INTRODUCTION

EHS Management Realities

• Challenges
• Strategies
• Harcros Examples
Legal Challenges

- OSHA
- DOT
- EPA
- DHS
- FDA
- ATF
- FRA
- Department of Justice
- ANSI, ASTM, NFPA ....
- General Duty Clause (OSHA/EPA)
- Sarbanes Oxley (SOX)
Public Opinion
FREEDOM INDUSTRIES
Environment
Human
Why Do Accidents Happen?
The “WHAT” vs. The “HOW”
Attributes of Accidents

- Characteristics of the work (Physical Hazards)
- Organizational environment (Culture)
- Psychological and behavioral characteristics of the individual
Organizational Levels of Responsibility

• Executive Management
  – High level commitment = lower accident rates (Cheyne et al., 1998; Zohar, 1980).

• Supervision
  – Work group encouragement and support (Donald, 1995).
  – Enforcement

• Worker
  – Participation/Ownership (Lee, 1995)
  – What motivates workers to take responsibility?
World Class SAFETY - The Leader’s Role

- Don’t accept non-compliance
- Understand the risks
- Remain engaged
- Enforce rules consistently
- Listen to your fellow workers
- Continuous improvement
- Learn from mistakes
- Be an advocate for your fellow workers
- Be observant

You are the single most important factor in the safety of your fellow workers
World Class Safety Quality Performance

The Leader’s Role

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You are the single most important factor in the quality performance of your function
World Class Safety Production Performance
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Stop Measuring Accidents as Performance

• Measure compliance with your program
• Measure behaviors
• Measure what you are doing not what already happened
• Measuring accidents is a deterrent to employee reporting
• Stop punishing injured employees (Section 11c of the OSHA Act)
Accountability: Positive/ Negative Reinforcement

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<tr>
<th>Severity</th>
<th>Fatality</th>
<th>Lost Time &amp; Restricted Duty Injury</th>
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<td>To avoid these</td>
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At-Risk Behaviors

Accident Potential Situations

Severity
Safety First!?

• Safety performance is the product of the activities of an organization.
• It is part of the overall functioning system that enables an organization to achieve goals and objectives.
• Safety does not live in one department nor in one policy.
• If safety is not integrated into the daily processes and activities of an organization, it will not be successful.
Let’s Talk Strategy

Key factors for EHS effectiveness
• Top management demonstrates EHS leadership, commitment, responsibility and accountability;
• Consultation and participation of workers;
• Allocation of necessary resources;
• Effective processes for identifying hazards, controlling risks, and taking advantage of EHS opportunities;
• EHS objectives that align with the organization’s goals and take into account it’s hazards;
• Integration of EHS into the organization’s daily business processes.
• Compliance with legal requirements.
Defining the Scope of EHS Management

• Consider both internal and external issues;
• Take into account the relevant needs and expectations of workers and other interested parties;
• The planned or performed work-related activities that can impact the organization’s EHS performance;

Management structure of the organization.
Organization Dysfunction

• Absence of Trust
  – Individuals hide incidents; point fingers; don’t offer help

• Fear of Conflict
  – Avoiding the real root causes; underlying politics

• Lack of Commitment
  – Causes ambiguity of direction and priorities; breeds lack of confidence in EHS systems

• Avoidance of Accountability
  – Causes resentment; places undue burden on others
EHS Planning and Control

- Elimination
- Substitution
- Engineering
- Administrative

PPE (provide and ensure use)
The PDCA Foundation

1. Plan: objectives, programs, and processes
2. Do: process implementation as planned
3. Check: monitor and measure activities and processes
4. Act: take actions to achieve intended outcomes
Planning and Objectives

Organization will determine:

• What will be done;
• What resources will be required;
• Who will be responsible;
• When it will be completed;
• How results will be evaluated;
• How actions used to achieve objectives will be integrated into the organization’s processes.
Risk Management & Regulatory Affairs

Support Locations:
1. St. Louis *
2. Nashville *
3. Dalton
4. Powder Springs *
5. Thomasville +
6. Bessemer
7. Muscle Shoals

* + Interim Contact

Support Locations:
1. Kansas City (as needed)
2. Golden
3. St. Paul
4. Omaha
5. Davenport
6. Chicago
7. Nashua
8. Westbrook

Support Locations:
1. Oklahoma City
2. Tulsa
3. Memphis
4. West Helena
5. Wichita
6. Little Rock

Support Locations:
1. Tampa
2. Dallas
3. Pasadena
4. Valdosta
5. St. Gabriel
6. Mobile
7. Shreveport
8. Vicksburg
9. West Point
Harcros EHSS by the Numbers

• 31 locations in 19 states
• Dept. more than doubled in last 5 yrs
• 25 sites were manufacturing products
• 15 sites now considered “hubs”
• Over 400 product manufactured
• 5000+ SDSs /GHS / TSCA
• 40 day average turnover of inventory
• 585 Employee Owners