



INTEGRATED INSTITUTE OF PROFESSIONAL MANAGEMENT

Our Accreditations



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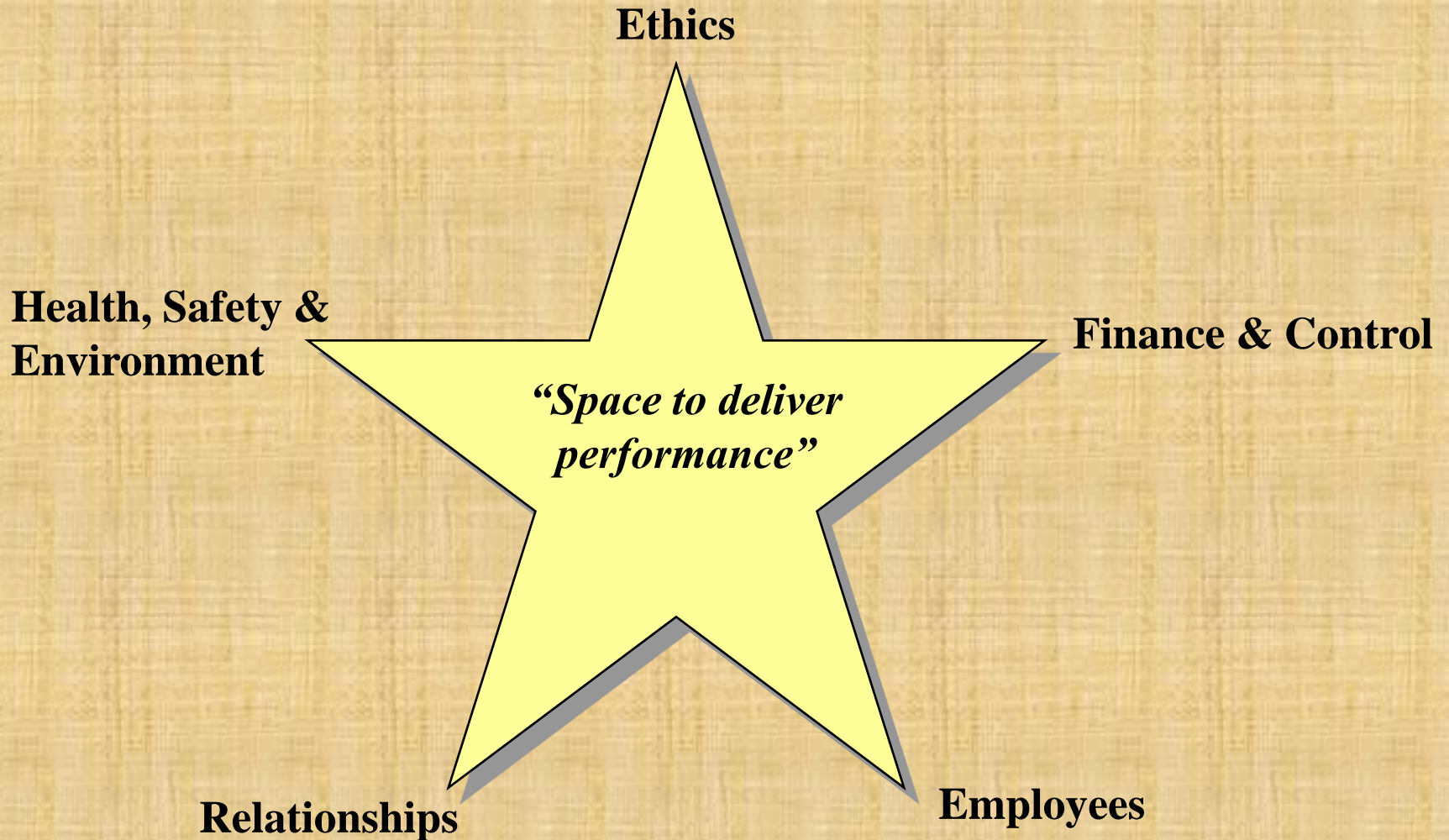
Our Standards



Effective HSE System

**Getting HSE Right
(GHSER)**

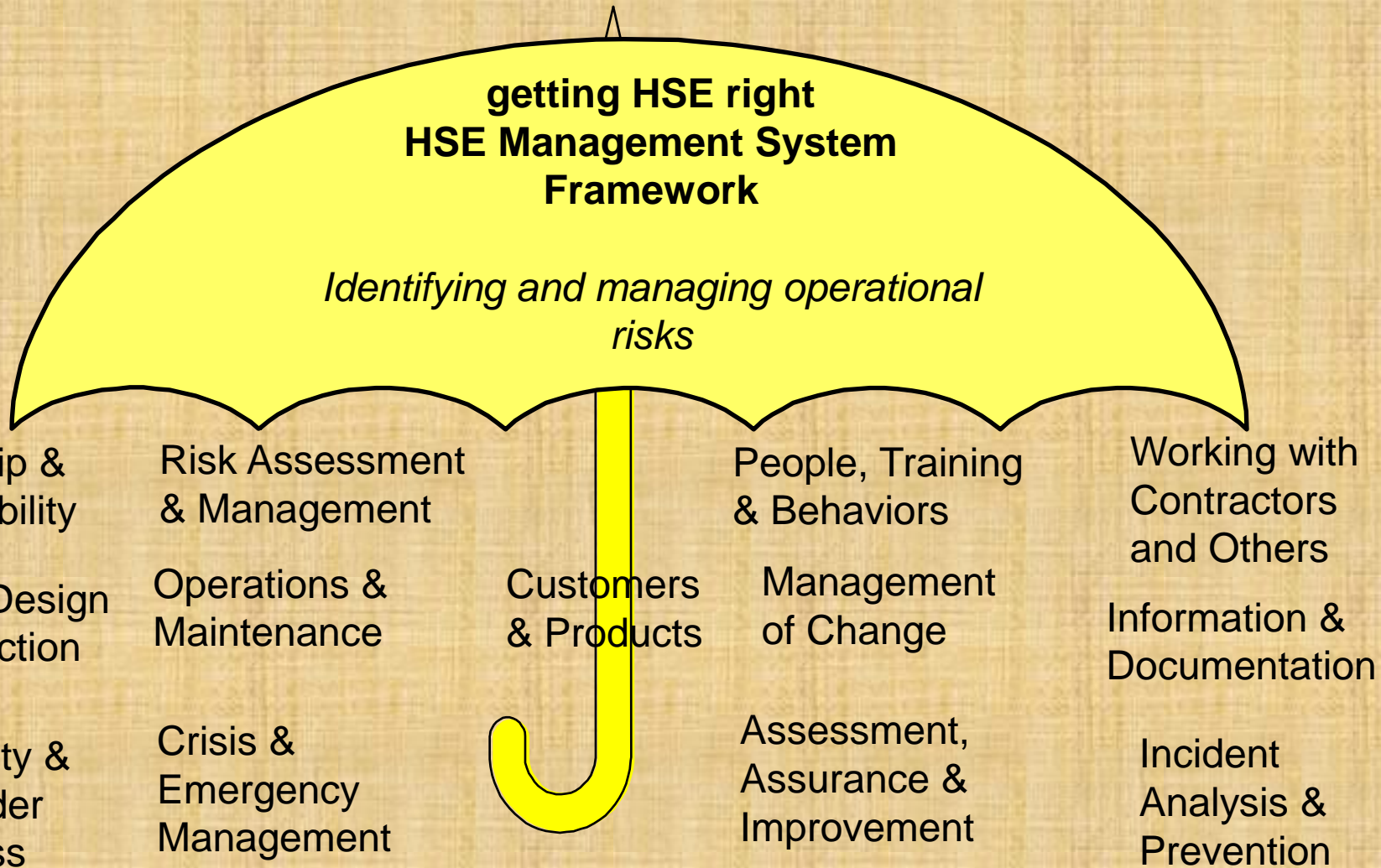
Excellent business policies should cover



What is the **getting HSE right** Management System?

- A framework, a broad-based set of HSE expectations integrated into elements of accountability.
- A management system of **people** and **integrated processes** that meet expectations to deliver business performance.

The Framework is the overarching structure of GHSER





PLAN

THIRTEEN ELEMENTS OF HSE MANAGEMENT SYSTEM FRAMEWORK

1. Leadership & Accountability
2. Risk Assessment & Management
3. People, Training & Behaviours
4. Working with Contractors & Others
5. Facilities Design & Construction
6. Operations & Maintenance
7. Management of Change
8. Information & Documentation
9. Customers & Products
10. Community & Stakeholder Awareness
11. Crisis & Emergency Management
12. Incidents, Analysis & Prevention
13. Assessment, Assurance & Improvement

PERFORM

MEASURE

IMPROVE

“Getting HSE Right”

What the Framework Provides

- The 13 elements are depicted under the “Getting HSE Right” Framework which acts as the overarching structure. The individual elements and expectations collectively combine to form the “Getting HSE Right” Framework.

Why is GHSER Important?

- Business Unit Leader's annually report to Executive assuring the Business Unit's commitment to HSE Performance, HSE Expectations & Legal Compliance.
- Identifies the major HSE risks to the business unit and the programs in place to minimize those risks.
- Communicates strengths and weaknesses for complying with the Elements and Expectations set-forth in GHSER, as well as key performance indicators and audit findings.
- Outlines the HSE forecast and direction for following years.

Element 1 - Leadership and Accountability

- Positive HSE behaviors reinforced and rewarded
- Two-way communication between leaders and employees, contractors and others
- Integrated expectations into business planning with clear goals and objectives
- Established roles and responsibilities with performance measurements
- Documented HSE management systems implemented and supported
- Promotion of sharing of Lessons Learned



Element 2 - Risk Assessment and Management

- Processes to identify and control hazards and manage risks
- Hazards and risks assessed for existing and future operations and developments
- Hazards and risks assessed for closures, divestments and de-commissionings
- Risks addressed by management with decisions documented
- Risk assessments referenced in project approval documentation and are kept updated



Element 3 - People, Training and Behaviors

- HSE sound behaviors by employees and contractors
- HSE roles and responsibilities with individual performance targets
- Qualified, competent and physically/mentally fit personnel, a skilled and trained workforce
- Health hazards identified and risks managed
- Wellness, Alcohol and Drug programs
- Orientation and induction training for new or transferred employees and contractors



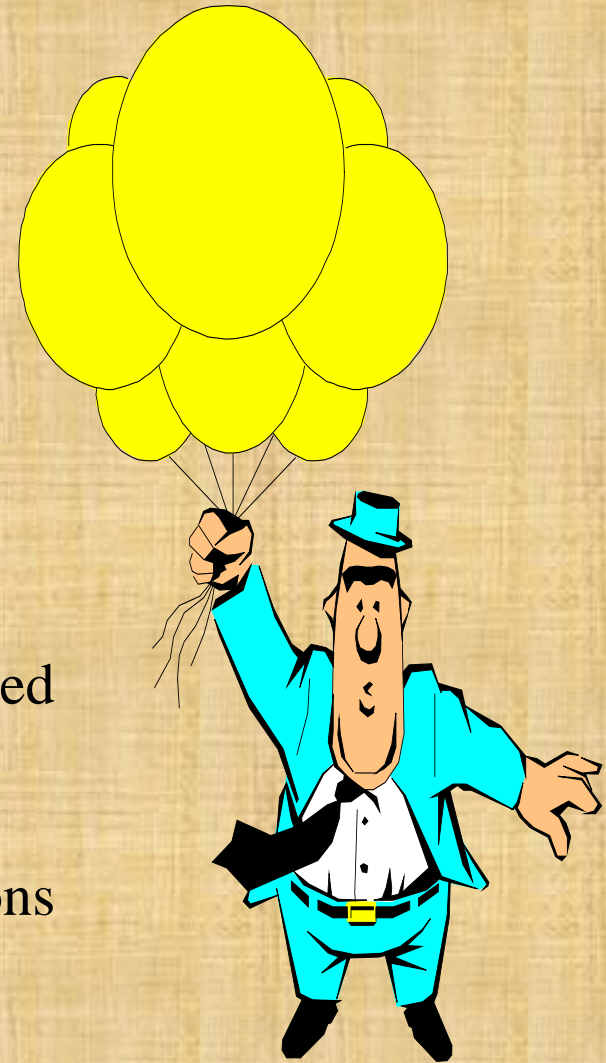
Element 4 - Working with Contractors and Others

- Evaluation, selection and retention criteria for contractors, suppliers and others
- Hazards and risks of contractor and procurement activities and interfaces identified and managed
- Performance and deliverables defined and monitored with assurance of HSE and technical compliance
- Purchased products and services verified as compliant with national and international HSE standards
- Joint venture and alliance partners HSE systems meet compliance, are aligned with BP and satisfy expectations and targets



Element 5 - Facilities Design and Construction

- Baseline technical/environmental data collected
- Technology that balances commercial risks and financial benefits to manage impacts
- Operational, maintenance and HSE expertise integrated in design stage
- Hazards and HSE risks assessed at specific project stages
- Deviations from standards managed and documented
- Local regulatory requirements met
- Quality assurance and inspection systems assure facilities meet design and procurement specifications
- Documented pre-startup reviews



Element 6 - Operations and Maintenance

- Post startup reviews conducted
- Regulatory requirements met or exceeded
- Integrity maintained by documented systems and quality assurance programs
- Key operating parameters established and monitored with roles and responsibilities understood
- Clearly defined operating procedures
- Documented inspection and testing when commissioning equipment
- Testing and maintenance programs for protective systems
- Simultaneous operations' risks assessed and managed
- HSE impacts are monitored and minimized
- Comprehensive waste management programs in place
- Established decommissioning, remediation and restoration plans



Element 7 - Management of Change

- HSE and other impacts formally assessed and managed, documented and approved
- Legal and regulatory, codes and HSE effects tracked and appropriate changes implemented
- Organizational changes assessed and managed
- Impacts on product quality of changes to manufacturing processes assessed
- Scope and duration of temporary changes not exceeded without review and approval



Element 8 - Information and Documentation

- System for maintaining drawings, design data and other documentation with defined responsibilities
- Regulations, codes, standards and practices identified, documented and communicated
- Records maintained, available and retained as necessary
- Technical documentation part of design input for new facilities and modifications
- Employee health, medical and exposure records are maintained and retained



Element 9 - Customers and Products

- HSE assessments conducted for new products prior to marketing or distribution
- Periodic reassessments for manufactured and re-branded products and intermediate streams
- New uses or markets for existing products evaluated
- Records maintained and retained as appropriate
- Material Safety Data Sheets (MSDS) issued and updated
- System to collect and review reports of adverse effects
- Effective recall system for defective products
- System for 24 hour emergency response for product HSE information



Element 10 - Community and Stakeholder Awareness

- Open and pro-active communications with employees, contractors, regulators and public
- Response to government and community HSE expectations
- HSE impacts of new business development assessed, communicated and integrated into business case
- HSE impacts of any divestment or decommissioning reviewed, communicated and managed
- Periodically issued externally verified statement relating to HSE performance and programs for major operations



Element 11 - Crisis and Emergency Management

- Risk based emergency management plans that are documented, accessible, communicated and align with the group emergency management system
- Equipment, facilities and personnel identified, tested and available
- Trained personnel who understand emergency plans and their roles and responsibilities
- Drills and exercises conducted to assess and improve, including liaison with and involvement of external organizations
- Periodic updates of plans and training to incorporate lessons learned



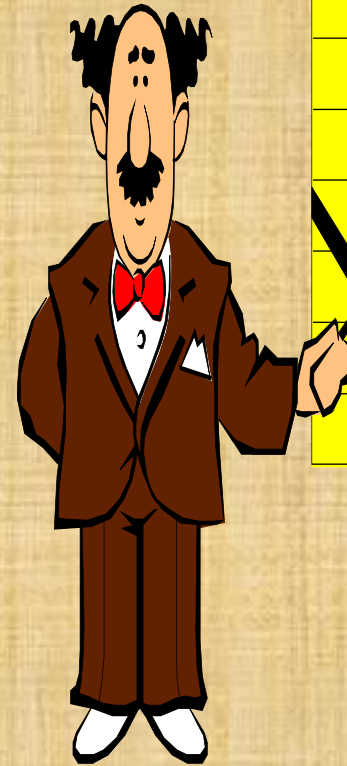
Element 12 - Incidents Analysis and Prevention

- All HSE incidents and near misses openly reported, investigated, analyzed and documented
- Serious incidents are investigated immediately with participation and leadership from outside
- Root causes and preventive actions documented and closed out
- Information analyzed to identify and monitor trends
- Lessons learned and best practices shared across company and industry



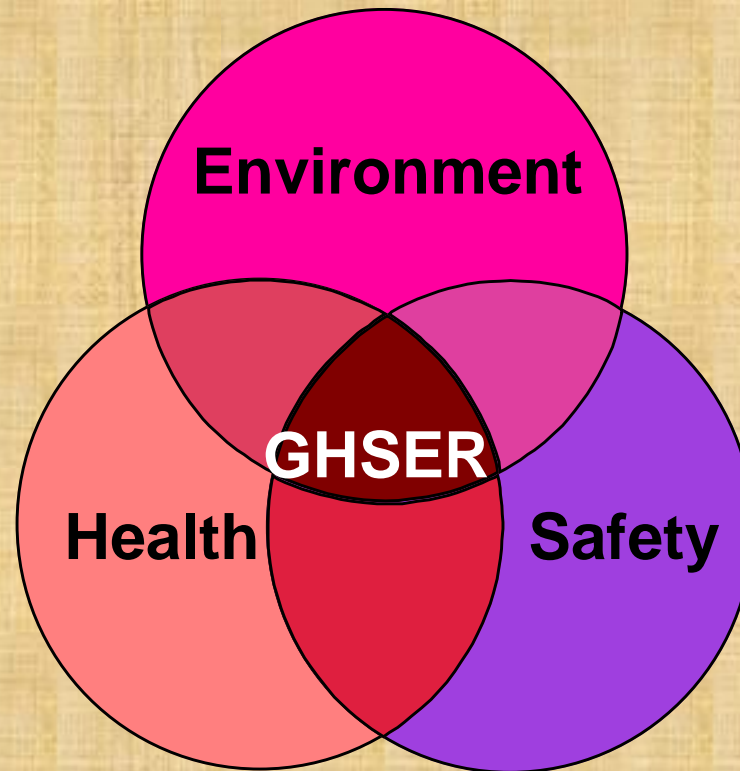
Element 13 - Assessment, Assurance and Improvement

- HSE performance indicators established, communicated and understood
- Workforce involved in periodic self-assessments
- Reviews of performance indicators determine management system changes needed
- System for improving HSE behaviors thru observations
- Documented risk-based audit program with documented objective and systematic audits
- Findings prioritized, tracked and used for improvements
- Review of management system by Business Unit leadership
- Performance data and assurance provided to CEO



Health & Safety Programmes

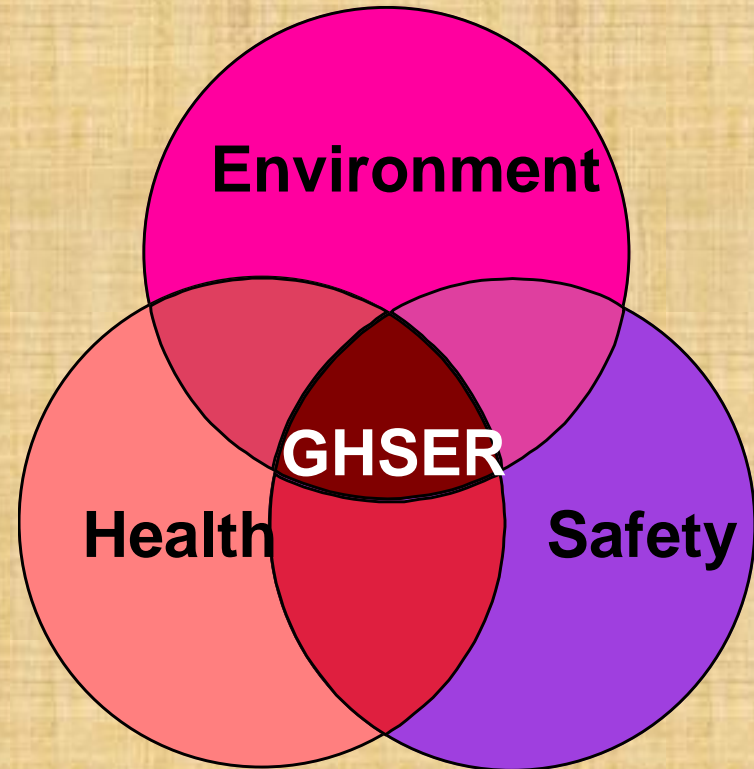
- Health & Safety programs are an integral part of getting HSE right

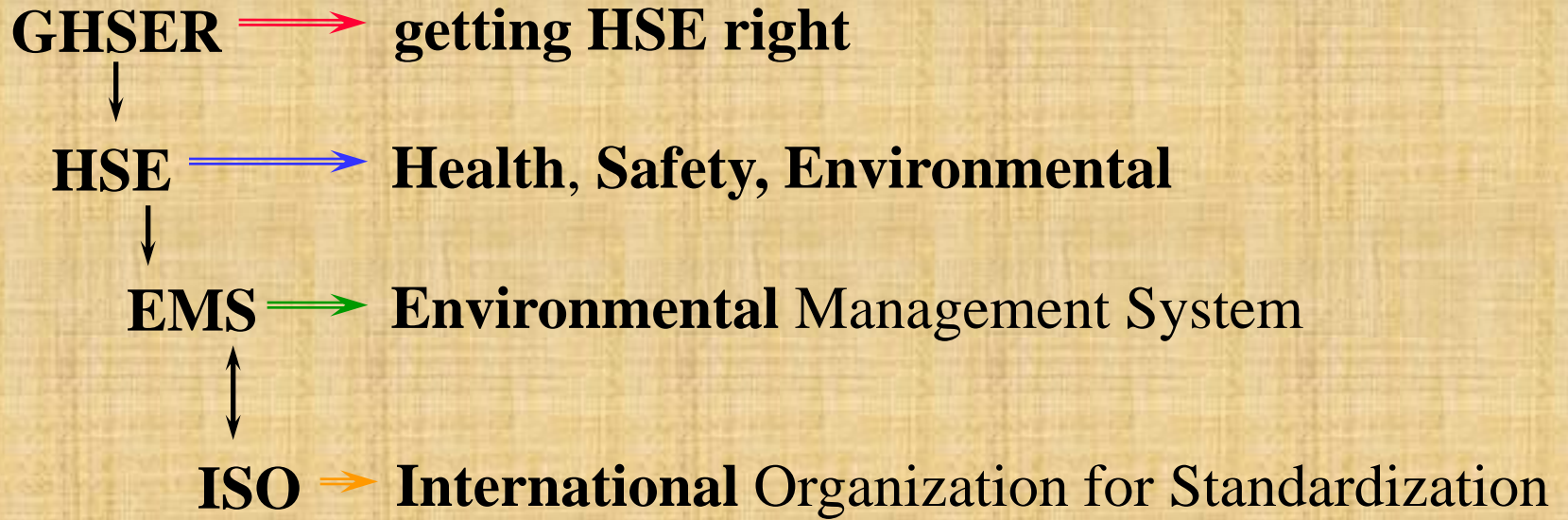


**GHSER:
Getting HSE Right**

EMS: Environment Management System

- EMS is an integral part of getting HSE right
- EMS addresses the “E: Environment” part of getting HSE right





Examples of Health & Safety Management Systems

- Safe Work Procedures
- Emergency Response Plans
- Contractor Safety Processes
- Training Programs
- Incident Investigation & Accident Tracking

Systems

- ASA - Advanced Safety Auditing
- STOP - Safety Training Observation Program
- CLC - Comprehensive List of Causes (Root Cause)

EMS provides information on;

Aspects:

element of BP's activities, products or services that can interact with the environment.

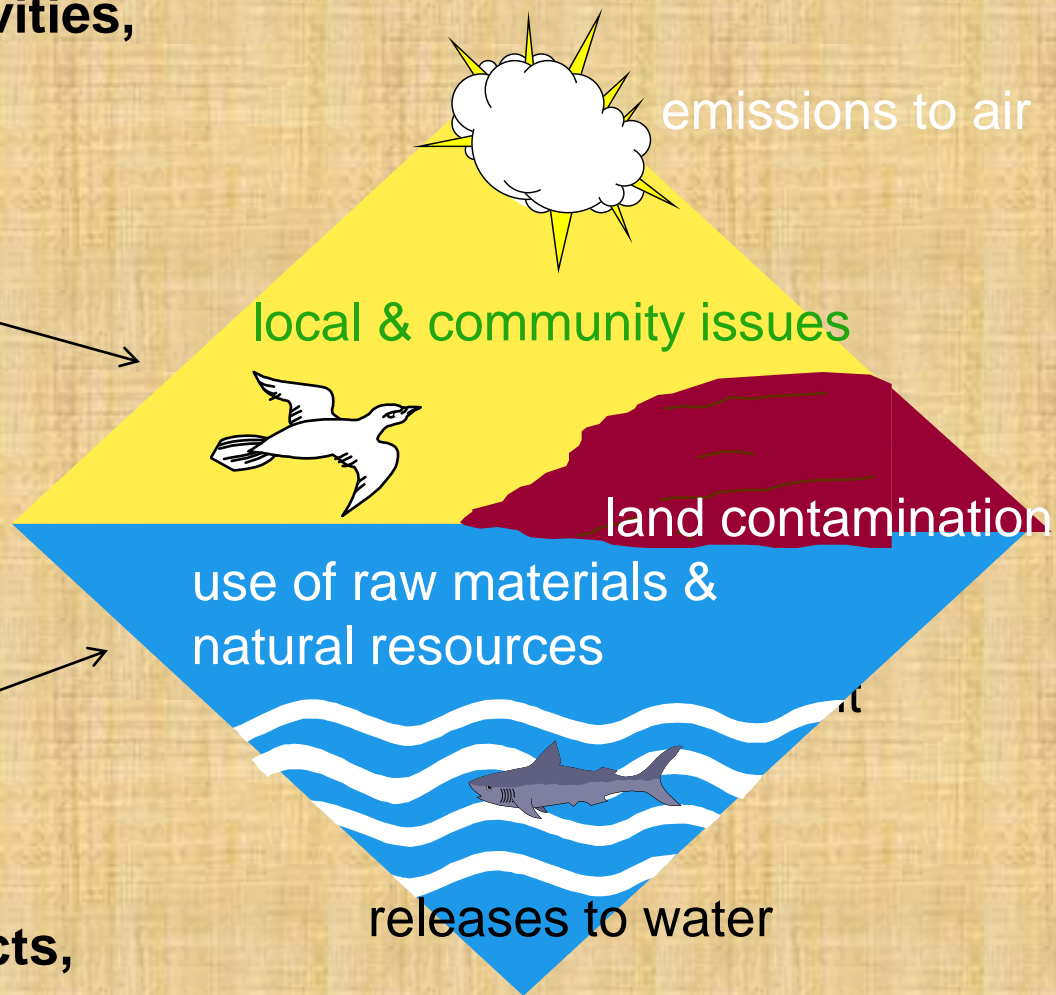
Impacts:

any change to the environment resulting from activities, products, or services

CASE STUDY: British Petroleum EMS

Aspects: element of BP's activities, products or services that can interact with the environment


Impacts: any change to the environment resulting from BP Amoco's activities, products, or services



EMS

Some examples of aspects & impacts...

<u>Activity</u>	<u>Aspect</u>	<u>Impact</u>
Drilling operations	Discharge of water based muds, cuttings and associated fluids	Quality degradation of receiving water
Operating and production platform	Overboard Disposal of produced water	Quality degradation of receiving water
Drilling operations	Disposal of solid waste	Landfill disposal



Piper Alpha.

Designed, built (under supervision) and operated by Occidental Petroleum.

Revenue approx. £3.5m / day, at peak rate, 10% of UK's North Sea production.

6th July 1988 catastrophic fire and explosion.

Of 225 men on board 167 died.

Public Enquiry chaired by Lord Cullen.

Enquiry Findings.

Management directly responsible for a series of preventable failings and errors.

Safety policies and procedures in place but the practice was deficient.

Superficial attitude to safety.

Recommended far reaching changes in industry practice and regulatory arrangements.

Regulatory Regime : The Safety Case.

The Safety Case MUST show that :-

- * the management system adequately covers all statutory requirements;**
- * there are proper arrangements for independent audit of the system;**
- * the risks of major accidents have been identified and assessed;**

- * measures to reduce risks to people to the lowest level reasonably practicable have been taken, and**
- * proper systems for emergency arrangements on evacuation, escape and rescue are in place.**

All possible accidents must be considered, fires and explosions, structural damage, loss of stability, helicopter or diving accidents etc.

The Safety Case should describe the approach to preventing accidents, mitigating the effects of any which do occur and providing for emergency response including evacuation, escape and rescue where necessary.

Would ‘getting HSE right’ have prevented the Piper Alpha incident?

Kindly provide your answer in the Homework Session or Discuss in Class Groups

Remember !!!

No Accidents

No Harm to People

No Damage to the Environment

**Everyone is responsible for getting HSE right.
Good HSE performance is critical to the
success of our business.**



**How To
improve**

Designing & constructing new facilities from an HSE perspective

Conducting safety checks before or during work

Demonstrating to & setting high standards for those who report to us

Reducing waste, emissions and discharge

Operating and maintaining facilities & equipment properly

Setting Targets, Goals, & measures, to improve performance

Establishing change methods & processes to ensure integrity is achieved

Preparing for an emergency & ensuring plans are known

Establishing Procedures, Practices, & Standards

Learning and implementing lessons from incidents and accidents

Using the skills & knowledge of the people we employ

Using contractors and their expertise to full advantage

The Role of the Management Leadership

- Accountable for getting HSE right
- Demonstrate and lead by example
- Explain to team why getting HSE right is important
- Assist individuals to develop roles and responsibilities
- Ensure consistency within the business unit
- Share best practice and lessons learned with team
- Establish HSE Performance Agenda



What is your role in getting HSE right



Your role & responsibilities in support of:
getting HSE right

- Keep the workplace in a safe and environmentally fit condition
- Carry out health, safety and environmental checks before, during and after work activities
- Follow established standards, practices & procedures
- Use your skills & knowledge to help others
- Help us to improve BP's & Industry Peer standards
- Tell us where we can make HSE improvements



What's in it for you ?

- Reduce your risk of illness and injury
- Preserve the environment for the future
- Improve working conditions
- High and consistent standards
- Enhance Business Unit performance
- Protect the Group Reputation
- Improve our liability profile
- Continue leadership position -
Industry &
World
- Being a part of a winning organization

Congratulations



Next Please!