizations/sponsors?
- A great outcome can be indirect – improved working relationships and understanding of each other roles
- You can get bogged down in the detail and then team will spin
- Don't start too many in parallel
- Data analytics resource is invaluable
- Facilitators need to help the team to explore rather than direct solutions – they need support and training
- It is a great tool for continuous improvements
- The learning team journey will be unique for every organisation

