

EHS Score Card: A Journey toward World Class Safety

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Background

In this session we will highlight our experience in improving safety performance by gaining employees' commitment and involvement in all safety activities in the company. The attendee will learn a new approach in new safety incentive programs to encourage the employees to act more and play an important role in identifying potential hazards, participate in the company safety committees, conduct different safety audits and the contribute to emergency response teams and drills. The presentation level is intermediate

Introduction

NAMA Chemicals is a Saudi multicultural joint stock corporation that adds value to the national economy by utilizing local natural resources in its dynamic growth strategy in the chemical and petrochemical businesses.

AMAN is the reverse spelling of NAMA and AMAN means Safety in Arabic. NAMA Chemicals is planning to become a learning organization. Part of the program is safety training and a safety awareness program. By implementing AMAN we believe that we can utilize our internal resources and tools to build the learning organization which will help us to both improve both our business and reach our safety target and goals.

Safety and health professionals' main task is to assist their management to meet the organization's targets in all operations fields. such as increasing the operation's productivity, minimizing the plant stoppage/delays, and reducing maintenance time with a high level of quality. In addition, safety staff shall help the management to minimize/eliminate injuries and fire in the workplace

Human Factors in Business

Human factors play a primary rule inside the workplace for most of the plant activities. The operators are running plants, providing the required maintenance, conducting logistics services and providing required help in case of emergency. For these reasons, all companies invest

millions of dollars yearly to insure the redness of their employees to provide the required services.

The safety professional's assistance is required to motivate workers to follow safe practices and procedures.

Motivating workers is an important part of an effective safety and health program. Motivation involves moving people to action that supports or achieves desired goals. In occupational safety and health, motivation increases the awareness, interest, and willingness of employees to act in ways that increase their personal safety and health, and that of co-workers, and that support an organization's stated goals and objectives. The ultimate success of a motivational model in changing employee attitudes and behavior depends on visible management leadership. In addition, the motivational techniques used should support the mainline safety and health management system, not take its place. Similarly, evaluation of the value of these techniques should be measured to insure how well they achieve their support roles, such as maintaining employees' interest to improve company-wide safety, rather than by their effect on injury-rates.

Many companies are moving away from traditional approaches to managing employee safety and health. The traditional approaches exhibited such characteristics as top/down communication, minimal employee participation, and a dependence on discipline to influence safety behavior. The challenges of motivating employees, changing attitudes, and controlling behavior continue to resist uniform, simple solutions.

EHS Score Card

Attitudes are comprised of three elements: feeling, knowing and actions. To improve attitudes, we need to insure that the individuals have common understanding of company safety goals and objectives.

The Environment, Health & Safety (EHS) score card is tool made to help employees to take the right actions to improve company-wide EHS performance. It is a tool for self learning and improving the behavior of the employees. When they are rewarded based on their performance, we can improve our employees' attitudes

The EHS score card will be distributed to all employees and long-term contractors. Every month, every department will log the activities done by their employees in the following programs:

- ❖ **Participation in Safety Quiz**
- ❖ **Reporting Near misses**
- ❖ **Participation in Investigation teams**
- ❖ **Member in ERT**
- ❖ **Drill Observer**
- ❖ **Participation in Safety Walks**
- ❖ **Conducting Safety Audits**
- ❖ **Participation in EHS committees/subcommittees**
- ❖ **Fire Drills Evaluation Results**

- ❖ **Winners in the Competitions of Emergency Response Teams**
- ❖ **Safety Equipment Maintenance Implementation Program**

Each activity will have a score system describing the calculations

What Do We Need from the EHS Scorecard?

EHS score card will help the employees to improve their understanding and contribution to improve safety performance through a clear and measurable system. The program was done to give all employees the chance to contribute and get a reward for their efforts done individually or through teams.

The records follow-up and review will help the employee to improve his contribution by face-to-face discussion.

Individual /Activities:

These activities include all EHS programs done by the employee alone or as per request for one time such as:

- ❖ **Participation in Safety Quiz**

Participation in the safety quiz will help the employee to find their knowledge and understanding about company safety rules and procedure. The employee will get 5 points for correct answers and 3 points for participation.

- ❖ **Reporting Near Misses**

Near miss reporting is one of the important programs in the workplace where all employees can help to identify the risks inside the plant and report them before they became incidents. However, definition of near miss is not clear to the employees, so they need some training to know how to identify the near miss and when you report it. The employee will get 10 points for reporting any approved near miss.

- ❖ **Participation in Investigation Teams**

Incident investigation requires active participation so the employee will be able to contribute by his knowledge and experience to identify the cause of the incident. The investigation team member will get 10 points.

- ❖ **Member in ERT**

An emergency response team will be formed to support fire department during fire extinguishment. ERT members shall be medically fit and have the required firefighting training. By participation in any fire drill or real fire, the employee will get 5 points.

- ❖ **Drill Observer**

The drill observers' group works to evaluate each drill performance. The evaluation includes employee's evacuation, gathering in the safe assembly points, ERT action, communication system and fire control. 5 points will be given to drill observers for each drill.

❖ **Participation in Safety Walks**

The safety walks program will make periodic inspections of the plant area to insure the right compliance to safety standards are in place.

❖ **Conducting EHS Audits**

EHS Audits cover ISO 14001 and ISO 18001, where a selected group works to insure that our EHS procedures comply with ISO requirements. Their task will include periodic audits and providing required training and awareness training to help to update work standards and instruction.

Work Group Activities

These activities include all EHS programs done by group of employees as a team during the year, such as:

❖ **Participation in EHS committees/subcommittees**

Enhancing the company-wide EHS awareness requires contributions and support from the plant people where they will work as volunteers in the EHS committees and subcommittees. To avoid wrong selections, we need the volunteer to be ready and interested to join the committee.

❖ **Fire Drills Evaluation Results**

Fire drills response will vary from drill to drill. Some time the employees will not take it seriously since it is a drill, not actual fire. To get more benefit from the fire drills, the safety department will initiate an evaluation for each fire drill. The evaluation will include the performance of ERT, employee's actions, and readiness of firefighting equipment. At the end of the year, the management will select the best department action in fire drills programs based on highest record achieved. All employees in that area will receive the score as a result of their achievement.

❖ **Winners in the Competitions of Emergency Response Teams**

Emergency Response Teams (ERT) formed from plant people will be ready during any emergency. This program will have the chance to evaluate training and readiness.

❖ **Safety Equipment Maintenance Implementation Program**

Safety Maintenance Compliance (SMAAO) program aim is to insure all safety and fire system maintenance are done as per the requirements. Every department does a SAMACO review every month and reported it to safety department.

How the Program Works

Every department will compile and record the scores for their employees. At the end of each month, every department will announce the employees with high scores. The safety and security department will review the files of the employees and, based on the results, the employees of the month will be announced.

Each quarter, all employees will receive rewards based on their scores. The rewards system will be done based on the total scores with a fixed cost for every point. Example, (100 points x 5 SR = 500 SR)

The program has a mechanism for continuous improvement to insure the best result is achieved. The safety and security department will provide quality assurance to the program criteria to insure the employees' understanding and, if necessary, focus on some needs for training or awareness.

Each month, the employee/s with highest record will be invited to the company senior meeting, and the same will be done at the end of the year, where employees of the year will receive a special gift from the company management.

Conclusion

Safety Performance will not improved without management commitment and employee support. Safety incentives programs need to be clear to the employees to ensure its efficiency and benefits. The advantages and disadvantages of any incentive program should be considered before selecting the program.

The EHS score card is an ideal tool for building a learning organization and for ongoing improvement. Such programs will help any organization to improve its EHS performance.

Attachment



Employee Safety Performance Record

Employee NameEmp.ID # Designation.....

Department/Section :.....Plant..... Year

(A) Individual Performance

Topic	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
Safety Quiz (5 Points for correct answer)/ 3 points for participation												
Near miss Reports (10 Points per report)												
Member in Investigation team (10 Points)												
Member in ERT (5 Points per drill)												
Drill Observer (5 Points per drill)												
Safety Walk (5 Points per walk)												
Safety Audit (5 Points per audit)												
Total												
Year Total												

(B) Group Performance

Participation in EHS committee/ subcommittee <i>(2 points per meeting)</i>	
Drill Evaluation: 20/15/10/5 Points for employees of every department. <i>The score for points based on average of all year drills highest score will get 20</i>	
Competitions of ERT Teams <i>10 points for all members in the winning team</i>	
SAMACO implementations Program (20/15/10/5) <i>Points will be given based on implementations and follow up</i>	
Year Total	

Final Score

(A) Individual Performance	(B) Group Performance	Total

Department Manager:

Name:Signed:Date.....