

Leveraging H&S Audit Programs to Improve Operational Performance

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Presentation Plan

- **Introduction**
- **The trends in EHS auditing**
- **What triggers improved H&S performance?**
- **Value-added H&S auditing to improve performance**
- **Conclusion**



Introduction

- **Why do organizations conduct periodic audits?**
 - For due diligence purposes?
 - Because they have to (third-party imposed)?
 - Because it is a key tool to achieve improved H&S performance?

Presentation Plan



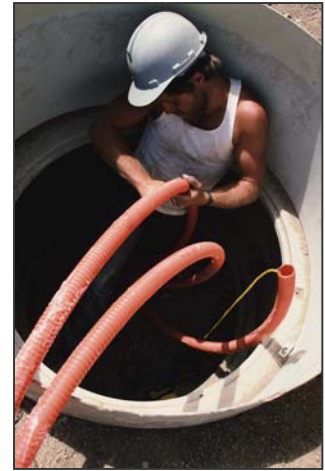
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Trends in H&S Auditing

- **Focus has been on administrative rather than adding business value.**
- **Has been perceived as a due diligence exercise**
- **Audit scope has been prescriptive**
 - Often separate for each management system
 - Assessment of legal compliance done separately
- **Operations have been “audit fatigued”**
- **Often perceived as low-value**

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What Triggers Improved Performance?

- **Recognizing where the risks are**
 - Hazards, risks and effectiveness of risk controls in the workplace
- **Recognizing those who are exposed to those risks**
 - H&S program ownership at the “line” level (supervisors and workers)
- **KPI’s that are consistent with values & principles conveyed by management**
 - Walking the walk not just talking the talk

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Value-added H&S Auditing to Improve Performance

- **Recognize the true priorities**
 - Focus on highest potential and their controls
- **Assess “line” ownership**
 - Spend time with the real experts (workers)
 - Are management values shared by workers?
 - Is role and contribution to improved performance clearly understood?
- **Lead the site in avoiding repeat-findings**
 - Link observations to systemic flaws

Value-added H&S Auditing to Improve Performance (continued)

- **Look for consistency in the language**
 - Values conveyed versus what is measured
 - Policy statements
 - Bulletin board, meetings
 - Performance reports and KPIs
 - Compare what is said by senior staff versus what is perceived on the shop floor
- **Minimize impacts on auditees**
 - Integrate where and when possible

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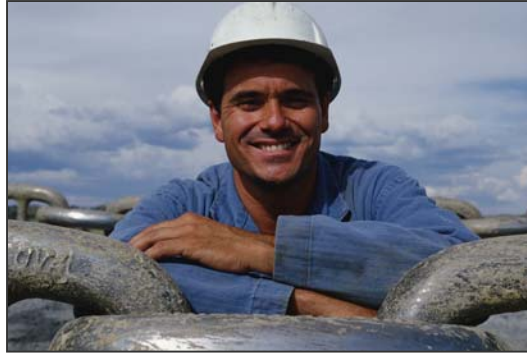


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Conclusion

To improve operational performance through H&S audits, an organization must:

- Refocus
- Recognize
- Re-assess



Questions?