

Case Study

SIEMENS energy



CASE STUDY



SIEMENS ENERGY

Solution

Workforce Competency
Management

Industry

Energy infrastructure

Size

100,000+ employees

Location

Ballyadam, Co. Cork,
Ireland

Transforming workforce competency management across the Celtic Interconnector with HSI Donesafe

Siemens Energy Ireland delivers complex energy infrastructure projects across Europe, spanning renewables, power generation, and high-voltage grid networks. The company is delivering the Converter Stations for the Irish & French Transmission System Operators Eirgrid & RTE as a major part of the Celtic Interconnector connecting the Electricity Grids of Ireland & France which is part EU funded by the Connecting Europe Facility (CEF).

With more than 1,500 workers expected on site throughout the project lifecycle, managing workforce competency and operational oversight is critical. Through a strong focus on workforce readiness and safety, the project has achieved over 500,000 hours worked across 23 months without a Lost Time Incident or Medical Treatment Case.

The Challenge

For Siemens Energy, safety is not a slogan. It is embedded within a Zero Harm culture, underpinned by ISO 45001:2015 and HSG65 principles focused on active monitoring and leading indicators.

As Managing Director Nick O'Mahony explains, Zero Harm has a simple objective: "Nobody gets hurt or injured, and on all of our sites, everyone can go home safely."

Achieving that on a complex, multi-contractor project is the challenge. At any one time, 200–250 people are working on site, with more than 1,500 workers expected over the life of the project. The team manages high-risk activities including marine transport, heavy civils, and the installation of two 240-tonne transformers. In an environment like this, even a small lapse in oversight can have serious consequences.

When the team reviewed historic incident and near-miss data, a common theme emerged: visibility. Training was being delivered and certifications were in place, but records were spread across subcontractors, spreadsheets, inboxes, and paper files. Verifying whether a worker held the correct, up-to-date certification often required significant manual effort, delaying work and limiting confidence in workforce readiness.

Inductions took three to four hours each morning, requiring workers to attend in person before accessing the site. Data was duplicated across spreadsheets and reporting relied heavily on audits and lagging indicators rather than real-time oversight.

The greatest challenge was managing a transient workforce. With workers often on site for only a few weeks, maintaining visibility of current certifications and competencies was difficult.

The team needed to move beyond paper-based compliance checks and establish a system that could provide live, verified competency information at the point of work.

"Up to 70% of my time was spent chasing documents to ensure the compliance of contractors and subcontractors on site."

— Sandra O'Flynn

Site Administrator - Celtic Interconnector,
Siemens Energy Ireland

Why HSI Donesafe?

Siemens Energy was not looking for another compliance tool. The team needed a platform capable of supporting workforce competency management at the scale and complexity of the Celtic Interconnector project.

With multiple contractors operating on site, the solution needed to provide a consistent and scalable approach to managing competency, inductions, and workforce compliance.

Key requirements included:

- A single source of truth for workforce competency records
- Automated tracking of training and certification expiry dates
- Visibility across multiple contractors and subcontractors
- Real-time access to workforce readiness information
- Integration with site access and operational processes
- The ability to support future project growth without increasing administrative burden

HSI Donesafe met these requirements through a configurable platform that could be aligned to Siemens Energy's competency framework while providing real-time visibility of workforce compliance across the entire project. Its ability to automate competency management and integrate with site access controls gave the team confidence that workforce readiness could be managed consistently, efficiently, and at scale.

"It has enabled us to take what was a very paper-intensive and at times very laboured and slow process that required a lot of human intervention, to instead digitise that and make it a much more real-time tool."

— Nick O'Mahony

Managing Director, Siemens Energy Ireland

Results

The impact of HSI Donesafe was felt immediately in how workforce competency was managed across the project.

One of the most significant changes was the integration with site access controls. Workforce competency is now verified before workers enter site. If a required certification has expired, access is automatically revoked until compliance is restored. This has removed the risk of workers remaining on site with expired qualifications and eliminated the need for manual checks at the gate.

The onboarding process has also been transformed. Workers now complete most induction requirements before arriving on site, reducing on-site orientation time by more than 75%, from up to 4 hours to just 50 minutes on average. This has significantly improved workforce mobilisation while ensuring training records and competency information are verified before work begins.

Compliance management has become far more proactive. Automated notifications alert both workers and the EHS team when certifications are approaching expiry, providing a live view of workforce readiness and reducing the administrative burden associated with tracking compliance manually.

Over the course of the project, more than 1,500 subcontractors have been onboarded through a consistent digital process. Every worker follows the same workflow, creating greater visibility, consistency, and control across the contractor workforce.

The project has now achieved more than 500,000 LTI-free hours across 23 months of delivery, with zero Lost Time Incidents and zero Medical Treatment Cases. At the same time, administrative effort has reduced significantly, allowing the EHS team to spend less time managing paperwork and more time supporting site operations.

Perhaps most importantly, the project has moved from retrospective compliance management to real-time competency assurance. Workforce readiness is no longer assumed. It is verified before work begins, ensuring only authorised, qualified, and compliant workers are permitted to access site and carry out critical activities.

Why It Matters

Energy infrastructure across the UK and Ireland is entering a period of significant expansion. Grid modernisation programmes, interconnectors, offshore wind connections, and substation upgrades will all depend on large contractor workforces operating across complex, high-risk environments.

The Celtic Interconnector project demonstrates the importance of combining strong safety governance with real-time workforce competency management. Managing workforce readiness through spreadsheets and manual verification processes becomes increasingly difficult as projects scale, contractor ecosystems expand, and delivery timelines tighten.

**500,000 hours
without a Lost Time
Incident is a number
worth pausing on.**

By digitising workforce competency and compliance, Siemens Energy has been able to move from retrospective compliance checks to real-time competency assurance. Training, certifications, and workforce readiness are no longer assumed; they are visible, current, and verified before work begins.

The result is not simply improved compliance. It is greater operational confidence, stronger contractor oversight, more efficient mobilisation, and a safer working environment for everyone involved.

With more than 500,000 hours worked without a Lost Time Incident, the project provides a powerful example of how digital workforce competency management can support safer outcomes across large-scale infrastructure delivery.

“Through HSI Donesafe, the onus is put back on the contractor. From a Zero Harm perspective, this ensures that no contractor starts a job without being compliant.”

— Rachel Healy

EHS Manager in Projects – Celtic Interconnector, Siemens Energy Ireland

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a safer tomorrow.**

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