



HSE performance improvement:

Health, safety & environmental performance has become a critical success factor for many businesses. Implementing a successful program requires more than simply adopting the latest development in management theory or practice. A program that is successful in one organization is frequently a failure in another. Management must ensure that employees don't see the HSE management system as the program-of-the-month that will eventually go away. A sound HSE management process can only be successfully implemented if you understand and address the organizational barriers it will face.

40 years of health, safety & environmental management experience has led us to three areas that can help your organization to improve HSE performance.

- 1. HSE Process Change Implementation.** Implementing an HSE improvement process is the same as implementing any business process. You must start with a good process, and you must understand how the culture of the organization will support or oppose the change. Your process metrics should monitor both final results and the progress of the implementation. Change Implementation will help you identify the barriers within your organization and the strategies to overcome those barriers. Implementation metrics will answer the fundamental question of, "Are people in the field actually doing what we expect?"
- 2. Incident Learning.** Regulatory requirements for many industries have required companies to implement an incident investigation process to define the root cause of undesired events. Several incident investigation processes are available that claim to lead you to the root cause. However, does a simplistic answer like human error, mechanical failure, corrosion, or weather lead you to actions that will prevent future incidents, and are you still having incidents? Incident learning is designed to help you understand all the organizational and cultural factors driving the root cause, and identify the best corrective action.
- 3. Effective Training.** In recent years the focus of many regulatory required training programs is how to most efficiently deliver the required training. The annual one-day safety training session, computer and web based training have all improved efficiency. The challenge is if they are effective. Effective training looks at the range techniques to find processes that ensure learning in your organization.