

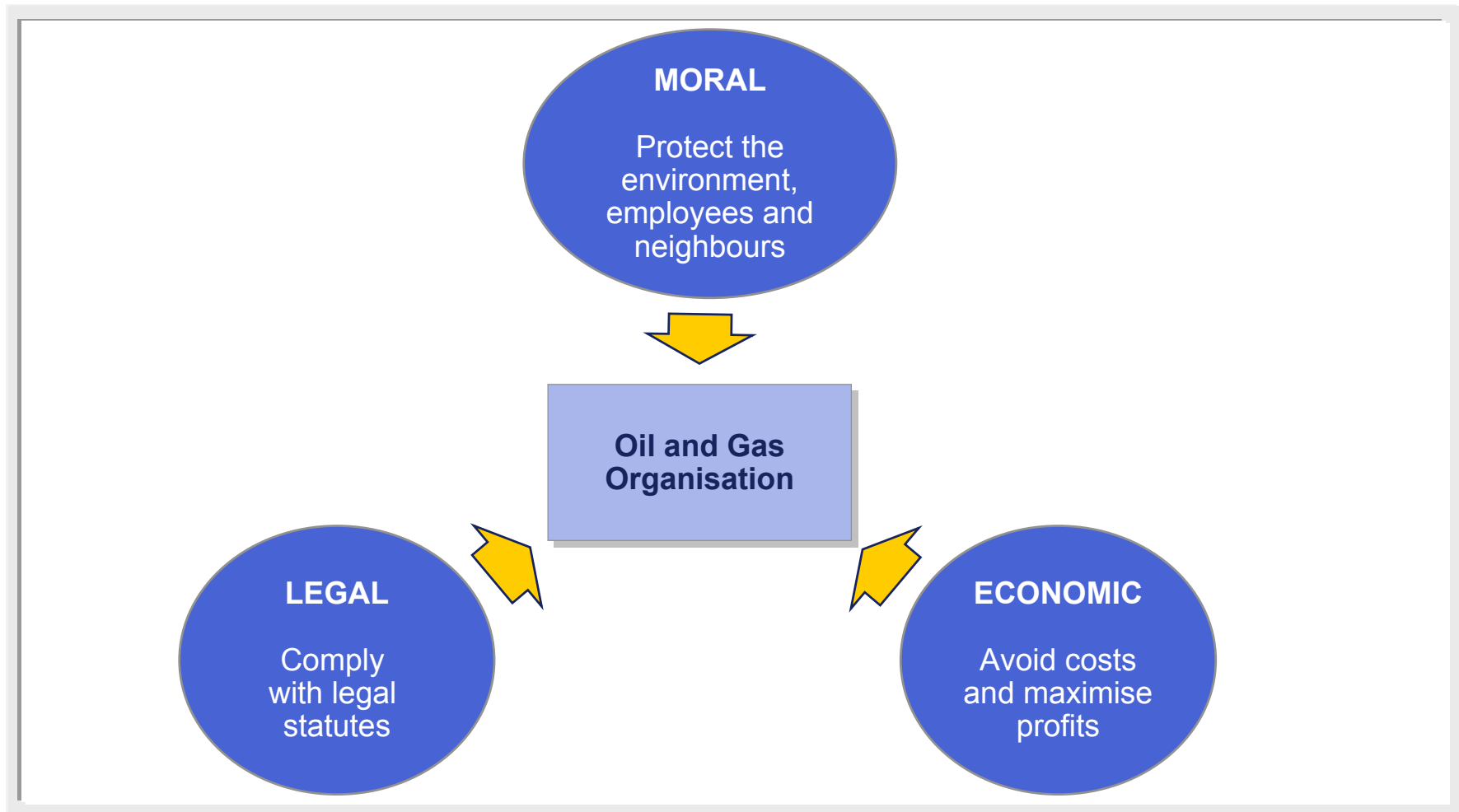
Strategic HSE Management Workbook



Timetable	
08:30	Introduction
08:40	HSE Management Strategy - Why do we need an HSE strategy and what should it contain?
10:00	Break
10:30	HSE Management Systems -What are the components of an effective management system? -How do I assess risk and prioritise action? -How do I allocate HSE risk management responsibilities?
12:00	Lunch
13:30	HSE Culture - What is it and why is it important? - How do I assess it? - How do I improve it?
15:00	Break
15:30	Group Exercise – Assessing HSE Management Arrangements
17:00	Close

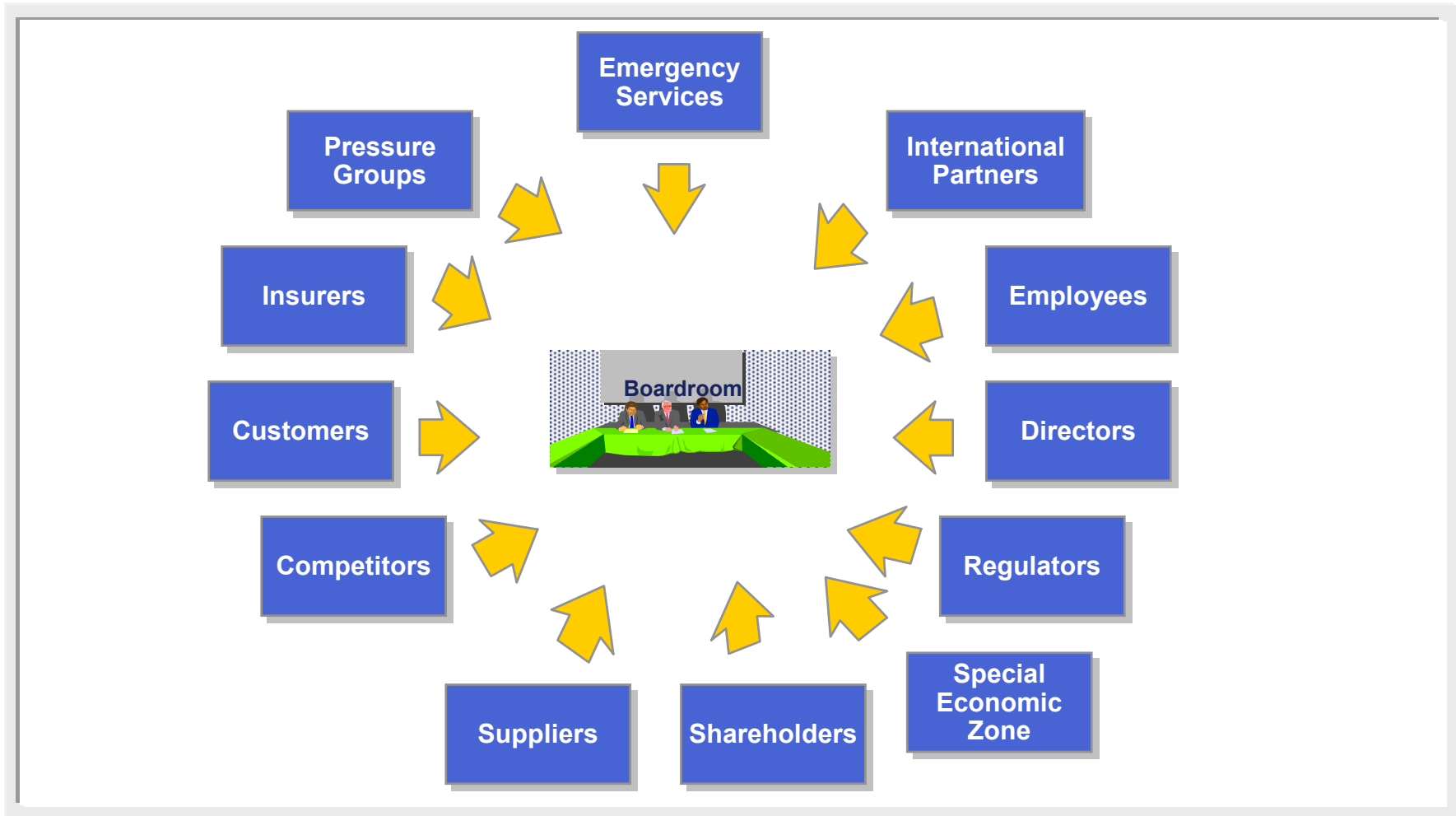


Drivers for HSE Management fall into three categories



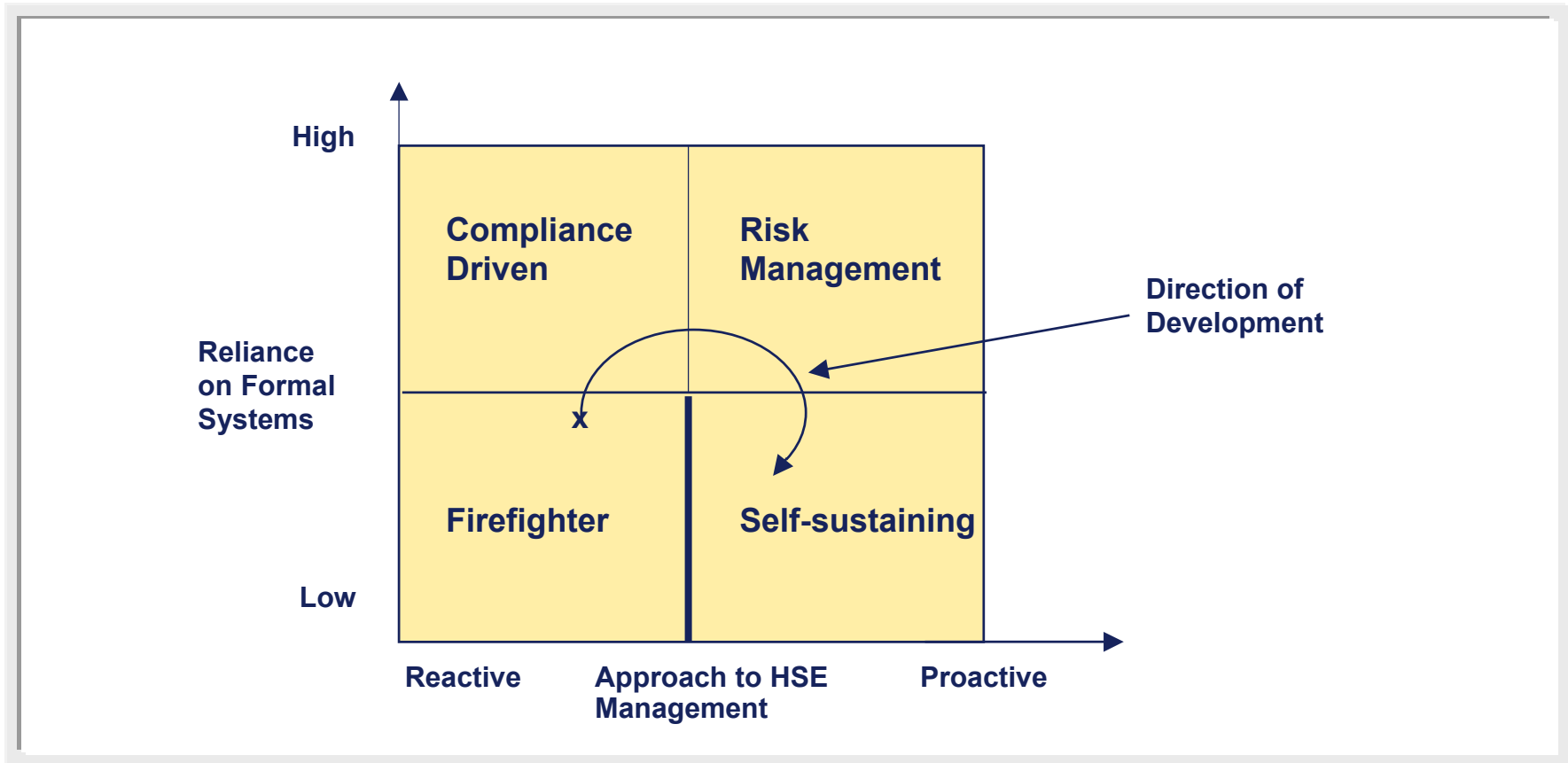


An assessment of stakeholder expectations should drive the development of an HSE management strategy



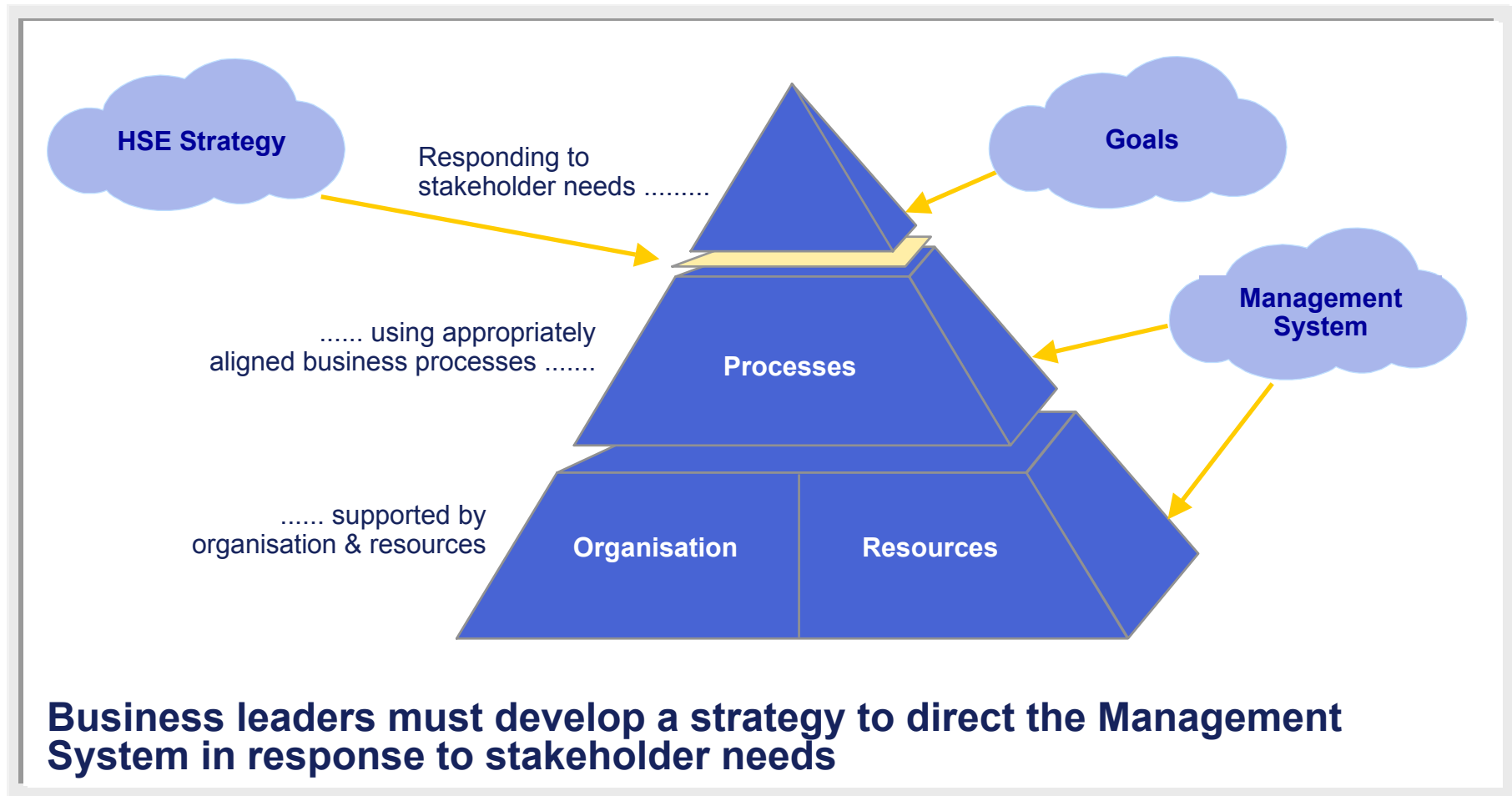


The evolution of any organisation's approach to HSE management can be considered with respect to two parameters – the level of reliance on formal systems, and the nature of the approach



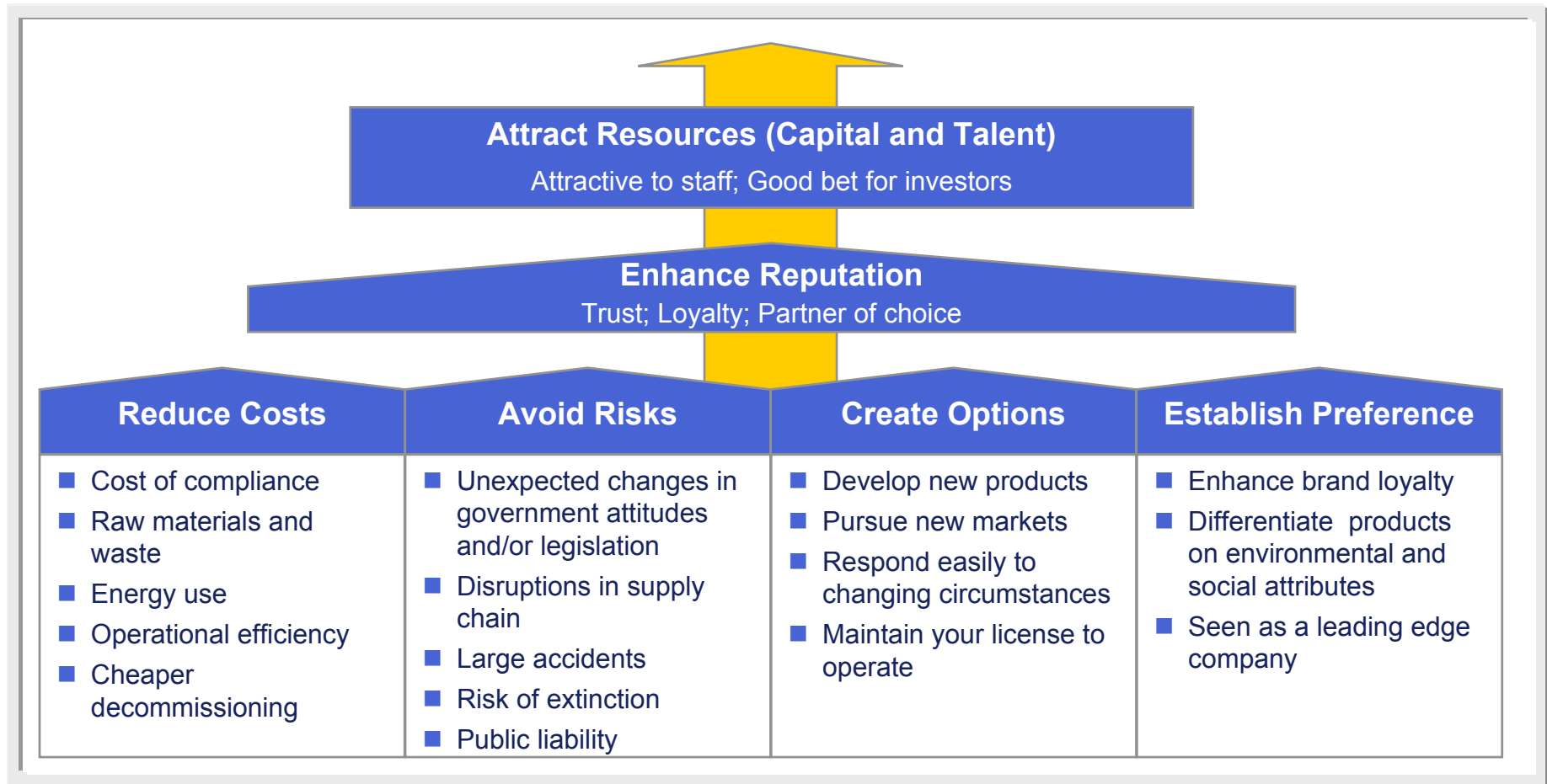


Stakeholder needs determine the goals for the Management System



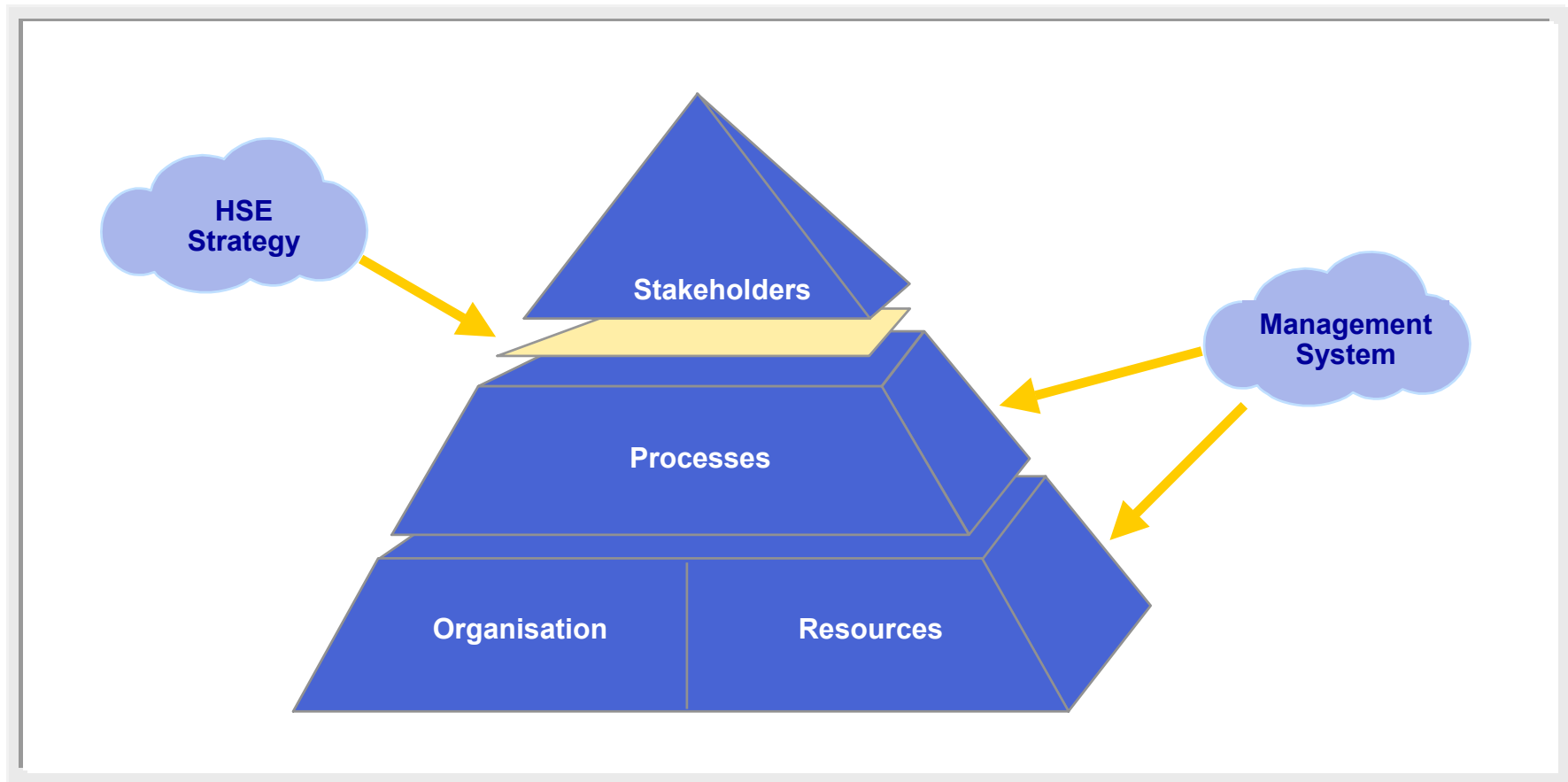


Effective HSE Management reduces cost, enhances your reputation and thereby attracts the capital and talent required for growth and profitability



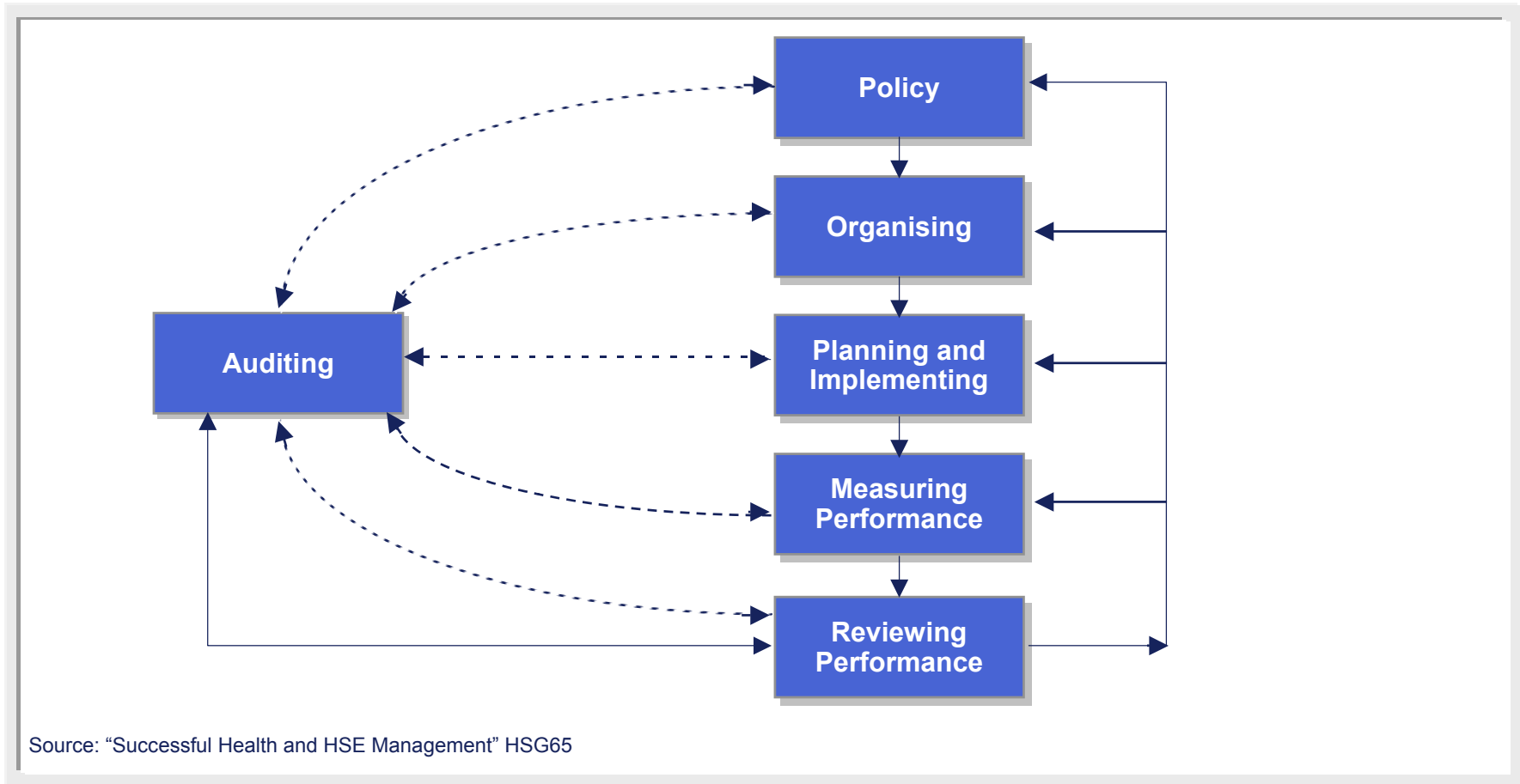


A management system is required to ensure that the HSE strategy is delivered



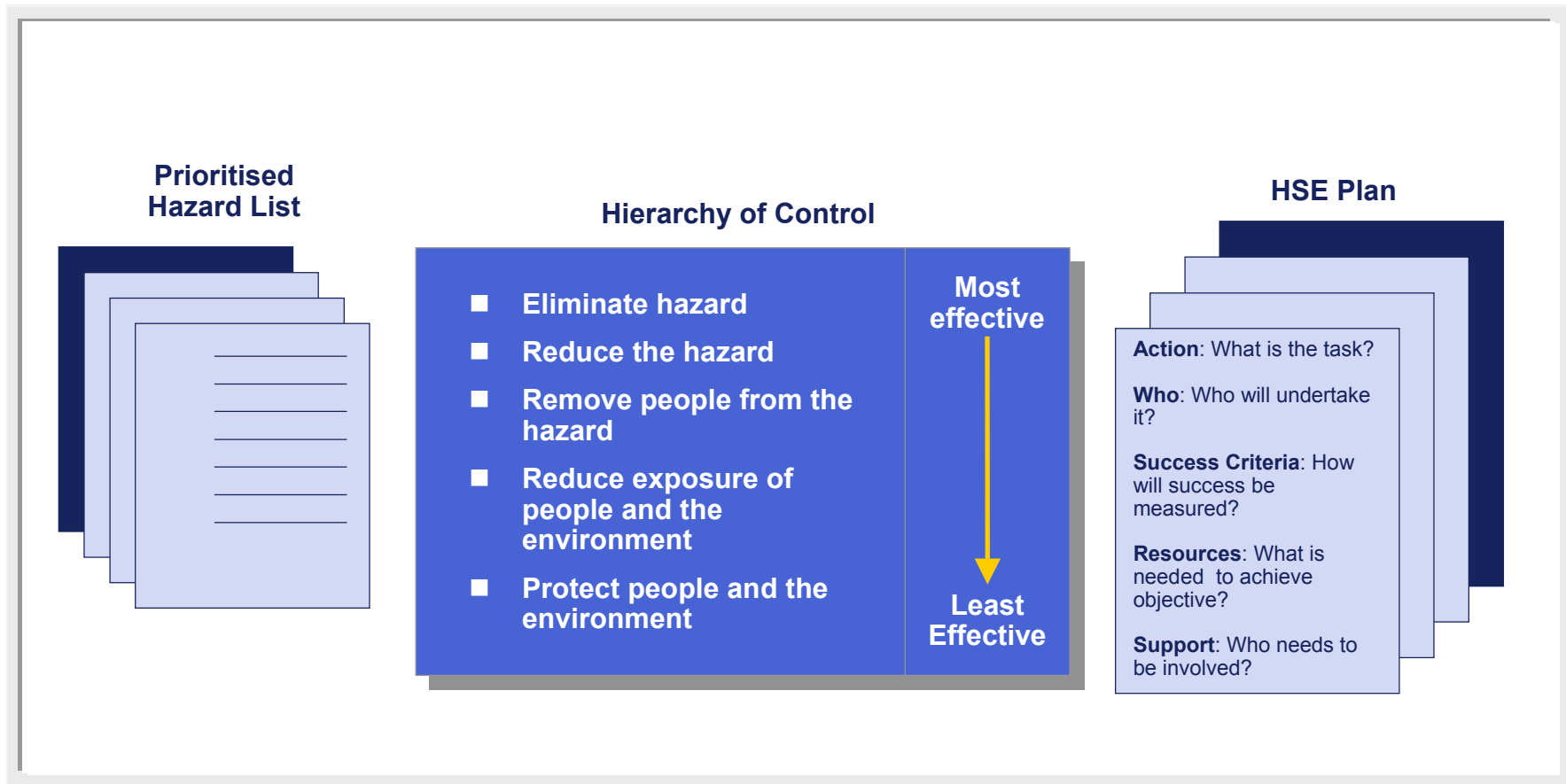


To effectively manage day to day HSE issues a structured approach is recommended



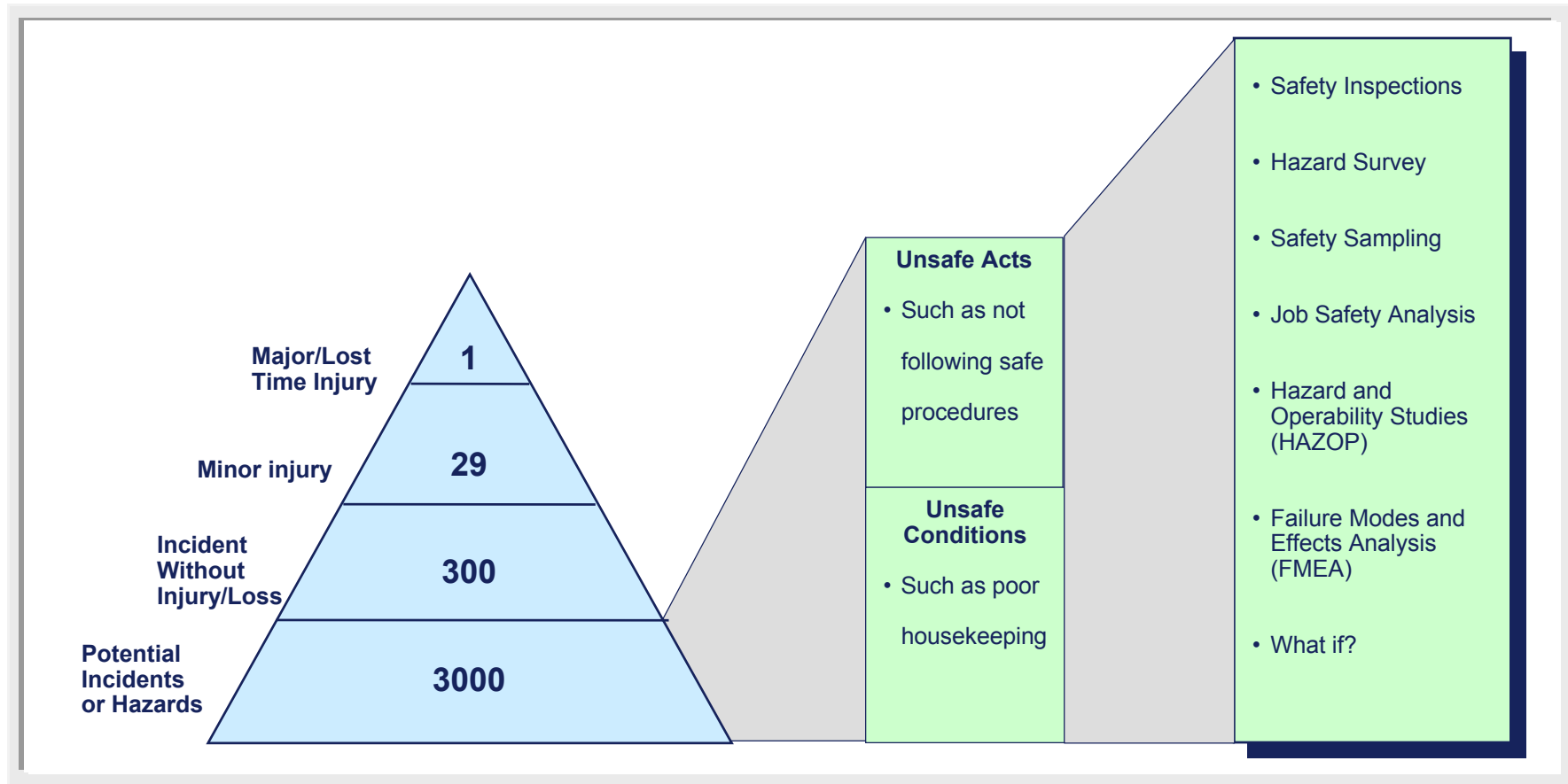


Risk assessment is a crucial part of an HSE management system, the process comprises identifying, prioritizing and controlling hazards



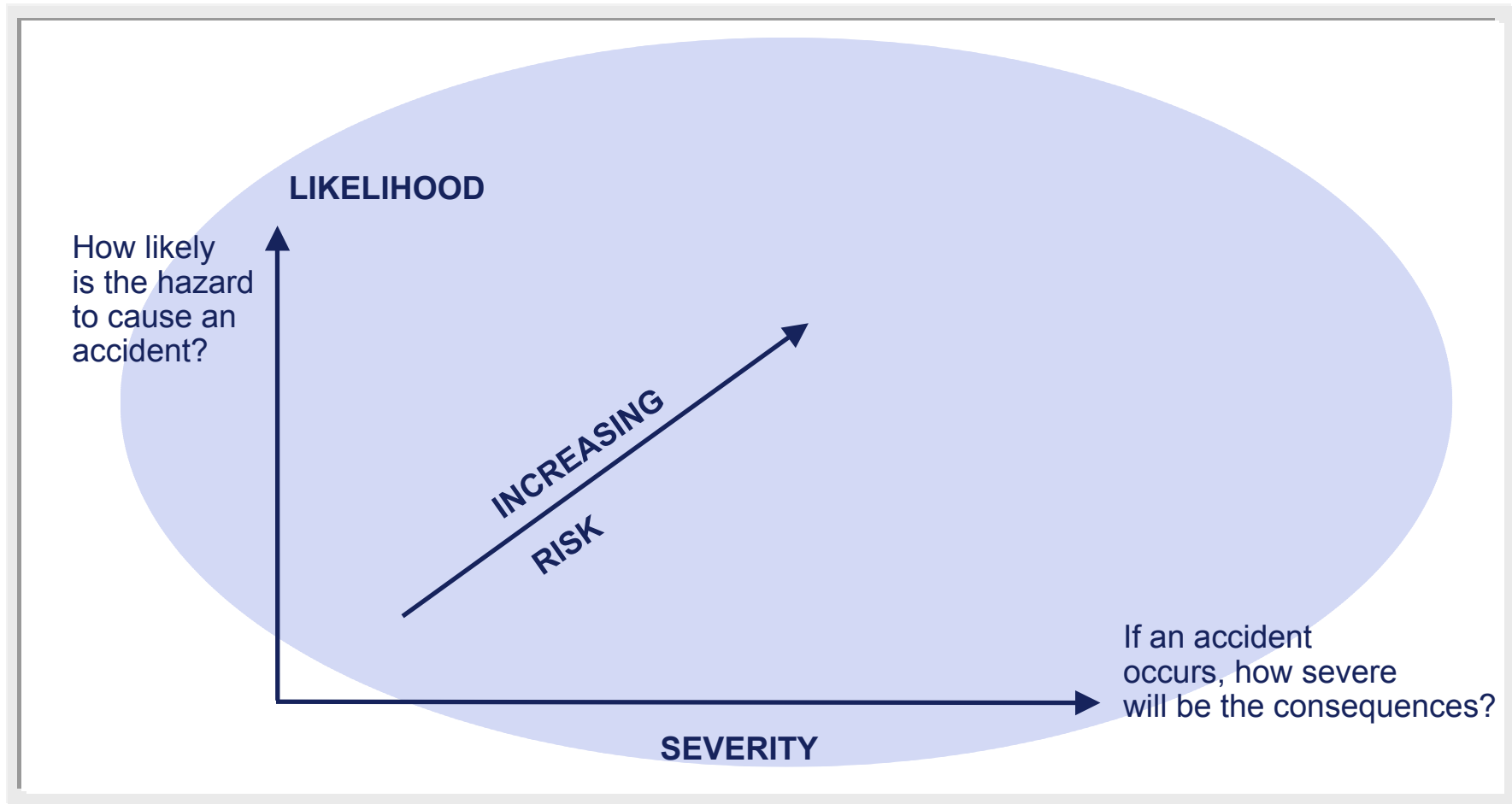


Hazards are defined as “situations with the potential to cause death, injury, or some form of loss”, there are many techniques to identify such situations.



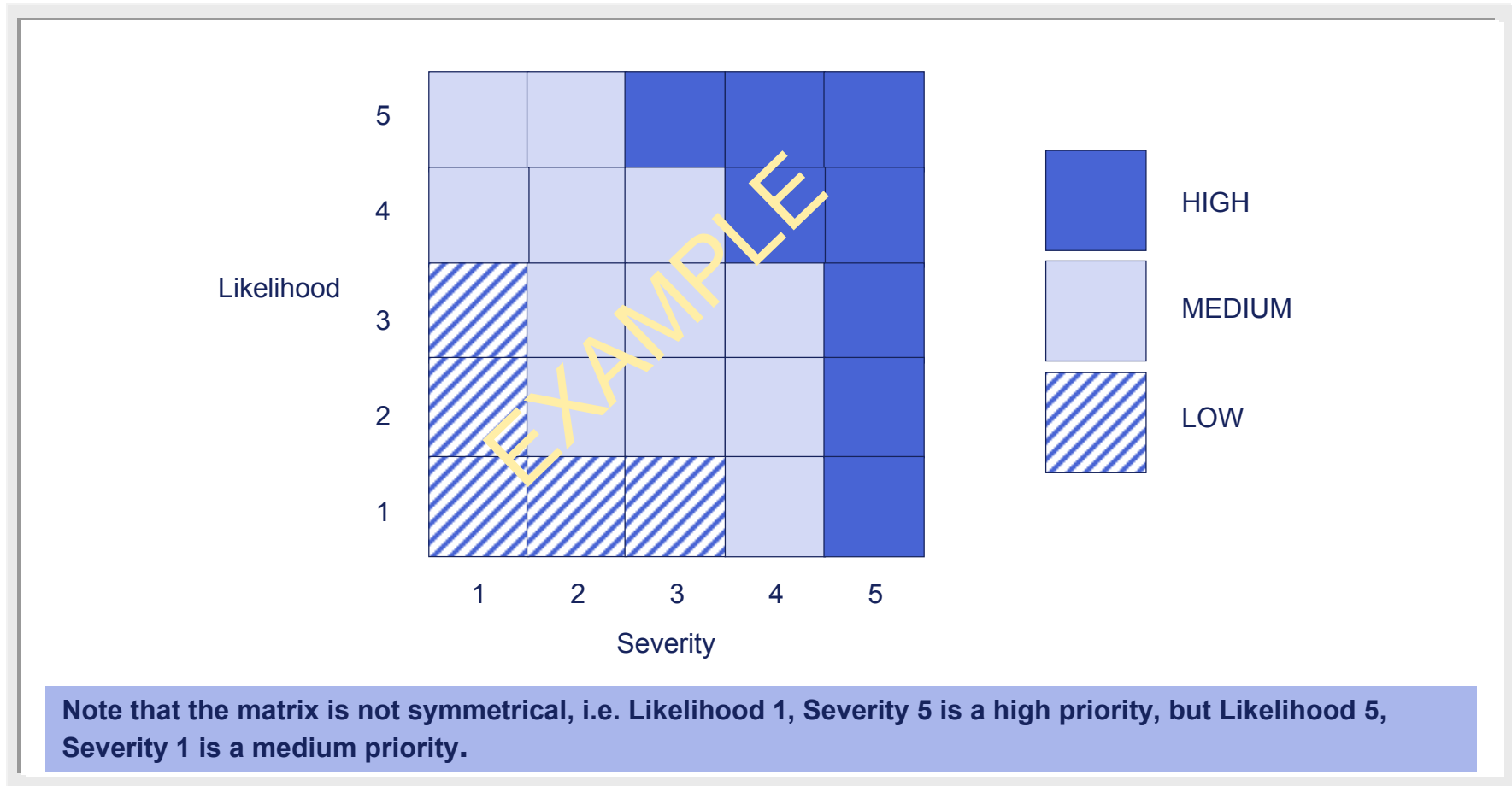


This potential is expressed as the “risk” and is measured in two dimensions





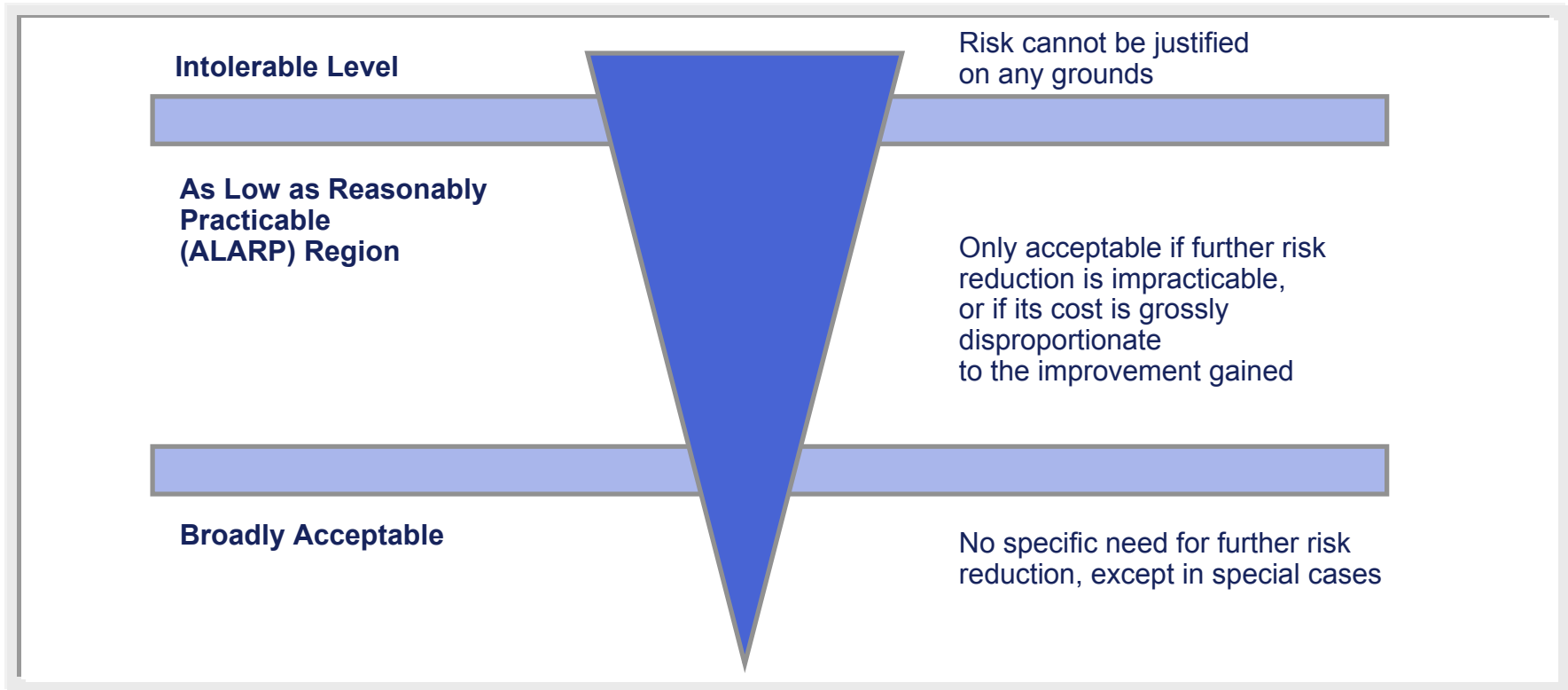
A 5 x 5 matrix is used to determine action priority



Organisations develop their own prioritisation matrix based on stakeholder expectations



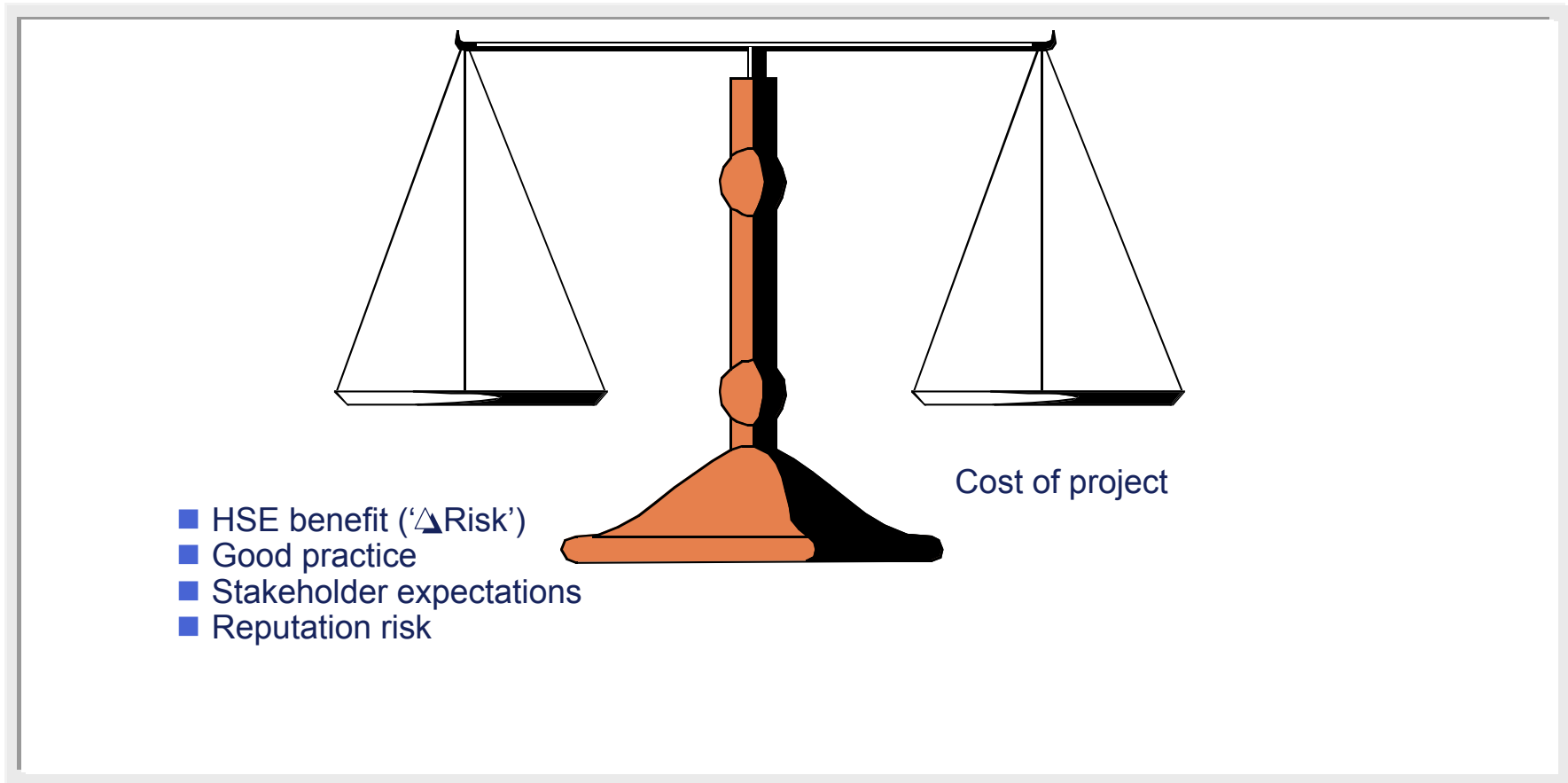
To determining the appropriate extent of controls, international organisations typically ensure that risks are reduced 'As Low as Reasonably Practicable' (ALARP)



The ALARP principle originated in the 1974 Health and HSE At Work etc Act and the ALARP diagram was initially developed in connection with the nuclear power industry



Cost-benefit analysis techniques must also be employed to determine proposal viability





The R.A.C.I. Matrix is a useful tool for developing and communicating HSE responsibilities

EXAMPLE: A RACI matrix can be used to develop and communicate the responsibilities of different organisations working on one site

Control Measures	RAH Corporate	RAH Ops	BH Ltd	BK Eng.	Catmos	RAH CPO	RAH PG
Undertake role of Client (under CDM)	A	I	I	I	I	I	R
Appoint a Principal Contractor (under CDM) (if required)	A	I	I	I	I	I	R
Ensure all contractors on site of refurbishment are aware of other projects	-	C	R	I	I	C	A
Ensure all contractors working in operating area of station are aware of other contractors	A	R	C	I	I	C	C
Notify station staff when working at station	-	I	R	R	R	A	A
Ensure contractors are told about safety hazards in station	A	R	I	I	I	C	C
Ensure effective liaison with Projects Group	A	I	-	-	-	I	R
Ensure effective liaison with Central Procurement Office	A	I	-	-	-	R	I
Ensure contracts let by RAH include safety requirements	A	C	I	I	I	R	R
Ensure inspections of refurbishment area are coordinated	-	C / I	R	I	I	-	A
Ensure inspections of operating station occur	A	R	I	I	I	I	I
Ensure accidents are properly reported and investigated	-	A / R	R	R	R	-	A / R



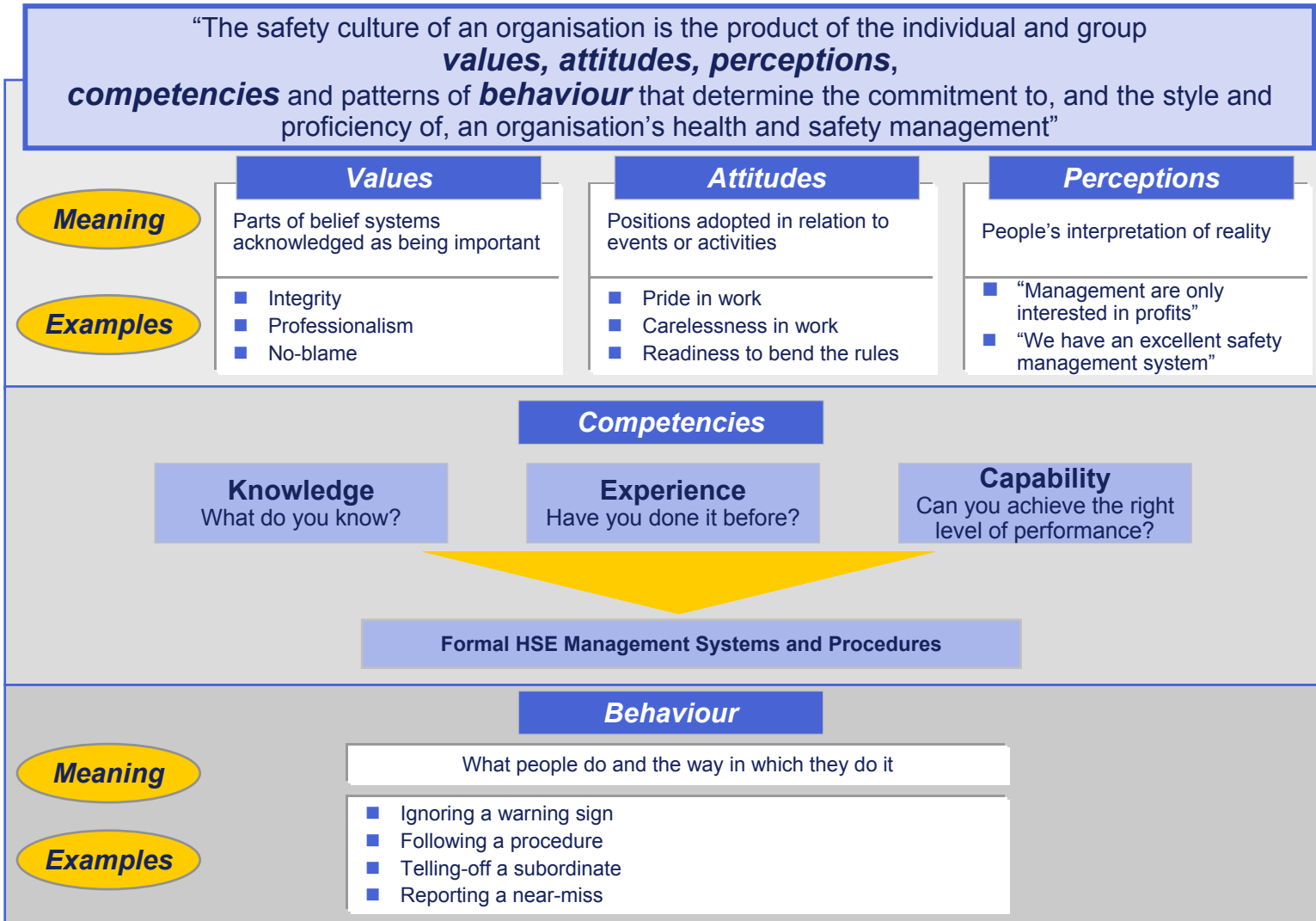
Many companies have found that having good technical and management systems is not enough to achieve sustainable improvement

	<p>The Performance Plateau</p>	<p><i>'We've got all the systems in place, so why isn't our performance improving?'</i></p>
	<p>Drowning in Paperwork</p>	<p><i>'All the paperwork is there, but we're not reaching the people actually doing the work.'</i></p>
	<p>Managing Safety During Change</p>	<p><i>'Our health, safety and environmental management systems are too inflexible to keep up with our transformation programme. How do we cover the gaps?'</i></p>
	<p>Doing More with Less</p>	<p><i>'Why do I need a staff of 30 to tell my line managers how to manage these issues?'</i></p>

Is culture the key ?



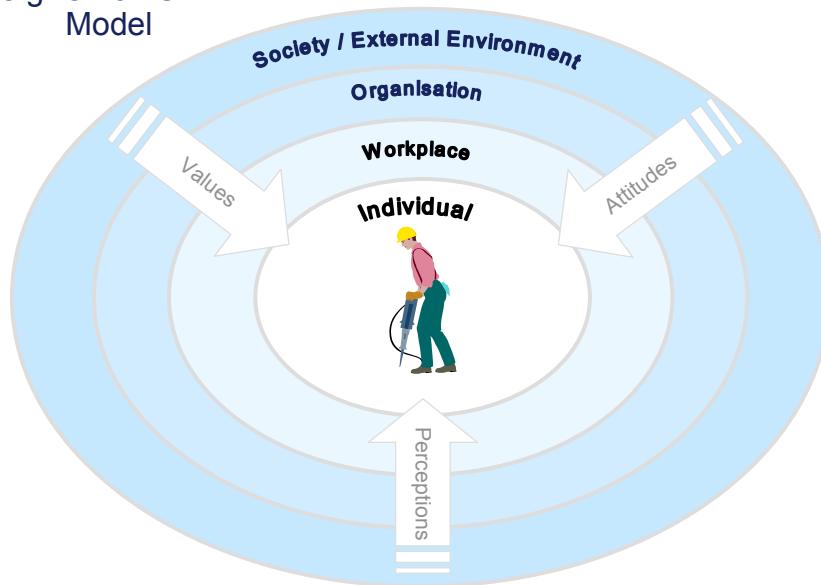
We need to understand values, attitudes, perceptions, competencies and behaviours





Comparison with best practice is often used to provide an initial high-level assessment of safety culture problems

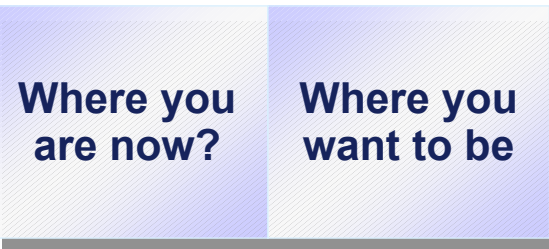
Model Culture
e.g. Onion Skin Model



Real World
e.g. Strengths and weaknesses of current system

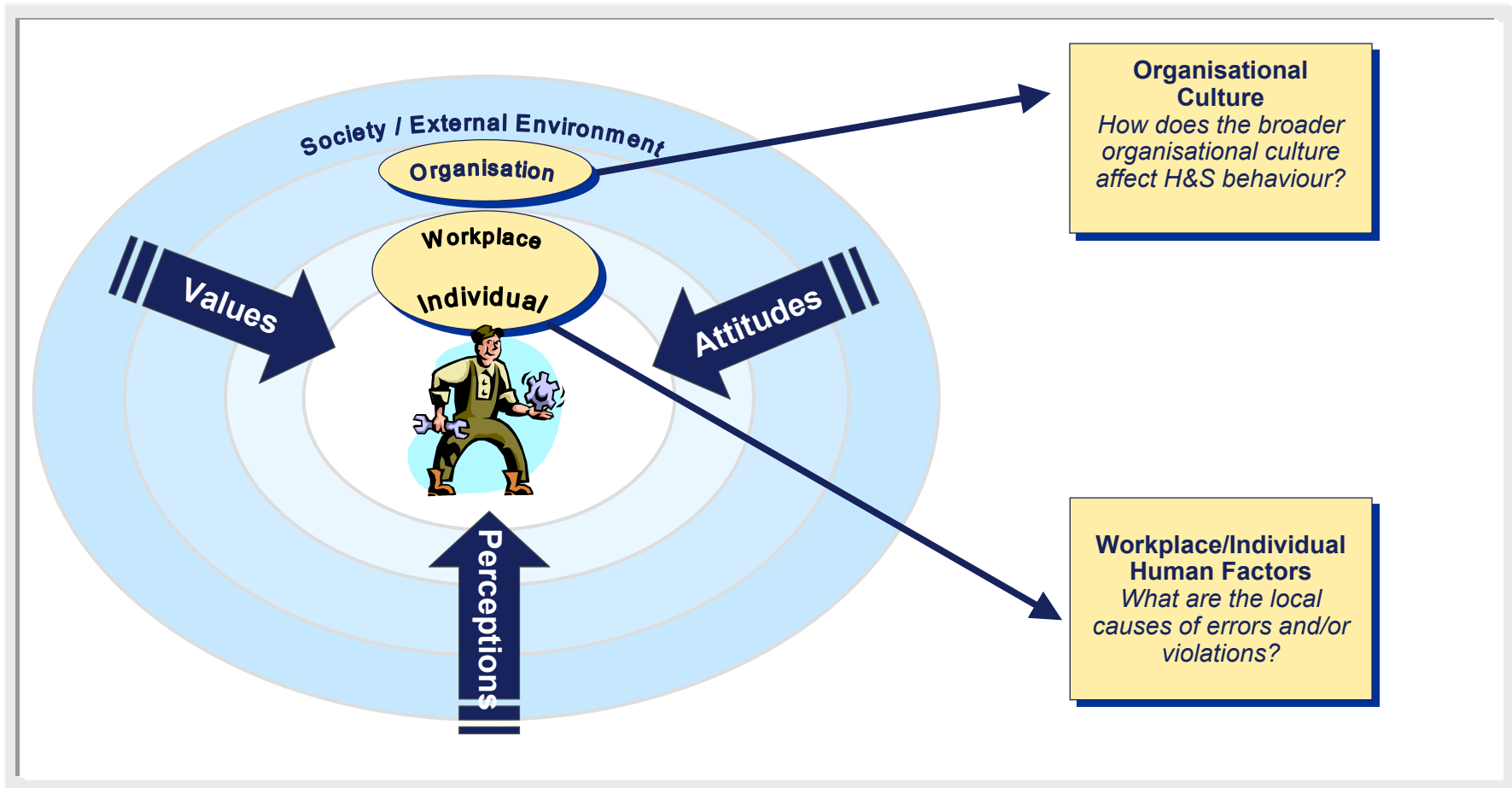


Analysis





To assess HSE culture we need to examine culture at the organisational level as well as *human factors* at the workplace/individual levels

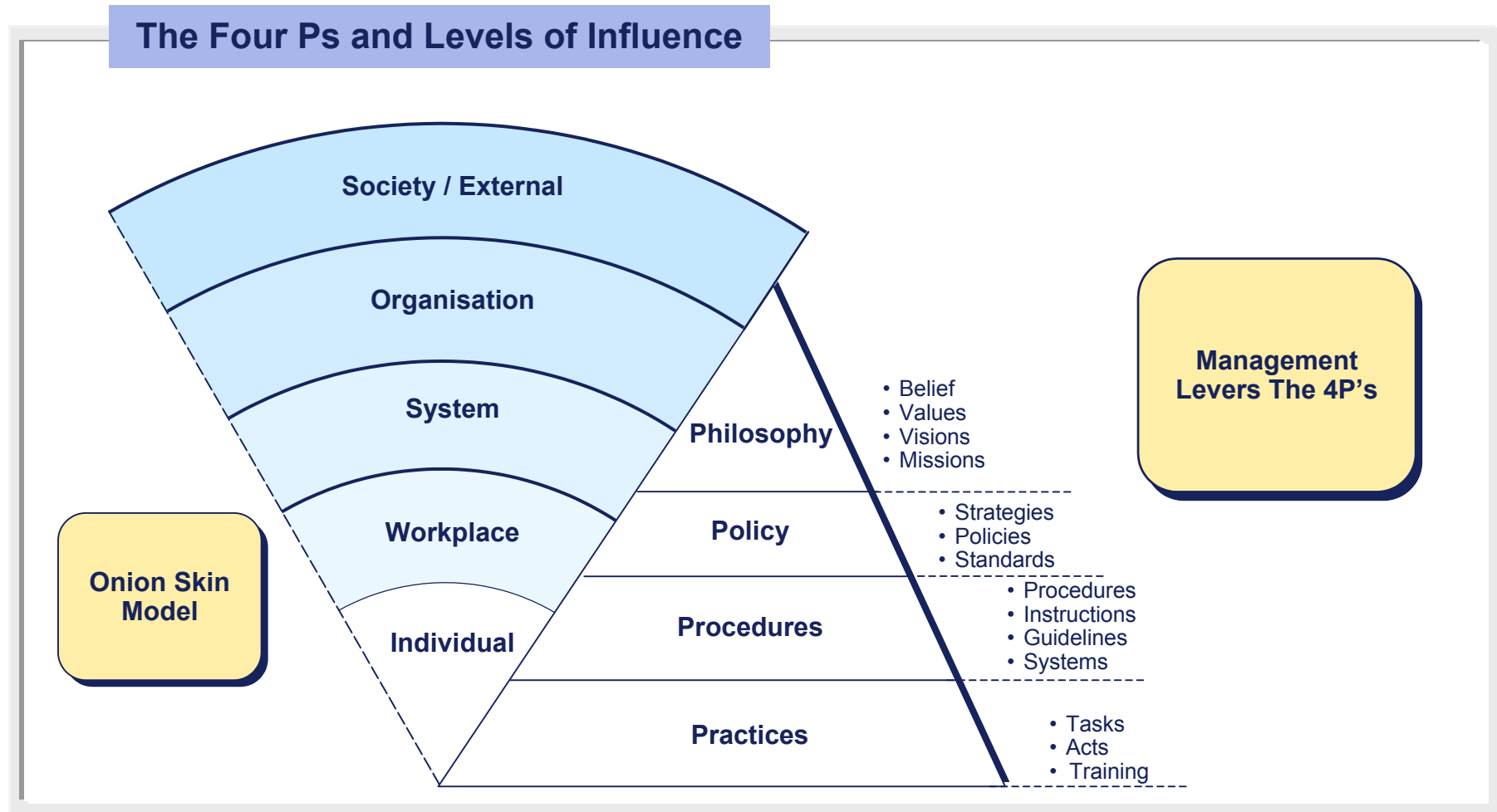


Experience has revealed 10 important areas for action towards achieving a good HSE Culture

- 1. Create leadership and shared values**
- 2. Demonstrate commitment through actions**
- 3. Create shared responsibility for SHE**
- 4. Develop an open reporting culture**
- 5. Train for competence and confidence**
- 6. Communicate the right message**
- 7. Align incentives with desired behaviors**
- 8. Optimise bureaucracy, balance empowerment and control**
- 9. Engage with the external environment**
- 10. Manage your cultural interfaces**



Improvements in HSE culture can be achieved by making changes in four areas: Philosophy, Policy, Procedures, Practices





It is difficult to ‘push’ new attitudes, beliefs and behaviour directly. Planning for culture change aims to exert cultural influence by means of ‘pull’ from required results and actions

