



Organisational and Human Factors

Pegasus Consulting Support (Pegasus) provides highly skilled and experienced consultants across a wide range of sectors to solve problems, improve performance and manage risk. Pegasus specialises in analysing and understanding the combined performance of technology, people and organisational processes. Pegasus consultants have extensive experience in applying these skills to complex and critical organisations and activities to develop practical and accessible tools and solutions.

Pegasus consultants have extensive expertise and experience in supporting clients with organisational and human factors across a wide variety of organisations and sectors.

Often Pegasus consultants work in highly regulated sectors where adequate assessment and management of risk is required to be demonstrated to a 3rd party regulator.



Procedures

Pegasus undertook a peer review of a recently revised procedure associated with crane access and maintenance focussing on the Human Factors aspects. The review provided suggestions for improvement including examples of how to present the procedure information differently, applying demonstrated good practice such as the use of safe states as hold points and the importance of task breakdown during preparation and user involvement throughout the procedure writing process.

Subsequently, Pegasus developed and delivered a Procedure Writing Workshop for the same steel industry-based client. The highly interactive workshops focussed on human and organisational factors, which influence the effective preparation and application of procedures supporting task planning and execution. As well as procedure writing good practice principles and examples (such as the value of job aids); this included the limits of compliance, the challenge of adaptation and supporting influencing factors.

Pegasus provides a wide range of Organisational and Human Factors (OHF) support to enable the optimisation of individual, team and organisation reliability and performance. OHF support provided includes:

- Task analysis including identification of safety critical tasks
- Review and improvement of human reliability for specific tasks/ activities (qualitative and quantitative where required by Regulator and appropriate to the task)
- Performance influencing factors identification and optimisation
- Workload assessment and review
- Assessment and optimisation of staffing arrangements (including for emergencies)
- Safety Culture assessment, review and improvement
- Safety Management System design, development and improvement
- Organisational design, development and improvement

Procedure writing workshop feedback:

'Good techniques for higher and lower risk tasks'

'The workshop was very effective and I will have to go back and review our current procedure system'

'Liked being challenged on our normal ways and 'unblinkered'. The exercise group mix allowed diverse discussion'

'Helped by giving a real way of applying human factors solutions in the workplace'

'The manual is an excellent tool, will use for future procedures'

'Job aid logic is very good'

'Workshop exercises helped to draw out understanding'



Review and improvement of OHF

Pegasus provided organisational design and development support for a chemical manufacturer with two top tier COMAH sites. Support began with elicitation and development of strategic objectives with the Manufacturing and HR Directors.

Subsequently, Pegasus liaised with Directors, each site leadership team, technical specialists and operations and maintenance staff to develop and agree the project parameters and approach and to develop project momentum and workforce engagement.

The key work streams, which emerged during the project and were found to be applicable to both sites with different local emphasis, covered: occupied buildings, organisational and individual performance, process control and control room upgrade. There were several components within each workstream involving different technical specialists and workforce teams within the client's organisation.

Pegasus provided support across all the work streams including: control room and console layout and design, job and work environment design, alarm management, competency management system development and implementation, roles and responsibilities review and reorganisation, progression and cover arrangements.

Pegasus provided coaching and decision-making support to both Site Leadership teams and advised on regulatory requirements under COMAH.

Manufacturing Director to Pegasus' consultant and one of the Site Managers after a progress review meeting: *'Thanks to both of you – inspirational stuff! What you are doing has the potential to transform this site and lay strong foundations for years to come! I eagerly await your recommendations for Phase 1. Highlight of the week for me.'*

Other Site Manager to Pegasus' consultant after review of a particular section of the organisation: *'As always fair and balanced.'*

Managing organisational change

Pegasus provided organisational support to a major refinery restructuring project across the entire organisation. The change was highly complex and involved significant CAPEX investment, major operational changes and increased outsourcing as well as significant headcount reduction.

The organisational change support was provided throughout the MOC process from the development of change objectives, MOC process and organisation to the development of the proposed future organisation, assessment and strengthening, followed by implementation with transition arrangements and KPIs.

The support included review of combining various CR Operator positions, CR relocation and new CR building layout and console design.

Pegasus provided coaching and decision-making support to Supervisors, Managers, Senior Managers and the wider workforce and supported Regulator inspections.

Pegasus supports public and private sector organisations to explore, define, implement, review and improve their:

- Processes and systems;
- Organisational design and culture;
- Leadership
- Technology;
- Performance; and
- Reduce risk.

Change Project Manager to Pegasus' consultant after a workshop with shift and day Operations staff: *'Many thanks again for all your hard work and making today a success.'*

Shift Supervisor who was highly involved during the change process to Pegasus' consultant: *'Just wanted to say a thank you for your time and patience during the last 20 odd months.'*

Pegasus Consulting Support Clients

Aquatera	Tata Steel Projects
Bindmans LLP	TOTAL LOR
Ecologic	Unilever
GrowHow	
Murco Petroleum	
Tata Steel	

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