Challenges/Solutions

- Charter
- Clear Expectations
- Context
- Commitment
- Competence
- Control
- Collaboration
- Communication
- Creativity
- Coordination
- Consequences
- Culture

Charter

Challenge

- Has the committee defined responsibility, and limits thereof?
- Is the mission statement written, well communicated, and periodically reviewed with membership? Is it flexible based upon developing culture and changing needs?
- Have achievable goals been established and well communicated, including timelines, direction and means to accomplish the goals, and how the goals will be measured? (leading/lagging indicator measurements)
- Is management committed to supporting the mission; do they demonstrate that commitment?

Solution

- Written program definition.
- Discussed with organization from bottom to top.
- Reviewed periodically or with organizational/cultural change.
- Documented latitude to develop and pursue goals.
- “Write the talk, walk the walk”…documented Management Review process.
- Defined measurement system.

Clear Expectations

Challenge

- Has the chair established and documented roles and responsibilities for each member and role?
- Do the team members understand why the team was established?
- Has management consistently supported the committee with resources?
- Are the members held accountable to live up to their role responsibilities?
### Clear Expectations

#### Solution
- Each member understands what is expected and arrives prepared to deliver.
- Committee members have a clear understanding of purpose and how their actions support that goal.
- Focus on small projects, initially, that will increase bottom line value. Building on previous successes.
- Members that achieve goals are rewarded and members that don’t participate are rotated out.

### Context

#### Challenge
- Do individual members understand why they are on the committee? Why were they chosen? Why did they volunteer? Why are they rotated?
- Do they understand how their strengths and experiences can increase the committee effectiveness?
- Do they understand how the committee affects the overall site health and safety, and the business bottom line? Can it be effectively measured? Is it well communicated?

### Commitment

#### Challenge
- Do members want to be on the committee or are they drafted?
- Do members agree the mission of the committee is valued-added?
- Are members empowered to accomplish the mission?
- Are the members committed to achieving the goals of the committee? Are they held accountable to achieving goals? Is progress toward goals (or lack of) measured and communicated to affected personnel?
- Do the committee members clearly understand customer identity and needs? Do they assist their peers in developing their skills? Do they assist their customers in developing their skills?

### Competence

#### Challenge
- Does the committee ensure all members are participating for a positive impact?
- Do the committee members and chair have the skill, knowledge, and capability to identify and address the issues?
<table>
<thead>
<tr>
<th>Competence</th>
<th>Control</th>
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<tbody>
<tr>
<td><strong>Solution</strong></td>
<td><strong>Challenge</strong></td>
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<tr>
<td>• Each committee member has a primary area of responsibility or technical competence.</td>
<td>• Does the committee have the <strong>power</strong> to influence change, make recommendations, and ownership necessary to accomplish the charter? Are they empowered to a significant degree?</td>
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<tr>
<td>• Chair is appointed or elected based upon skills and background, or appointed by management.</td>
<td>• Do committee members understand their boundaries?</td>
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<td>• Are limitations clearly outlined and alternatives communicated?</td>
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<tr>
<td>• When the committee is able to describe EHS issues with the perspective of business risk, greater management support will be afforded.</td>
<td>• Does the committee understand <strong>team and group functionality</strong>?</td>
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<td>• Disruptive members are managed by strict adherence to the charter.</td>
<td>• Does the committee <strong>work effectively as a team</strong>?</td>
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<tr>
<td>• Prior to conflict, issue management or rules of engagement have been defined and communicated.</td>
<td>• Does everyone understand not only their role, but the role of the other members?</td>
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<td>• Has the committee <strong>established protocols</strong> for conflict resolution, consensus decision making, and meeting management?</td>
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<td>• Is the appropriate <strong>strategy</strong> employed as necessary to meet the goals?</td>
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<td>• Each member understands what they contribute to the issue and to the overall committee.</td>
<td>• Do the members understand they are <strong>accountable for team achievements</strong>?</td>
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<tr>
<td>• The chair incorporates team building concepts into the meeting.</td>
<td>• Do members <strong>fear reprisal</strong>?</td>
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<tr>
<td>• Clearly communicated roles and responsibilities ensure everyone understands the role they play.</td>
<td>• Do the committee members spend their time <strong>finger-pointing, “bitching”, or resolving issues”?</strong></td>
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<td>• Written conflict management process exists.</td>
<td>• Can contributors see their impact on the process? How is impact <strong>identified, measured, and communicated</strong>?</td>
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<td>• Goals undergo both peer and management review prior to finalization.</td>
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Consequences
Solution
• All members are recognized for their contributions.
• Members are never singled out over an issue.
• Meetings focus on bringing solutions to the committee.
• Members are recognized for their efforts to achieve goals.

Coordination
Solution
• Periodic review of the membership ensures appropriate balance of representation, technical ability, and knowledge.
• The committee is able to present concepts and action plans to management based upon business risk while still presenting to the workforce meaningful issues.

Communication
Solution
• Minutes clearly identify issues, actions, and persons responsible.
• The committee has regular opportunity to receive and acknowledge feedback.
• Management provides a regular update to the committee.
• The committee is able to regularly update management
• The committee is a component of the management process rather than a standalone entity.
• All issues can be freely raised and solutions sought.

Coordination
Challenge
• Is the committee balanced in a way that allows success?
• Has membership been allocated across departments?
• Does the committee understand the internal customer?

Communication
Challenge
• Are committee members clear regarding their tasks?
• Is there an established feedback process?
• Does management update the committee on a regular basis?
• How does the committee update management?
• Does the committee function within the management systems processes?
• Are members free to bring up diverse opinions and issues?

Creativity
Challenge
• Is the committee able to change?
• Does it value unique perspectives and new ideas?
• Does the committee reward members that are innovative in their thinking?
• Is the committee provided with training and education that will encourage new thinking?
Creativity
Solution
• The committee is dynamic and evolving
• Members are recognized and rewarded for their creativity

Cultural Change
Challenge
• Does the organization support a team-based, collaborative, empowering environment?

Cultural Change
Solution
• Management supports a dynamic team-based committee that fosters a creative solutions to issues.