

Environmental Leadership & Engagement

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National Safety Council

Activity – Time Spent on HSE Daily:

5 minutes	30 minutes
1-3 hours	3+ hours

Essential Characteristics of HSE Excellence

**Management
Leadership &
Commitment**

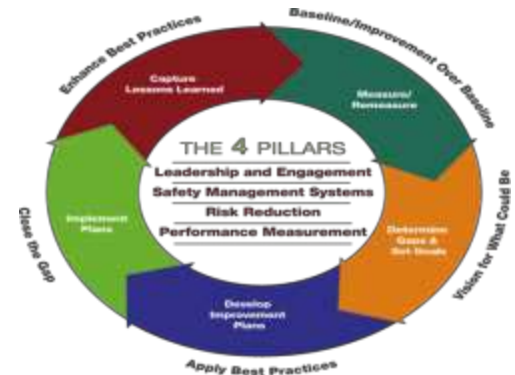
**Measuring
Performance**

**Meaningful Employee
Engagement**

**JSE/Continuous
Improvement**

Is HSE a key business value?

- Operational excellence
- Human performance
- Public relations
- Community vitality
- Environmental sustainability



Motivators for HSE Performance

- Finance – Affects the bottom line
- Humanist – The Right thing to do
- Regulatory – The Law
- Public Relations – Goodwill /Image
- Employee/Labor Relations – Companies need them

Continuous Improvement to Zero

HSE Management is Good Business

- Everyone is empowered
- Audit to sustainable standards and continued improvement
- Enhancement of reporting
- Implementation of Near-Miss philosophy

Benefits of Managing HSE Efforts

- Improved employee relations
- Improved productivity & reduced costs
- Improved quality
- Enhanced public image



Management Leadership and Commitment

Management Leadership and Commitment

HSE is a value that governs everything we do –
Accept **no compromises**.

Leaders/Managers are accountable to drive
HSE throughout the company.



Regulatory agencies create rules that meet a
minimum standard. Bottom line – your safety
comes down to **every employee raising the
standard and taking ownership in the
workplace.**



From Compliance to Commitment

Compliance

- Rules-based
- Do things to get something or particularly to avoid punishment
- Step outside of rules and procedures when I think it is expedient and I will not be injured.
- HSE is one priority of many

Commitment

- Risk-based
- Exhibit behaviors because I recognize rising exposure and because I am committed to everyone's environment, safety and health
- Exhibit appropriate behaviors when no one is watching
- HSE is a core value that drives behaviors

Culture

- Unwritten Ground rules
- Share actions of Group or sub-group
- Core values demonstrated by the company
- Sometime culture makes the rules and not the requirements or compliance

HS& Environmental Management Is Everyone's Responsibility

- Organization CEOs
- Managers
- Supervisors/Front-Line Leaders
- HSE Staff
- Employees



Seven Steps for Executive Action

- Communicate a vision
- Integrate safety, health, & environment into business
- Define roles & responsibilities
- Require accountability from all employees
- Allocate resources
- Conduct assessments
- Take proactive measures

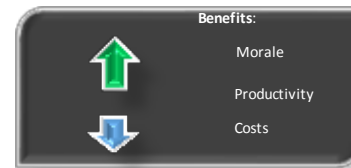


Meaningful Employee Engagement

HSE Leadership and Employee Engagement

What it looks like:

- Walk the talk
- Investment support
- Partnership
- 100% Engagement

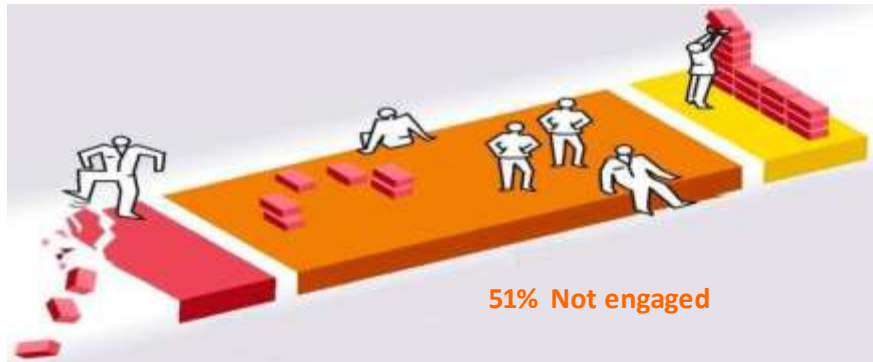


Meaningful Employee Engagement Requires...

- Visible management commitment
- Individual development and capability
- Individual Engagement and influence
- Constant and varied communication
- Recognition, reinforcement, and reward
- Appropriate Employee Engagement tools



U.S. Engagement Scores



20% Actively
not engaged

51% Not engaged

29% Engaged

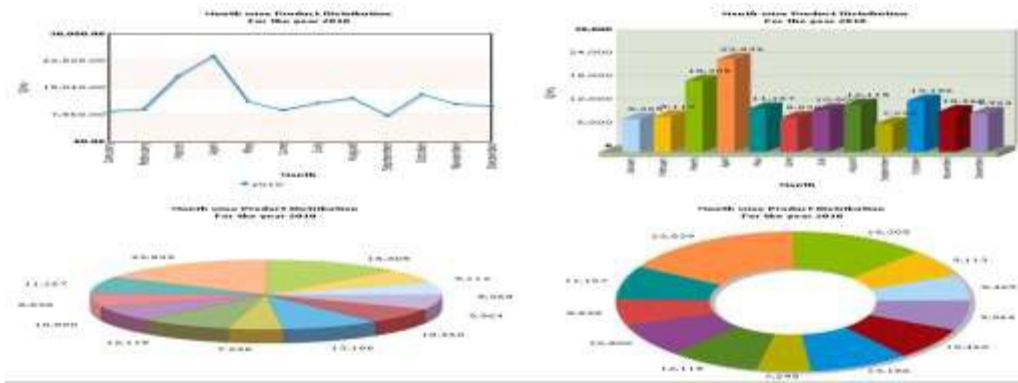
Source: Gallup
Consulting

Barriers to Employee Engagement

- Lack of trust
- A climate of fear
- Lack of demonstrated commitment from top leadership
- Not allowing enough time to change
- No transition plan
- Failure to communicate what's happening



HSE Performance Measurements



What is Measurement?



A process of assessing an organization's activities & procedures, then assigning a numerical value.

If You Don't Measure It, You Can't Improve It

HSE Management is Good Business



The goal is **not** to analyze incidents **after** they happen, but to identify hazards and at-risk behaviors **before** they lead to incidents.

Development of leading indicators

New definition of “near-miss”

Higher environmental improvement rates

Employee self-reporting

Performance Measurement

- Requires data on activities and outcomes to continuously improve
- Enables companies to:
 - Establish baselines
 - Measure improvements
 - Understand relationships
- Smart use of emerging technology



**The Journey to HSE Excellence
Continuous Improvement**

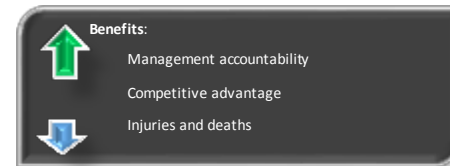
An HSE Management System is...

An organized and structured means of ensuring that an organization (or a defined part of it) is capable of achieving and maintaining high standards of HSE performance.

HSE Management Systems:

What it looks like:

- Performance
- Gaps
- Goals
- Plans
- Learn Lessons



Management and Leadership

- *Management – What we do*
 - Measure through **Management System Assessments**
- *Leadership – How we do it*
 - Measure through **Employee Perception Surveys**



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Questions





Thank you

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