

HSE Improvement Plan Template

Purpose	To assist Shell contractors in developing a Health, Safety & Environment (HSE) Improvement Plan to meet or exceed expectations outlined below.
Health, Safety & Environment Improvement Plans	<p>Companies aspire to continuously improve their Health, Safety and Environmental performance. Being able to demonstrate this commitment and effectively monitor progress requires a structured HSE Improvement Plan. Like other business plans, the HSE Improvement Plan can bring many benefits:</p> <ul style="list-style-type: none">• Reduced Injuries• Reduced financial burden• Improved Insurance Premiums• Enhanced customer profile and vendor acceptance <p>Any business plan must be supported and regularly reviewed by business management who need to ensure resources are made available and target dates met. The HSE Improvement Plan must match the concerns of the business. The HSE Improvement Plan needs to be S.M.A.R.T.</p> <p style="text-align: right;"><i>(See S.M.A.R.T goals guidance on Page 2)</i></p>
Improvement Plan Template Explanation	<p>A template for an HSE Improvement Plan has been included with this document. It is not mandatory that you use this template in developing your plan. However, the template provides a clear and concise method for documenting action items, assigning responsibilities and monitoring actions to closure.</p> <p style="text-align: right;"><i>(See Example Template on Page 3)</i></p>
Recommended Category Framework	<p>Improvement categories can be framed to the 8 elements of Shell's HSE Management System as a way to sort your goals and action items. It is not expected that you would have a goal for each of these HSE MS Elements. The 8 elements of Shell's HSE MS System are:</p> <ol style="list-style-type: none">1. Leadership And Commitment - Commitment to HSE through Leadership2. Policy & Strategic Objectives - HSE Policy documents and availability3. Organization, Responsibilities, & Resources, Standards & Documentation– Training & competency, HSE roles and responsibilities, HSE controlling documents4. Hazard & Effects Management – Hazards are identified & controls in place5. Planning & Procedures – HSE-related procedures & Emergency Response Plans with document control6. Implementation & Performance Monitoring - Performance monitoring, incident reporting & learnings cascaded and improvement requirements documented7. Auditing – Process in place to conduct audits8. Management Review – Continuous HSE performance and MS review process
Improvement Themes for Consideration	<p>Industry faces many challenges, which enable each company to proactively develop actions to improve. Below are some key focus areas for Shell this year:</p> <ul style="list-style-type: none">• Enabling Safety as a value – Visible leadership, leading safety in all arenas• Land Transportation - Continues to be the #1 fatality causation in industry• Worksite Hazard Management - Hazard recognition tools & framework• Competency – Fit for purpose training and testing• Repeat incidents - Focus on historical accident trends and learnings• Behavioral Based Safety – Observation programs in place, trended, actioned• Asset Integrity & Process Safety - Ensuring Preventive Maintenance programs are in place• Contractor Performance & Management – Validating that contractors / sub contractors meet or exceed Shell requirements• Office Safety – Ensure an office workplace free of harm• Consequence Management – Accountability for people to comply

Specific, Measurable, Accountable, Realistic, Timely

Specific - A specific goal has a much greater chance of being accomplished than a general goal. To set a specific goal you must answer the six "W" questions:

Who: Who is involved?
What: What do I want to accomplish?
Where: Identify a location.
When: Establish a time frame.
Which: Identify requirements and constraints.
Why: Specific reasons, purpose or benefits of accomplishing the goal.

EXAMPLE: A general goal would be, "Get in shape." But a specific goal would say, "I will join a health club and work out 3 days a week to get in shape and lower my cholesterol."

Measurable - Establish concrete criteria for measuring progress toward the attainment of each goal you set. When you measure your progress, you stay on track, reach your target dates, and experience the exhilaration of achievement that spurs you on to continued effort required to reach your goal.

To determine if your goal is measurable, ask questions such as How much? How many? How will I know when it is accomplished?

Accountable – In order to achieve goals, clear responsibilities must be assigned to individuals who have the capacity, competence and resources to take action.

Realistic - To be realistic, a goal must represent an objective toward which you are both *willing* and *able* to work. A goal can be both high and realistic; you are the only one who can decide just how high your goal should be. But be sure that every goal represents substantial progress. A high goal is frequently easier to reach than a low one because a low goal exerts low motivational force. Some of the hardest jobs you ever accomplished actually seem easy simply because they were a labor of love. When you identify goals that are most important to you, you begin to figure out ways you can make them come true. You develop the attitudes, abilities, skills, and financial capacity to reach them. You begin seeing previously overlooked opportunities to bring yourself closer to the achievement of your goals.

Timely - A goal should be grounded within a time frame. With no time frame tied to it there's no sense of urgency. If you want to lose 10 lbs, when do you want to lose it by? "Someday" won't work. But if you anchor it within a timeframe, "by May 1st", then you've set your unconscious mind into motion to begin working on the goal.

XYZ Company
HSE Improvement Plan
2009

Goals Should Be - **S**pecific, **M**easurable, **A**ccountable, **R**ealistic, **T**imely

Category	Improvement Opportunity	Plan Forward	Responsible Party	Target Date	Status			
					Q1	Q2	Q3	Q4
Leadership and Commitment	Senior management will be required to be more visible in the field	Develop site visit tracking matrix	XXXXXX	end Q1	Y			
		Post tracking matrix in common work areas	XXXXXX	end Q1	Y			
		Senior management to visit crews twice per quarter to conduct and document audits.	XXXXXX YYYYYY etc	Quarterly	Y	N	Y	Y
		Update the matrix	XXXXXX	per visit	Y	Y	Y	Y