

# Review of: "Analysis of Factors Influencing Health and Safety Programme in Selected Electricity Distribution Companies"

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The article is extremely correct and irreproachable from an academic point of view, both the sampling technique and the statistical conclusions derived from the 385 validated samples. The conclusions are well supported by statistical evidence; however, the recommendations are too generic and bland. The reality of industrial operations of any nature is that management is fully responsible for the results of said operations, including human errors, voluntary and involuntary, of its employees. This responsibility derives from the unquestionable fact that it is management that has the resources and authority necessary to execute operations with maximum excellence.

The protection and safety of employees and the environment are fundamental pillars of operational excellence. Management's commitment to safety, by allocating time and resources to safety programs, may be sufficient to improve the organization's performance in terms of industrial safety, but to achieve levels of operational excellence, visible and exemplary leadership from top management is also necessary. direction in matters of safety, occupational health, and environmental protection.

The article focuses on the human factor, which is a success since all industrial operations are directed and executed by humans. I miss better segmentation and analysis of the underlying causes of human error. As for human error, it does not occur randomly. Understanding exactly why such human errors occur and what contributing factors are present is essential to improving human reliability and operational safety.

The concept of "human reliability" and its management are totally linked to:

- Personal and visible involvement of management
- Proper operating procedures
- Constant training
- Adequate and realistic workloads
- Clear and unambiguous communication regarding security
- Prevention of unsafe acts and conditions
- Continuous audits of operations with visible participation of management
- Excellence and effectiveness of facility maintenance practices
- Designing the facilities in an ergonomic way and for safe, fail-safe operation.

I understand that I am very demanding with management, but I have 36 years of experience in managing industrial operations of various types. For the rest, I repeat, it is a very well-prepared article with great merit.