HSE Behavior and Culture

1. **APPLICABILITY**

   1.1 This standard applies to all Honeywell organizations and majority owned subsidiaries worldwide.

2. **OVERVIEW**

   2.1 A common causal factor of HSE incidents is at risk behavior. Honeywell is committed to creating a culture where management and the employee population understand and uncompromisingly reduce and manage the HSE risks in their working environment. This standard is based on a belief that both Honeywell managers and employees are critical to influencing the behaviors and culture of our workforce. The success of our HSE programs are dependent on the entire workforce driving a proactive and disciplined culture and on Leaders, at all levels, demonstrating support and commitment by regularly engaging the workforce on the most critical HSE behaviors and values. Compliance with this standard will provide methods and techniques for employees to influence critical workforce behaviors and provide the tools to Leadership so they can proactively drive and influence these behaviors.

3. **DEFINITIONS**

   3.1 Definitions for underlined text are found at the end of this document.

4. **REQUIREMENTS**

   4.1 The organization shall develop and implement a documented HSE behavior and culture procedure to identify and influence workforce (employees, managers, contractors, etc) HSE behaviors necessary to achieve the intended performance of its objectives, targets and operational controls (see Objectives and Targets (HSEMS 204) and Operational Control (HSEMS 211)). As a minimum the procedure shall contain the following elements:

   4.1.1 A methodology to identify the workforce behaviors critical to achieving the organization's HSE objectives, targets, and performance expectations of operational controls (critical HSE behaviors) including evaluation of the following:

   4.1.1.1 The organization's objectives and targets

   4.1.1.2 Operational controls such as training, procedures, work instructions, HSE rules, etc. designed to produce specific behaviors in the workforce

   4.1.1.3 Monitoring, measurement and self-assessment data (see Monitoring, Measurement and Self-assessment (HSEMS 212)).

   4.1.1.4 Results of Corporate audits or 3rd party assessments such as external HSE certification audits and regulatory inspections

4.1.1.5 Behavior and culture findings and recommendations resulting from the organization's Management Review process (see Management Review (HSEMS 215))

4.1.1.6 Results of incident investigations to identify behavior related root causes

4.1.1.7 Trend analysis results to identify trends in workforce behaviors

4.1.2 A methodology to influence and drive the critical HSE behaviors identified. This methodology must include the following:

4.1.2.1 Regular opportunities for leadership to communicate and influence critical HSE behavior expectations, which may include scheduled behavior observation "walk-through" or inspections, behavior observation and communication during non-HSE activities such as quality inspections and site visits, participation on HSE committees, etc.

4.1.2.2 Regular Leadership messages targeting the critical HSE behaviors including such opportunities as SPACER, staff meetings, employee committees, stand-downs, town halls, newsletters, inclusion of HSE concerns in other Corporate or business initiatives, etc.

4.1.2.3 Reward and recognition activities to reinforce desired HSE behaviors

4.1.2.4 An employee involvement program to drive the practice of employee-to-employee (peer-to-peer) engagement on the critical HSE behaviors in their work environment

4.1.2.5 A method to train those with responsibilities in the organization's HSE behavior and culture procedure, including employees and leadership, including thee following elements as a minimum:

4.1.2.5.1 The critical HSE behaviors identified as those necessary to achieving the organization's HSE objectives, targets, and performance expectations of operational controls

4.1.2.5.2 The methods and techniques identified for influencing and driving critical HSE behaviors such as peer-to-peer observation, leadership-workforce engagement, etc.

4.1.2.5.3 Procedure requirements such as roles, responsibilities, performance monitoring of implementation, behavior incentives (reward and recognition) and behavior disciplinary guidance

4.2 The organization shall monitor, evaluate and document the effectiveness of its HSE behavior and culture procedure as part of the Management Review Process (see Management Review (HSEMS 215))

4.3 Records

4.3.1 The following records must be documented and maintained:

4.3.1.1   Description of the data used to identify the critical HSE behaviors

4.3.1.2   Descriptions of the identified behaviors

4.3.1.3   Summary of the methods and strategy selected to drive and influence the critical HSE behaviors including roles and responsibilities of those tasked with implementing the strategy and associated training records.

5. RELATED DOCUMENTS

5.1 None defined now.

3. DEFINITIONS

Behavior	The manner of conducting oneself; the response of an individual, group, or species to its environment
Critical HSE Behaviors	Not all behaviors are critical to success. Critical HSE behaviors are those identified as the most important and essential to addressing the organization's significant aspects and achieving its performance expectations
HSE Behaviors	Those behaviors that are expected to result from effective implementation of the organization's HSE management system. This includes the behaviors of employees, all levels of leadership, contractors and other non-employees with access to Honeywell operations
Objectives	Strategic, usually long term, HSE goals that are designed to address the organization's most significant and prioritized HSE aspects. Objectives should align with both the Honeywell HSE policy and the organization's strategic plan (STRAP)
Operational Controls	Methods used to manage HSE risks for the organization. Controls can be engineering (machine guarding, physical barriers, workstation design), administrative (procedures, training, rules) or PPE (respirators, earplugs, gloves)
Organization	The entity for which the HSE management system applies. For purposes of complying with this HSEMS, Honeywell organizations may be defined at the most appropriate level such as Corporate, SBG (strategic business group), SBU (strategic business unit), SBE (strategic business enterprise) facility, service group, etc.
Targets	Detailed activities or actions identified by the organization as necessary to achieve the HSE objectives. Targets are usually short term and achievable within a year and are most effective when integrated into the organization's Annual Operating Plan (AOP)