An EHS Competency Model

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AIHCE Session PO112
EHS Management and Training
June 5, 2007
Background

An internal assessment of business processes generated continuous improvement ideas

- Initiated EHS roles & responsibilities project to strengthen the ability of the organization to address EHS technical and business risks
- Supports “talent pipeline” & succession plan

Further review identified a need within the EHS function for greater clarity concerning:

- Standards and expectations for EHS role
- Career opportunities and progression
- Training and development opportunities
Why An EHS Competency Model?

- A company wide approach to managing EHS human resources commensurate with business risks
- Enhance compliance assurance
- Minimize potential for business interruption and gaps in EHS programs
- Develop systems and programs to maintain appropriate quantity and quality of EHS resources
Developing The Model

Led by internal (core) team with expanded group of management professionals and input from:

- EHS from corporate staff, business units, sites
- Human Resources, Legal
- External consultant

Focused on building excellence in EHS through:

- Set of EHS Capabilities and Competencies
- Matrix of expectations across job groups
- Common templates for Position Profiles

Meetings & teleconferences for about 18 months
EHS Excellence: EHS Capabilities

Components of EHS Excellence

- EHS Capabilities
- EHS Competencies (Standards & Expectations)
- Position Profile Templates

- Define organizational capabilities for the global EHS function designed to drive EHS performance and success
- Address current and emerging trends facing the business
- Provide foundation for EHS competencies
EHS Excellence: EHS Competencies

Components of EHS Excellence

- EHS Capabilities
- EHS Competencies (Standards & Expectations)
- Position Profile Templates

- Establish standards & expectations for the global EHS organization regarding functional competence
- Provide behavioral examples across job groups in the organization (e.g., Technologist, Specialist, Manager, Associate Director, Director)
EHS Excellence: Position Profile Templates

Components of EHS Excellence

- EHS Capabilities
- EHS Competencies (Standards & Expectations)
- Position Profile Templates

- Provide templates for positions at the corporate, division and site levels
- Designed to build consistency in standards and expectations across EHS positions globally
What do we mean by EHS Capabilities?

The abilities the EHS organization must have to execute the business strategy

- Protect Natural and Human Resources
- Facilitate Business Competitiveness
- Deliver Functional Excellence
What do we mean by Competency?

**Knowledge**
Knowledge is specific facts, ideas, awareness or understanding in particular content areas gained through experiences, study, or investigation.

**Skill**
A skill is the ability to perform a physical or mental activity that contributes to the effective performance of a job task.

**Ability**
Abilities are enduring traits and capabilities a person possesses that enable the successful completion of a task through the application of knowledge and skills.
Global EHS Competencies

Some Key Examples:

- EHS Scientific and Technical Expertise
- Process Knowledge
- Compliance and Regulatory Expertise
- Project Management
- Audit Expertise
- Risk Assessment and Management
- Incident Investigation & Prevention
EHS Competency Definition (example)

EHS Scientific and Technical Expertise

- Maintains and develops environment, health and safety expertise, and integrates appropriate scientific and engineering principles into the analysis, interpretation and communication of data and information.
Position Profile Templates

Designed to increase standardization of expectations across global EHS

Applicable to
- Site, division, corporate positions

Based on EHS job groups
- Director, Associate Director, Manager, Specialist, Technologist

Templates Describe
- Expected Areas of Competence
- Experiences Desired
- Knowledge Desired
### Career Development Planning Considerations

**Should address level and timing of individual needs**

<table>
<thead>
<tr>
<th>Essential</th>
<th>Immediate</th>
<th>In the Future</th>
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<tbody>
<tr>
<td></td>
<td>Knowledge, skills and experience that are critical to perform the current job</td>
<td>Knowledge, skills and experience that will be necessary in the near future due to known changes in technology, work methods, or business priorities</td>
</tr>
<tr>
<td>Elective</td>
<td>Knowledge, skills and experience that would increase employee's satisfaction or ability to contribute</td>
<td>Knowledge, skills and experience that will develop the employee's aptitude for future roles and responsibilities</td>
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Benefits of EHS Competency Model

To The Individual

- Greater clarity regarding standards and expectations and career opportunities within EHS
- Provide structure and content to enhance development and career discussions with manager
- The ability to more effectively identify and address individual development areas and prepare for future career opportunities
Benefits of EHS Competency Model

To Managers

- Provide structure and content to enhance development discussions with direct reports
- The ability to more effectively identify and address developmental opportunities across their team
Benefits of EHS Competency Model

To Global EHS

- A common language around functional standards and expectations in support of effective interpersonal communications
- The ability to identify and address areas for development across EHS
- A mechanism for building functional capability and driving EHS to the next level of success
In Summary

EHS Competency Model Includes:

- Competency Matrix to Develop/Retain Employees
  - Help identify development needs
  - Improve readiness for existing challenges
  - Eventually take on greater responsibilities
- Position Profile Templates
  - Define EHS roles & responsibilities
  - Describe skill sets needed to do the job
  - Provide greater consistency in position expectations and grading
Questions?

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