



reducing human error

Extract from NIA Industry Link December 2008

Human performance is key

NIA Member Company Human Performance and Leadership Ltd (HPL) has been effectively working with Doosan Babcock to support the introduction of a targeted human performance programme to their workforce and leaders, working on a specific Vessel Entry Project during the last two outages at British Energy's Hunterston Power Station.

Mike Shannon, Director of HPL drawing on his expertise in his previous role as fleet manager for Human Performance at British Energy, recognised an opportunity to enhance consistent client and contractor behaviours and to increase quality and performance.

The programme included an introduction explaining the importance and relevance of Human Performance to every member of the workforce. Focus was given to coaching and training managers and supervisors to reinforce the required behaviours and correct undesired activities on site and in the office.

Over 400 employees attended bespoke training tailored to meet the needs of the project (error prevention techniques; standards and expectations). Observation techniques and coaching training was provided to managers and supervisors to aid feedback from observations in the field (often the hardest part),.

Tony Charlton, Doosan Nuclear Services Operations manager was critical to setting the standards and expectation for the team. Tony said; "the outage has proved to be the most successful, so far, in terms of reducing events normally attributed to human error. This improvement did not happen by accident or chance, it was due to a lot of effort by the team and the implementation of human effort reduction programme".

Doosan Babcock are planning to introduce a human performance programme across their European Division. Doosan's Paul Todd said " ...human performance programme presents a great opportunity to embed real long term benefit to business bottom line. This requires sustained management effort from the top and comes with a great deal of job satisfaction when the required behaviours are embraced by the team".

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