

Safety and Environmental Management Systems Assessments (SEMSA)

The General Mills Experience

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Abstract

Our facilities have had Safety and Environmental audits where the focus has been on items or conditions which would, if necessary, require compliance action. The "compliance-focused" value is clear; however, that value often diminishes over time. We have recognized that to sustain compliance, our facilities must have well defined management systems, whose safety and environmental awareness continually results in meeting established performance and compliance goals. The key details and relevant General Mills' case histories of the SEMSA are discussed.

Outline

- Context for implementation of SEMSA at General Mills
- Overview of SEMSA Design
- Overview of SEMSA Implementation
- Key Results

Context for the General Mills SEMSA Implementation

- 1995 - Implemented Formal Safety and Environmental Audit Process
 - Identify key non-compliance issues
 - Document perception of generally good compliance performance
- 1997 - Focused Assessments and Program Development
 - Compressed Gases, PSM, RMP
 - Lockout, Confined Spaces, Machine Guarding, Facility Conditions

Where do we go from here?

- Good EHS progress as a result of audits, focused assessments
- Decision to address management systems, not ISO 14001 registration
- Focus on how EHS issues are managed on a day-to-day basis
- Concept - Improvement in EHS management systems will drive improvement in EHS performance

Overview of SEMSA Design

- ISO 9000 and 14001 is the Model



Management Direction and Expectations

- Is there evidence of top management commitment to improve EHS performance?
- Is there an effective EHS Policy?
- How has management communicated its values, goals and objectives for EHS performance?

Planning

- How does the facility identify EHS compliance requirements?
- What is the process for identifying and prioritizing EHS risks and issues?
- How are objectives, targets, and action plans developed?

Implementation and Operation

- How are action plans implemented?
 - Resource Allocation
 - Accountability and Responsibility
 - Communication (Up and Down)
 - Training and Competency
 - External Contacts and Communication
 - Process Controls and Documentation
 - Contractor Management
 - Emergency Preparedness

Checking and Corrective Action

- Monitoring and Reporting Status of Objectives
- Process of compliance evaluation
- Review of the Safety and Environmental Management System

Management Review and Renewal

- Does management regularly review the status of progress toward objectives?
- Is the relevance of objectives evaluated in terms of current operations?
- Are new objectives established based on assessment of current risks?

SEMSA Design

- Instrument consists of 32 questions
- Each has five (5) levels of implementation
 - 1 - No evidence of awareness
 - 2 - Minimal activity, inconsistent
 - 3 - Good activity, some missing elements
 - 4 - Evidence of effective management
 - 5 - Best Management Practice, Most effective implementation process

SEMSA Design

- Conducted as an interview process
- Sampling of perceptions at all levels within the organization
 - Plant Manager
 - Direct Reports
 - Team Leaders
 - Technicians
 - EHS Staff

SEMSA Design

- Usually two-person SEMSA Team
 - Interviewer
 - Scribe
- SEMSA Database Management System
 - Document interview comments
 - Develop Implementation Levels, Comments, Opportunities
 - Draft Action Plan
 - Generate Draft Report for Closing



GMI SEMSA Implementation

- Management Team Approval
 - "Not another Audit Process"
 - Key Agreement - Facility Ownership of Results and Follow-up
- Communication with Facility EHS Staff
 - Not an EHS staff performance evaluation
 - Not a compliance assessment
 - Combined "Safety and Environmental"
 - "What the Heck is an EHS Management System?"

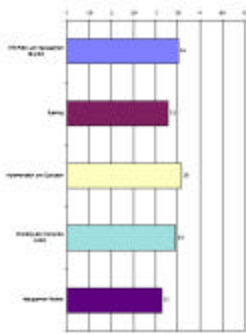
GMI SEMSA Implementation

- Initial Assessments
 - Small, Medium and Large Facilities
- Positive management feedback
- Support for continuation
- Initial plants dispelled early "myths" and concerns about the process
- Draft Action Plan left for revision by Facility; Final report based on their revisions

SEMSA Results

- 23 Facilities Assessed
- Typical Site Time:
 - Small facilities - two days or less
 - Large facilities - three days
- Conducted over two year time frame

SEMSA Results



SEMSA Results

- Management Direction and Expectations
 - Generally Top Management "gets it"
 - Some unsure how to communicate
 - Issue: Not provided with clear, measurable objectives based on assessment of risk
 - "Safety is institutionalized... Environment is not"
 - Measurable Objectives would provide an opportunity to "manage".

SEMSA Results

- Planning
 - Generally the lowest level of implementation
 - Objectives are based on EHS Staff performance, not facility performance
 - No overall assessment of real "risk"
 - Focus on compliance requirements
 - Few detailed action plans, except engineering projects
 - Lack of "measurability"

SEMSA Results

- Implementation
 - Generally Best Implementation Scores
 - Based on History of efforts to implement EHS Programs and Procedures
 - Opportunities
 - Training Effectiveness
 - Accountability and Responsibility
 - EHS Assessment of new processes/equipment
 - Contractor Management

SEMSA Results

- Checking and Corrective Action
 - Without measurable "facility-level" objectives, difficult to measure status
 - More visibility to safety "LTIR" than environmental status
 - Developing process for routine "self-audits" to supplement corporate EHS Audits

SEMSA Results

- Review and Renewal
 - Process is conducted in context of Annual Performance Reviews
 - Personal, not Facility Performance
 - Concept of Continual Improvement is not part of the process

Key Results

- Communication of Best Practices
- Recognition of the need to Manage EHS
 - "What you want us to do is manage EHS the same way we manage the rest of our business"
 - Recognition of need to communicate environmental performance expectations
- Establishment of EHS Plant Objectives:
 - Measurable, linked to plant performance rating
 - "What gets measured gets managed"

Key Results

- EHS Responsibility
 - Definition of EHS responsibilities at all levels
- Training
 - Refocus on competency and adult learning, not just "meeting compliance"
- New Processes
 - Formal "sign-off" by EHS staff

Summary

- SEMSA is changing the mindset of Management about EHS Management
 - Challenge is to change the mindset of the EHS Staff
- SEMSA is moving the process from "Compliance Management" to "Continual Improvement"
