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A safe 2020!

Despite the fact that it is already well into January 2020, I would like to wish everyone all the best for the coming year. Hopefully everyone had a very nice holiday and passed the turn of the year in good safety.

Looking back. I am proud of the progress we made in 2019 to roll out the Safety Culture Ladder further in the Netherlands and Germany and that the first major steps have been taken in other countries as well, such as Belgium and Switzerland. Furthermore, the European TSO HSE managers are working more intensively together, with the aim of exchanging knowledge and working on joint policies, procedures and projects. A recent meeting was held

in Aarau (Switzerland) at the beginning of December. Finally, I would like to mention that TenneT has been able to continue its SCL level 3 certification.

Our focus area for the coming years is the human side of safety; attitude and behaviour. Do we feel safe to discuss the things that matter? Who are the people working for us and what skills and mindset do they have? How can we reach them and influence them effectively?



Oscar van Aagten



Come together
knowledge platform

[Read more](#)



System Operations
safety net team

[Read more](#)



Make sure to do
the job safely

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We Climb. We Rise. We Shine.

That is the aim of the Rising You organisation: Helping refugees (so-called status holders) to build a new future by gaining experience in the discipline of climbing and finding jobs in the energy sector such as industrial painter of power pylons.

Corporate Social Responsibility

Manon van Beek (CEO TenneT) is one of the driving forces behind TenneT's contact with Rising You and she explains her enthusiasm for this organisation: 'Rising You combines a lot of our Corporate Social Responsibility (CSR) ambitions,' she tells us. 'It supports this on so many levels! It's about finding talented people, because we're looking for more than 10,000 people throughout the energy chain. It's about cultural diversity, enriching your business and it also has a positive effect on your leadership development.'

Inside TenneT and beyond

Margriet Rouhof is responsible for CSR at TenneT. 'The collaboration with an organisation such as Rising You is important in our quest to realise our CSR ambitions. We feel it's important not to develop our ambitions within just the TenneT organisation, but also beyond our 'companies outlines'. And this also applies to our contractors. Rising You helps our chain partners to find skilled people among the

current labour shortage and it also results in a more diverse working population.'

Ready to go

Benjamin Gerard is the founder of Rising You, which started in Belgium. He is convinced of the special talents of the refugees he works with. His organisation

started as a climbing club with the aim of improving integration and to give the people a sense of self-confidence again. The climbers who want to turn their hobby into their profession, the so-called *height potentials*, were invited to one of their training courses.

'In order to link our participants to the



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organisations, we use the reverse-engineering approach,' Benjamin explains. 'We start with an organisation that needs people. Your sector for example needs engineers and industrial painters of pylons. We then look at the certificates that are needed, the required behaviour, where they need to live and all of the possible competencies required to do the job.'

The organisation is actively involved in the selection process of people who will participate in the training. One of TenneT's contractors, Iris (a painting company), selected its own participants, for instance. This also gives the participants a sense of self-confidence, because it was the employer who chose them. In order to enhance contact during the course, every participant is paired up with a mentor. The



course is concluded with a work placement (like an internship) at the organisation and on that basis, it is decided if the height potential will be hired or not. The organisation will then further intensify the course.'

Meet & Greet

Colleague TSO Elia in Belgium has been working with Rising You for a number of years now by actively connecting them with contractors. As Rising You has also

started in the Netherlands, TenneT now also collaborates with Rising You. They opened a climbing facility in Amsterdam last November and they aim to also extend their activities to other cities in the Netherlands in the near future.

In March 2020, TenneT will, together with Rising You, organise a Meet & Greet for their contractors and Rising You, in order to get acquainted and to explore possibilities for cooperation in the near future. If you want to find out more about this, please contact us at safety@tennet.eu

In the [contractor newsletter of April 2019](#), Benjamin explains why he started Rising You.

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Oil Spill Kit

During a Safety Walk, which was carried out together with contractor SPIE, senior manager Guido Fricke of TenneT had noticed an interesting safety measure they had introduced. A measure that, in his opinion, could be of great value to other TenneT business units.

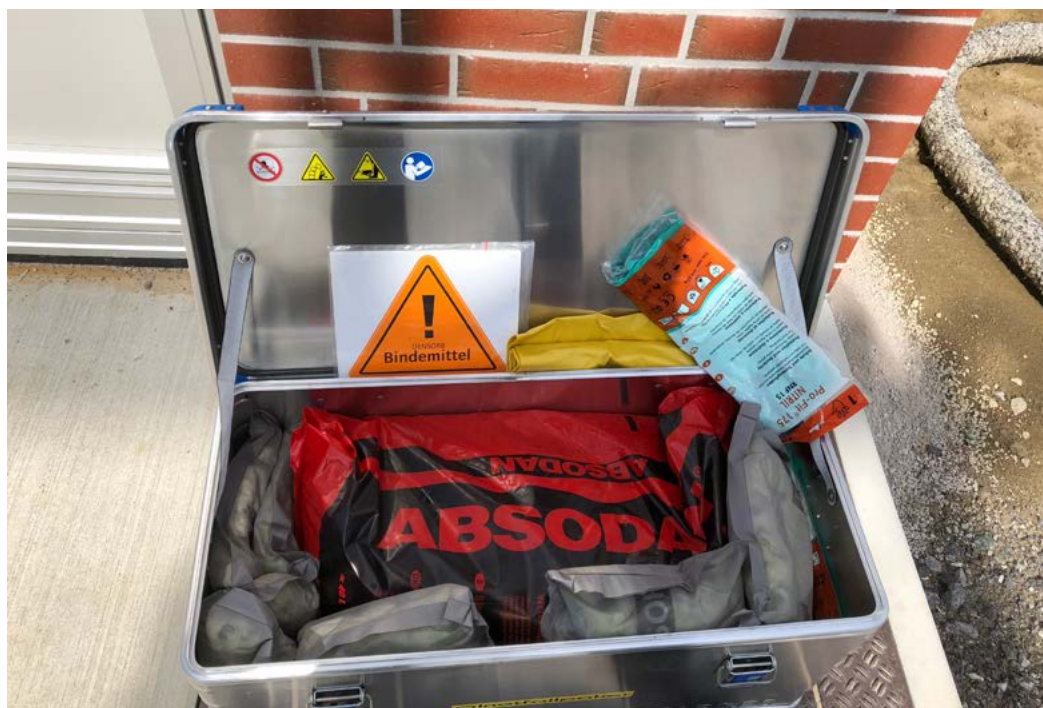
The safety measure is the introduction and installation of portable 'Oil spill emergency kits' at TenneT project locations.

These kits can be taken from the central building at the location to the specific area where maintenance and construction work

on oil-containing parts is carried out. In the event of an incident resulting in an oil spill, the impact on the environment can be limited by using the portable oil spill emergency kit.

The initiative was first launched by our Business Unit Grid Service Germany, Servicegruppe North-West and is being rolled out to the German offshore locations as well as to the other German onshore sub-station locations.

This safety measure is a good example of identifying good practices and quickly implementing them at other locations. It also contributes to reducing our environmental impact in the management of our network.



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Safety Culture Ladder a fixed element in tenders in the Dutch construction industry

Apart from TenneT and ProRail, big clients in the Dutch construction industry are now also taking the lead in improving safety in their sector. From 2021, they will be using the Safety Culture Ladder in order to make the safety awareness of organisations that carry out projects for them measurable, transparent and comparable. In order to raise safety awareness in the chain, it is not only contractors who are asked to get certified: the clients themselves are being certified too.

During the past few weeks, the [Governance Code for Safety in Construction \(GCVB\)](#) (link only in Dutch) widely communicated the tender-related agreements to their stakeholders. A special web page has been created in order to give everyone the correct information on behalf of the Safety Culture Ladder. On this page, organisations and certification bodies will find answers to their questions, such as how they will be affected by the new agreements in the construction sector and how they can comply with them. You can find this information on [this NEN page](#) (only in Dutch).

Quality assurance for culture and behaviour audits

The Safety Culture Ladder differs from standard system audits on many levels. During an SCL audit, the culture and behaviour are audited. This requires auditors to use a completely different approach and a different assessment

method compared to system audits. It is therefore important that every organisation is audited in the same way. The focus lies on observations and interviews rather than on checklists.

The SCL certification schedule does, of course, have a 'central theme' and an assessment schedule so that every



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organisation is assessed on the same topics. This makes it possible to attain an 'as fair as possible view'. The auditors' ability to assess a culture is therefore very important for a successful audit. NEN continuously invests in this in order to bring auditors together and to harmonise the auditing method.

Three or four harmonisation meetings are held every year, for instance, at which every certification body has to be represented and NEN holds an annual auditors day.

This annual auditor day was held on November 14th 2019 and was attended by about 70 auditors. The day focuses on harmonisation and sharing knowledge, via workshops dealing with various topics. The enthusiasm with which auditors carry out SCL audits really shines through on those days and it is always very inspiring, also for NEN as a norm operator. The number of auditors also grows considerably every year, reflecting the market's growing interest in safety awareness. A positive signal!

Zero Accident Forum

In the last quarter of 2019 TenneT became an official participant of The Zero Accident Forum, managed by the IFA DGUV (Institut für Arbeitsschutz der Deutschen Gesetzlichen Unfallversicherung) in Germany.

This forum is a network of companies of all sizes and from all industries that all have one goal: to reduce the number of work-related, and commuting, accidents in their company to zero. The focus lies on regular exchange of safety information, sharing best practices and networking. More information about this forum can be found at the [IFA Zero Accidents page](#).



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Nearly 120 organisations completed the certification process positively, with only a handful of organisations not having reached the certification level required. These organisations will use further improvement programmes in order to reach the required level. Nearly 50 organisations also received multiple certifications and four organisations were certified at level 4 on the SCL.

The number of certified organisations is rising steadily and we have no doubt this will translate into an improved safety performance in the future. Another 90 organisations are in the process of implementing the SCL. In the case of newly contracted suppliers, an SCL implementation clause is now included in the contract. Approximately 65 organisations have such a contract clause, which means 275 contractors are already certified or are in the process of being certified.

Construction sector NL implements SCL

The SCL implementation in the construction sector in the Netherlands, the Governance Code for Safety in Construction is in full swing. Thousands of suppliers from the ten biggest construction companies in the Netherlands have been contacted with the request to gain SCL certification. This has resulted in massive interest in SCL implementation in the Dutch market, especially for the auditors.



TenneT pilot

The TenneT contractors form a part of the TenneT pilot. This is an NEN pilot to verify the SCL light products (SAQ+ and SAQ) and an adjusted audit regime. The ultimate goal is to permanently integrate the positive elements from the TenneT pilot into the manual. After working on this pilot for two years, the first results are being analysed. This analysis is conducted by holding interviews with those involved and by consulting the remaining parties by means of a survey. The first results have yet to be confirmed, but it is important to

note that we have not received any negative feedback and that there are a lot of ideas to further professionalise the SCL standard.

Interaction organisations and consultants

In this TenneT Contractor Safety Newsletter, and in the Q1 2020 edition, TenneT will devote extra attention to the role of consultants during the implementation of the SCL by organisations, in the German market. We now have over 10 consultants in Germany supervising and facilitating the implementation process at organisations. Consultants can play an important role, not so much in terms of carrying out the work, but during the planning phase (GAP analysis, plan of action), coming up with potential solutions and, particularly, safeguarding the continuity of the implementation. For this newsletter, we spoke with the consultant agency Ingenieurbüro Hahn and their client eos projekt ingenieurgesellschaft. The



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interview shows that a consultant can play an important role in the SCL implementation process when it comes to translating the guideline into practical implementation actions at an organisation. We also publish an interview between the ecco consultancy agency and their client Planungs Gruppe Grun, explaining the added value of SCL for a business that is working on safety quite intensively already. The interviews can be found on pages 12 until 16.

TenneT guidelines

The [guidelines published by TenneT](#) have seen a very positive reception. They provide a full picture of the SCL standard, NEN and the TenneT approach.

Continued development of SCL

NEN has started a number of initiatives in order to safeguard and improve the quality of the SCL. It is regular process for standards at NEN to be reviewed every five years. A simplified questionnaire is being written in a language that is focused more on employees on all levels. At the moment,



the language is tailored mostly to auditors. Furthermore, intensive preparations for an SCL 2.0 are underway. The intention for the SCL standard is to fit in better with the evaluation of attitude and behaviour (at the moment, it is divided into chapters on the basis of a management system) and for the requirements to be presented in an even more logical, ascending form. Another plan is to improve the specification of the higher levels, giving organisations and auditors more support to implement and assess the relevant subjects. TenneT is involved in this set-up together with various other parties.

NEN aims for maximum commitment from all market parties, which are distributed across various countries. This means there is room for sounding boards and brainstorming. After discussing the content, there will be plenty of time left for the layout, translation and checks. Completion is scheduled for mid-2021.

Come together

The Come together meeting in October was a big success. TenneT was the host this time and the themes of influencing and observing behaviour were presented extensively. Without failing the other speakers, Patrick van Veen from Apen(Ape)management was the real eye-catcher at this meeting. With his highly dynamic style of presenting, Patrick managed to captivate visitors with stories of the long-term observations of apes, the study of influence factors and the similarities with human behaviour. A full report of this meeting can be found on the next page.

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Come together knowledge platform

During the implementation of the Safety Culture Ladder at TenneT and the contractors, it was also explained at workshops and seminars that the exchange of knowledge and experience is an integral part of implementing a proper and embedded safety culture.

In the course of 2017, NEN started a knowledge platform. The parties involved, such as organisations, certification bodies and consultants, were invited. This network quickly turned into a think tank about the safety culture. This platform is an important source of inspiration for the process of improving the SCL standard, such as the SCL 2.0. Organisations that implement the SCL, however, need practical examples and experiences and a think tank does not meet that need. That is how Come together was created.

Origins and Formation

Exchanging (practical) knowledge and experiences can make a vital contribution to the implementation, inspiration and continued growth of safety awareness. On the basis of this practical question, at the start of 2018, a number of parties (MVos advies, NCI, ProRail and TenneT) decided to form a knowledge platform called Come together. This platform focuses on organisations that embrace, implement and

continue to develop SCL. In 2018 we thought about the form (it is a foundation in formation), the finances, target groups and organisation. For now, its scope is limited to Dutch-speaking organisations.



As a result, we organised a 1st meeting in April 2019 and a 2nd in October 2019. Come together organises these meetings for a maximum of 70 visitors. The advantage of this is that participants can still interact and that we can also organise the meetings at the company locations

themselves. This keeps costs low and it also enables us to invite external speakers.

The first meeting: Implementation experiences

At the first meeting, organisation Van Oord was our host, at their wonderful location in Rotterdam. After 'Van Oord' had explained how it had integrated the SCL in a wide range of system certifications, Civil contractor KWS told us about their experiences to reach level-3 certification. At that time they were not ready yet, however at this moment they have achieved SCL level 3 certification. KWS was very open about the improvements needed to reach level-3 certification and how they were going forward with that. Next, Saferail shared its experiences of successfully moving on from level 3 to level 4.

We then used the *Mentimeter*, a webtool to stimulate dialogue with your audience, to make a quick and efficient analysis of visitor satisfaction and we asked them



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which subject we should be discussing at the next meeting. After all, Come together is a platform **for and by** organisations. The topics mentioned most were observing and influencing behaviour. Those formed the theme for the presentation held in October 2019.

The second meeting: Observing and influencing behaviour

This time, TenneT was the host in the rolling hills of Gelderland. During this meeting, TenneT held a presentation about a study into psychological safety, followed by a presentation by Apen (Monkey) management. For many years now they have been observing behaviour in apes and how this behaviour can be influenced. The information from these studies is used to make a connection to human behaviour and its influence.



The meeting was concluded with a presentation by DNV GL, about how they introduced the observing of behaviour. The meeting was again concluded with the *Mentimeter* and on this occasion, next meeting's theme seems to be focusing on Safety by Design. We are currently finding out if we can invite enough interesting speakers in order to give this subject the attention it deserves.

Taking part or attending?

Because the meetings are so popular, they are booked up fairly quickly, so we recommend booking in time. Visit the [website](#) (only in Dutch), to read the presentations and to register for future meetings. A focus

group is also being formed and organisations will be involved in organising it.

If you are interested in taking part and/or organising meetings and if you are among the target group, please visit the website and contribute to the continued implementation of a better safety culture in our sector. If you wish to act as a host, please join!

We are talking to organisations in Germany, together with NEN this time, to see if there is a need for this form of exchanging knowledge.

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Re-audit Safety Culture Ladder TenneT completed successfully

In September and October, the Safety Culture Ladder (SCL) at TenneT was re-audited. To that end, KIWA, the certification institute, spent three days in Germany and three days in the Netherlands.

This year's focus was on TenneT Grid Service Germany and TenneT Grid Service Offshore. Apart from the interviews with a cross-section of TenneT management and the staff departments of these units, three project sites were visited in the Netherlands and Germany. The audit conclusion is that KIWA is of the opinion that TenneT still operates on level 3 (Calculative) of the SCL.

TenneT has integrated the most important recommendations from the previous SCL audit (2018) into the Safety Vision 2022 and the Roadmap: we focus on enhancing safety leadership and promoting recognisable TenneT working practices.

Throughout the organisation, the auditors notice and experience the positive effects of the Safety Leadership programme that

was rolled out in Germany and the Netherlands. Safety initiatives are supported by senior management. There are still major differences in how safety is perceived on the job.

On one project, auditors confirm the good collaboration between TenneT and contractors and management, which are truly involved in safety.

At another project, auditors noticed that safety strongly depended on an individual operational manager with a personal commitment to safety, who felt he received little support for his efforts.

The audit identified various problems which can be traced back to the design of the component or project. This emphasises the need for attention to *Safety by Design* as included in the TenneT Safety Vision 2022.



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eos and Hahn, a wonderful match

In a relaxed atmosphere, we talk to Henning Müller and Thomas Hennig from eos projekt ingenieurgesellschaft and Sebastian Hahn from Ingenieurbüro Hahn at the Hannover office. eos is undertaking various project preparation and management activities for TenneT. TenneT has asked eos to get certified in accordance with the Safety Culture Ladder and eos has decided to call in the support of Hahn.

The basics in order

eos initially wondered why TenneT asked them as well to implement the SCL. After all, they are not involved in operational activities. However, eos later also acknowledged that it is important 'for everyone to sing the same tune', especially in terms of safe working practices.

Next, they wondered if eos was actually ready to implement SCL. When determining the GAP analysis, it was decided, partially on the basis of Hahn's experience and insights, to get the system certifications (ISO 9001, 14001, 45001) in order first, including a number of areas that

required attention in order for the SCL to be integrated.

The entire package of system certifications and SCL is managed by a simple and flexible software tool. Processes must be completed without any red tape and everyone must be able to understand them. Controlling processes and communication is a vital condition, especially during the preparation and implementation of a project.

Integration of SCL at eos

Henning Müller is honest and tells us it took him half a year to understand the aim of the SCL. The requirements attached to the standard were merely a tool, the composition of system standards and SCL is predominantly aimed at simplifying and supporting the work. For instance, certain statutory provisions that do not apply to eos were nevertheless implemented in order to improve communications and, as

such, to meet expectations in accordance with SCL. Highly frequent communication and the simple software tool are extremely helpful in a fast and effective organisation.

The form of the message is not important; however, effective communication is vital. eos employees are located at three different sites and also at the customers' premises. Regular consultations are held via video conferencing, for instance, keeping everyone informed.

The consultant as coach

Ingenieurbüro Hahn did not do the job, this was done by eos employees. Hahn did have a supporting role in translating the SCL requirements into the eos organisation. The engineering firm also indicated where improvements can be made and came up with suggestions for possible solutions. Hahn also played an active role in courses and training held for the purposes of SCL certification.



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Furthermore, Hahn monitored the pre-agreed red line and safeguarded the continuity of the implementation.

Is the audit the final step?

During the SCL audit, eos also decided to put inexperienced colleagues forward, creating an objective picture of the culture that had been introduced. During the step-3 audit, eos achieved a high score.

Henning Müller is extremely happy about the implementation of SCL and the role of Ingenieurbüro Hahn during that process. Without the supervision of an expert, the implementation and a successful audit would not have been achieved. However, this is no reason to sit back and relax. An analysis of current lessons learned and gains is scheduled for early 2020 and perceptions are positive.

Henning Müller again emphasises that introducing a proper and effective culture and safety culture is of vital importance.

The SCL standard is flexible and does not stipulate how attitude and behaviour must be implemented. The implementation did, in any case, considerably broaden the horizon, especially in terms of non-technical aspects.



INGENIEURBÜRO **HAHN**
ORGANISierter ERFOlg

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Successful introduction of the Safety Culture Ladder

Below you can read the interview with Birgit Littke of Planungsgruppe Grün GmbH and Pascal Behrens of ecco Unternehmensberatung GmbH. It nicely illustrates the added value of SCL for a company that is already working intensively on health and safety.

What does occupational health and safety and in particular a safety culture mean within a planning group /an engineering office?

The SCL is closely linked to the specific culture within an organisation. We initially used a self-assessment to analyse our existing corporate culture, and we looked for points which we could use as an effective basis for the various SCL issues. For instance, we have incorporated the safety rules and safety goals that were drawn up within the SCL process into our existing corporate handbook.



Were you sceptical when the introduction of the SCL started?

We were already heavily involved with occupational health and safety before the introduction of the SCL. This is due to the special hazards which our employees encounter in some of their activities (e.g. bat monitoring on wind turbines), and due to the statutory regulations.

At the start of the project we were definitely sceptical and we wondered what laid ahead because we had already created comprehensive rules. However the scepticism faded as the workshops approached. For these we divided our team into various groups. For the introductory workshop this was done according to locations, and for the more intensive, contentbased training sessions we created groups based on the nature of their activities and the hazard potential.

What challenges did you face as an engineering office applying the SCL?

Initially it was hard to get people to understand the issue and the necessity for it, in particular because we had already done intensive work on occupational health and safety. It was also a challenge to present health and safety in a way which was relevant to everybody. Our team has to carry out tasks every day which overlap with health and safety. And in addition, our employees communicate with each other in liaison forums relating to several different issues, including occupational health and safety.

A further challenge was without a doubt highlighting and explaining the potential hazards to all the employees. Another challenge was the issue of “rewards and sanctions”. This contradicted our understanding of what is meant by a corporate

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culture based on solidarity. In the end we found a good, practicable solution with ecco's help. The key moment in this process was involving all the employees in choosing the tools to be used for the rewards/sanctions.

Was there a "light bulb moment" for you?

For us the light bulb moment came during the training for managers. This was when we realised that the management level is the crucial area for bringing about cultural change, and that it itself must instil the required attitude to the SCL within the company in order for there to be any chance of it being accepted by all the employees. Our task is to consistently set an example of the behaviour that is required.

People's perception of occupational health and safety largely depends on how



managers act. Furthermore, in the employee training sessions it again became clear just how deeply each of us is involved in this issue. Even in the office we analysed situations, such as using ladders, the coffee machine, the staircase etc., and we looked into how we can make things safer in future.

Has the introduction of the Safety Culture Ladder altered your attitude to occupational health and safety in any way?

Apart from the change in attitudes at management level that we have referred to, the active involvement of staff sends out a clearer and more positive message about occupational health and safety. For example, the analysis of previous patterns of behaviour has led to big improvements in cause analysis.

Another example: The increased exchange of ideas about hazard potential in the training sessions made it clear that all staff are very aware of the hazards of using their car for business travel. We have consequently tightened up the hazard assessment and the associated workplace instruction, and we have specified a speed limit of 140 km/h and fitted our company cars with an acoustic signal which sounds

if the speed limit is exceeded.

In general we are all collectively raising our awareness of unsafe situations and potential hazards. We have also made minor changes to our communications structure. For instance, we have set up a central email address for incidents ("No incident no accident").

You have obtained certification through the use of the SAQ+ procedure. What are your impressions of this process?

The scope of the certification is definitely comparable with certification under a quality management system. The group interviews that take place in the SCL certification process mean that no one is questioned on their own, and they do not bring about the classic right or wrong answer scenario. Instead the certification interview itself was a lively affair, and it focused on the employee. Everyone definitely found the certification process to be a positive experience.

Do you think that the SCL could be of interest to other businesses?

Definitely. Regardless of the sector or the background of the company concerned. Due to the methods used for introducing it and achieving certification the SCL can be

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an effective way for any company to promote the occupational health and safety culture within the company. Due to the two-way communication approach that is used and the high degree of employee involvement the SCL is more likely to be successful than a survey that is purely based on documents.

You received support in relation to the SCL from the ecco management consultancy. Do you think that as a matter of principle it is useful to have external advice when introducing the SCL?

Having external support from ecco was definitely the right decision. ecco has a thorough understanding of the subject, and it conveyed the approach that was to be used in a clear and understandable way. We are convinced that in the case of specific, challenging subjects it makes sense for the company to bring in external assistance and support. ecco came up with numerous new ideas/suggestions in a variety of different areas. As a result we will continue to work together in future, and we look forward to further collaboration.

Statements

Is your company certified and would you also like to share your experiences? We would like to hear this through an example that shows how the safety culture within your company has changed. Send your statement with photo to safety@tennet.eu



DEME

Historically Tideway has been a firm believer of the added value the Safety Culture Ladder brings to an organization.

Safety is not only having state of the art equipment or strict procedures. It also means having a group of employees that breath a certain safety attitude.

This attitude evolves into an organizational culture and the SCL is a great tool to assist an organization (and its contractors) on this path.

With the transformation into DEME OFFSHORE, this path has been continued and we're proud to announce that we achieved Level 4 certification once again. This offers us the possibility to aim for the next step, and together with our contractors and clients, strive towards enhancing the safety culture in our industry.

Thank you for helping us strive for excellence.

We're Stronger Together



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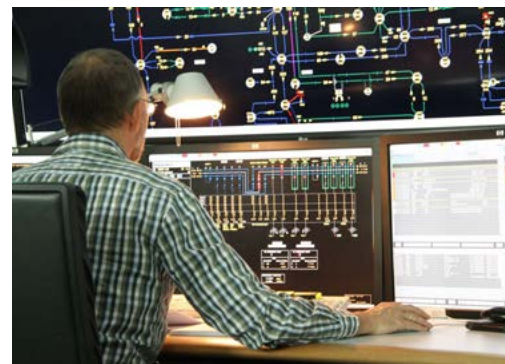
In October's newsletter, we provided an overview on the types of incidents that TenneT faces and how the processes are designed to manage an incident. This time, we focus more on the psychological care regarding incidents and how this is organised at TenneT.

TenneT Netherlands and TenneT Germany deal with the post-incident care of colleagues differently. Colleagues in Germany can go to 'Die Johaniter' and 'PME Family' services, among others. In the Netherlands we are still looking at the right aftercare for the Grid Services Offshore unit. For Grid Services Onshore and System Operations Nederland this is already in place, as they have their own 'Safety Net' Team.

The safety net teams consist of TenneT employees who, on a voluntary basis, have been trained to have aftercare conversations with colleagues and to recognise problems when colleagues are trying to come to terms with traumatic events. They offer emotional support after a traumatic event.

SON safety net team

Ursula is an operational planner at the System Operations Nederland (SON) department. She has been a safety net team member for five years now. We talked to her about the set-up of this



department's safety net team. 'System Operations Nederland has 85 operators who work day and night to keep the lights on,' says Ursula. 'It's an intensive job with a high level of responsibility. The incidents that could occur at SON are, for instance, a part of the country is put in the dark because of a switching error, or sometimes, you have to switch off a line connection, because of a serious situation with persons nearby high voltage. They're very traumatic events, also because you don't always know exactly what's going on onsite. Afterwards you may not be able to

do your job correctly, because it stresses you out. We want to prevent this.'

Aftercare from colleagues

The healthcare and psychiatry sectors indicate that being cared for by a colleague immediately after a stressful event has the biggest effect on trying to deal with that event.

Ursula: 'On the basis of past incidents, System Operations Nederland decided in 2012 to set up an aftercare process. And in order to support each other, all managers completed the "colleague trauma after-care" course. During the course, you learn how to ask the right questions in order to help your colleague come to terms with something traumatic straight away, on the job, with someone who was there too. Everyone has been made aware of the processes that may take place in our minds and how you can talk about that with each other.

Once the first aftercare from immediate colleagues has been given and someone



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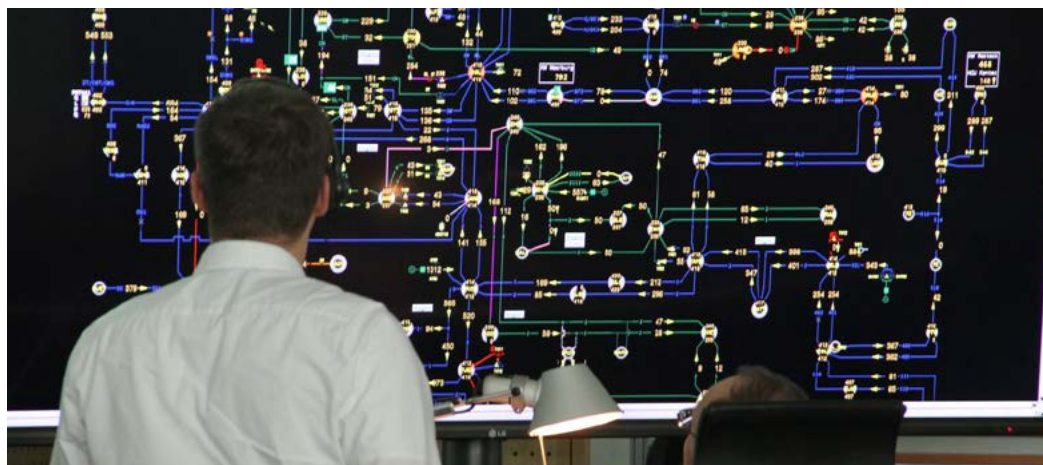
still needs more aftercare, the safety net comes into play. It usually takes a couple of days, because emotions need to “settle” first before you really know how to deal with a traumatic event.

Also, one person may really suffer, while another in the same situation may not recognise this at all. If you happen to have an off day, an event may affect you completely differently compared to someone else who thinks: “right” and goes back to work.’

Ursula explains that the colleague can go to the safety net team him/herself, but that he/she can also do so through their manager or a colleague can tell the team about it.

No judgement

SON has five safety net team members who completed the in-depth Trauma aftercare course of Buijssen Training and Education, giving them the tools to talk about things more easily. Ursula explains that they deal with the ‘how does it affect you?’ part, the primary task of the safety net team. Ursula: ‘We won’t judge you and say you did something right or wrong. That’s a completely different issue. It’s merely about you being able to voice your thoughts and emotions, without any value judgement from our side. These meetings are held by appointment, for the record, they are strictly confidential and are not shared with anyone in the organisation.’



Through our training, we were handed a framework, as well as the questions we have to ask. During every meeting, we discuss the event in greater detail and we have no more than three meetings. Often, only one meeting is enough, but if someone still feels like talking about an event after three meetings, we refer them to their family doctor.

Look after each other

The core of this is that you’re there for each other when something happens to a colleague. It may also be a situation in which a colleague receives a phone call regarding a serious personal event. In those instances, too, you have to check on your colleague and ask them “are you okay?”. Your colleague may not be able to do his/her job properly and replacement is needed. Is he or she able to drive home?

It’s important for your colleague to tell you what happened and what they need. Ask open questions and don’t talk about your own experiences during a similar event. At this time, your colleague is not thinking in terms of solutions, all they want is someone to talk to. This way, we let each other know, we’re there for each other, because we are in this together!’

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Make sure you can do the job safely

Wim Loos is a quiet, soft-spoken man. We meet up at the TenneT office in Hoozeveen. He is a safety net team member for Grid Services Netherlands and we had agreed to talk about the GS safety net team. And we do so, briefly. However, Wim brought some documents about a serious accident in which his colleague lost his life.

'In September 1997, myself, my colleague and an external engineer went out to carry out repairs on the earthing wire of a 220kV high-voltage line. This line has four circuits, namely a black one, a white one, a grey one and a purple one. They're suspended above each other.

The earthing wire above the white/purple side was faulty. That's why we switched off, blocked and locked the white circuit. The purple circuit had not been connected since being installed in the early 1970s and it had been kept 'floating' (i.e. not grounded). The argument for this was that the circuit would not cause any earthing shortage if the lines started to "dance", causing both circuits to come into contact with each other.

The operational manager released the situation as 'safe' and we started working near the various pylons to install separate earthings, among other things. During the repairs, we had to lower the earthing wire

line down to the purple circuit, which would also create direct contact with the conductors.

Once the job was finished, we had to remove the separate earthings from the purple and white circuits. I went up the pylon first via the rope ladder and I was followed by my colleague. When we got to the lower cross member (cross-arm), he said 'hand me the rope ladder'. They proved to be his final words.

After I had removed the two separate earthings on the lower cross member, I heard what seemed like a sigh. I looked up and saw my colleague lying on the end of the central cross member (the purple circuit). For a moment, I thought he was lying back, watching a plane overhead, but a second later, I noticed sparks and I heard a hissing noise.

I realised things were seriously wrong and I called out to the external engineer down below to call for an ambulance. In the

meantime, I climbed up to my colleague as fast as I could. When I got there, I noticed he was holding the grip of the separate earthing while the earthing on the other side was still attached to the phase.



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Foto: Albert Vliegenthart

After securing myself, I kicked the grip out of his hand. His body immediately relaxed and the colour in his face changed. I had a inch of hope things were going to turn out okay. I checked his breathing and heart-beat, but both had stopped, so I started resuscitation immediately.

I was suspended outside the cross member, because it's only about 60 cm wide in that place. In the meantime, the external engineer came up because he didn't know how to use the phone. I stopped resuscitating then because it was hopeless. His body was on an open structure and moved up and down while I was giving him a heart massage. After the ambulance arrived, we lowered him onto a stretcher and he was pronounced dead.

After his death, the purple circuit was connected to the white circuit and earthed with fixed line earthings so that the work could be carried out safely from now on.'

Remain critical

'My point is, we have to remain critical, even if a situation is deemed to be safe,' Wim explains. 'That also applies to all fellow contractors and subcontractors we work with. I worked in an unsafe situation for 25 years. The decision that was made in the 1970s had not been re-evaluated on the basis of the knowledge gained since then. And we continued to assume it was a safe place to work in. Fortunately, we now carry out a thorough technical risk assessment before we create a new line connection and we know a lot more about how the current builds up in the lines.'

However, in terms of safety, we have to remain vigilant, always. Just look at the replacements we made in the Brown Field areas, they're getting more and more complex. Or the construction of new fields and stations. The pressure of work is high and sometimes, you don't take enough time to inspect your own workplace. Contractors and subcontractors also have that responsibility, to themselves and each

other. People nod their heads, even though they don't understand. That's when you need to have the courage to say you don't understand or have doubts. You have to be sure you can do the job safely. It can mean the difference between life and death.'



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Facial injury from HP spray gun

Description of the incident

During corrosion prevention work, the pylon is cleaned using a high-pressure (HP) spray gun with a rotating nozzle (250 bar). The cleaner kneels on the angle iron and bends over forwards to clean the underside of the cross arm. The cleaner has to bend even further forward in order to check that all the dirt and loose paint particles have been washed away.

While doing this, the cleaner's face came into the path of the water jet of the high-pressure spray gun, which was still running, and he sprayed himself in the face. His recollection of the precise sequence in the accident is unfortunately extremely patchy as a result of the rapid course of events.

Possibilities for improvement:

- The spray gun tool permits usage such that one can spray oneself in the face. Also when holding the gun the wrong way, it will keep functioning, contrary to e.g. an angle grinder.
- Therefore always use a climbing helmet with Visor.
- If necessary, adapt to the working environment, for example to create a temporary stand under the truss to be washed.
- Raise risk awareness, so that, for example, certain details in the risk assessment / in preparing the work / in training new employees are taken into account.



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Chain overloaded by hydraulic system of excavator

Description of the accident:

Formwork sections are to be loaded onto a truck out of the excavation pit. On account of the local conditions (primarily: a steeply sloping terrain), a digger hoists the formwork out of the excavation pit in an initial step. In the next step, it is to be hoisted onto the truck with the loading crane.

On hoisting one section, the lifting sling breaks and flicks back, striking an employee on the arm who was trying to guide the form work by hand. The formwork falls to the ground.

Possibilities for improvement:

- Using an excavator as a 'standard tool' for more or less all the tasks on a construction site involves many risks. An effort should be made, while preparing the work, to consider whether other machinery is safer for special tasks.
- The use of unsuitable work equipment is risky. The aim should be the removal of ill-suited attachments before a hoisting procedure. Acceptance of this provision will be increased through the use of modern quick-change fittings 'that do in fact save time'.
- Guiding hoisted parts by hand is very risky for the employee. It is essential to stay and work outside the danger area, for example by using guide ropes/ropes.



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Psycho-Social Safety Programme

The Large Projects Nederland (LPN) department of TenneT has been working on improving safety-related communications for some time now. This applies to employees among each other, but also towards their contractors. This was given an extra boost at the start of 2019 when a couple of contractors indicated that TenneT hardly communicated with them when an unsafe situation was detected.

Apart from the ambition to reach level 4 on the Safety Culture Ladder, it also resulted in setting up the LPN 'Psycho-social safety' programme. This programme has now been rolled out among all four of the clusters and a large number of employees (190) are taking part.

Within the context of 'learning by inspiring', we met up with Vincent Hassfeld to talk about this programme. He is the Overall Project Lead of the Randstad380kV North Ring cluster and an ambassador of this programme.

Psycho-Social Safety Programme

'Psycho-social safety is about a number of themes,' Vincent tells us enthusiastically. 'At the centre of it all is that all of us are responsible for safety! From an operational level to the board and our contractors. It shouldn't matter who addresses who, as long as we do it correctly.'

The Psycho-Social Safety Programme is divided into four subthemes that have to

enable employees to have the courage to talk to each other and to learn from each other:

- 1) the 'Baseline Measurement' group
- 2) the 'Reinforce Me' group
- 3) the 'System and Processes' group
- 4) the 'Learning from Others' group

The 'Baseline Measurement' group

In order to set up a suitable programme, LPN carried out a baseline measurement in order to map out the current psycho-social safety situation. This measurement was carried out by means of an anonymous survey among employees.

The 'Reinforce Me' group

'The purpose of this group is to first go back to yourself,' Vincent explains. 'You look at how you respond to a certain situation or comment. You then analyse your own response and you find out what may stop you from dealing with this in a different way. We help our colleagues by

using e-learning and podcasts that provide more insight into these topics. We also organise workshops, because by sharing, you will learn more and appreciate each other more.'

Vincent says that in practice, it means you won't respond with a reprimand but enter into a dialogue, ask about the 'why' and offer help. 'You can learn how to talk to someone and also learn to understand how that affects a person. After all, safety is not just something for the person



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implementing it, but also for the person detecting it.'

The 'System and Processes' group

This group has a lot of topics on the agenda. For instance, they are integrating safety at a deeper level in the 'procurement/tendering' process, among other things. But they are also finding out what they can do, as LP clusters, to improve feedback to and from their contractors. One of the ways they achieve this is by organising workshops about giving and receiving feedback.

'That's why, in July last year, we talked with various contractors,' Vincent explains, 'to see what we had to tackle in order to improve overall safety. The contractors show a great deal of enthusiasm about our questions. They also have a great need for TenneT to be on one line in terms of safety. This is the case, for instance, for the interpretation of the 'Operation of Electrical Systems' (BEI) Directive. Naturally, some topics require more time, but the quick wins are dealt with immediately.'

The 'Learning from Others' group

The aim of the programme here is for the department to learn from contractors who are working on their projects on-site, but

also from third parties such as 'fellow' businesses such as Rijkswaterstaat, ProRail and Friesland Campina. This is also aimed at psycho-social safety, because they are also working on this theme, which has been given the umbrella name of 'spying on the neighbours' (DSO Stedin also used this name for its HRO (High Reliability Organisations) symposium in September last year).

Vincent: 'When it comes to safety, you shouldn't be afraid of putting yourself in a vulnerable position and yes, that can be scary. Every TenneT employee or contractor must be able to feel safe enough to voice his/her opinion, also if it differs from the opinion of the hierarchic layers above them.'

That is why this group emphasises that when it comes to safety, there can and there should be no hierarchy, neither internally nor externally. Contract gone, hierarchy gone, we're all the same. Ultimately, we all want to get that job done safely.'

'Learning by inspiring'

With this article we wanted to inspire you to take a closer look at how your organisation deals with psycho-social safety. If your

company is running an initiative to improve safety among each other and third parties, we'd love to hear from you! Because we can only learn and inspire each other if we share our experiences. Contact us on safety@tennet.eu



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Life-Saving Rules

www.tennet.eu/company/safety-at-tennet/life-saving-rules

Safety Culture Ladder

www.tennet.eu/company/safety-at-tennet/safety-culture-ladder

Safety at TenneT

www.tennet.eu/company/safety-at-tennet/safety-at-tennet

Contractor Management

www.tennet.eu/company/safety-at-tennet/contractor-management



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