



# Improving team compliance through supervision

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National Grid is responsible for ensuring that gas is delivered to over 20 million consumers around the country safely and efficiently. This large presence means that National Grid's performance, both production and safety, rightly comes under tough scrutiny from customers, the public and other stakeholders.

It was awareness of this increasing scrutiny, and the importance of effective safety management that caused National Grid to turn to Greenstreet Berman.

The utility was concerned with the levels of team non-compliance with National Grid engineering standards and safe working practices during gas renewal operations and believed this level of compliance needed to be improved to help ensure both employers and the public were kept safe during these operations.

## How did Greenstreet Berman address the issue?

Greenstreet Berman carried out a set of meetings and workshops with National Grid personnel to understand the key drivers behind the current levels of compliance. The role of the supervisor was identified as a key issue, particularly around how their competence to tackle team non-compliance was developed and maintained through training. Greenstreet Berman used the workshops to identify the key competencies required by supervisors to effectively identify, challenge and tackle team non-compliance.

## Training

### What we did:

Greenstreet Berman developed a three day supervisor leadership training course, focused on equipping supervisors with the necessary behavioural skills to tackle team non-compliance and the opportunity to practice these in a developmental setting.

A key element of the course is the use of operational based scenarios that require the supervisors to apply behavioural skills to tackle compliance issues.

Supervisors are provided with feedback on their performance and at the end of the course are given a development report, providing guidance on how to continually develop their competence.

Safer working and a stronger business, thanks to the practical nature of the course and focus on the development and assessment of behavioural skills, to tackle team non-compliance.

National Grid supervisors became better equipped and more confident, to identify, tackle and rectify team non-compliance with engineering standards and safe working practices during gas renewal operations.

Improving the competence of supervisors through training helped National Grid significantly enhance overall levels of team compliance and improve the safety of employees and the public during gas renewal operations.

Increased levels of compliance also improved the quality of workmanship, reduced operational delays and the avoidable cost of potential incidents, leading to improvements in customer satisfaction, productivity and company reputation.



Greenstreet Berman helped National Grid increase their level of compliance with engineering standards by helping supervisors develop the key skills required to effectively identify, challenge and tackle team non-compliance.



Safety Manager - National Grid

#### Clients

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