



High-Performance EHS Business Model



This series of factsheets highlights our expertise in Environment, Health, and Safety Management and covers the following topics:

- FaultrEASE™ Software
- EHS Assurance—Auditing
- Safety Risk Management
- EHS Learning Institute
- **High-Performance EHS Business Model**
- Integrating EHS Management Systems
- Meeting Environmental Management Systems Challenges
- Environmental Due Diligence
- Safety Performance Improvement
- Facility and Operational Reliability Safety Reviews
- Ergonomics

Over the past 10 years there has been a proliferation of environmental, health and safety (EHS) management system frameworks. The design and implementation of effective EHS management systems can help reduce risks and achieve business goals. However, many companies still treat EHS management mainly as a functional matter. They continue to polish their functional skills and processes in this area rather than take next steps to integrate EHS concerns directly into their business planning and decision-making. But, things are beginning to change. There are ways to integrate EHS management systems more closely into business processes, and at the same time treat it more like a business itself and value it for its contribution to business success. ICF Consulting helps clients enhance their EHS management systems.

ICF Consulting's Approach

To help clients strengthen their EHS management systems, we have established a high-performance assessment model.

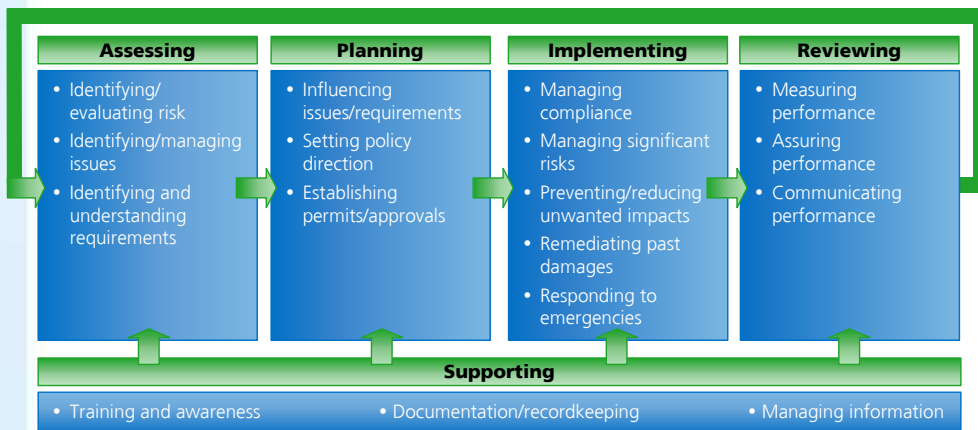
Our approach starts with developing an understanding of the needs of your company's stakeholders. Traditionally, stakeholders include corporate and internal business customers, employees, and owners; however, in the environmental area, these also include service customers, local communities, government regulators, and the public at large.

In assessing the effectiveness of practices and management systems, it is important to understand what your stakeholders expect and value regarding a company's EHS performance. Understanding stakeholder expectations up front can lead to sharper, better focused EHS goals, objectives, and strategies.



With a clear understanding of stakeholder expectations, we then evaluate how well your company's environmental management processes meet these needs and values. Some **key EHS management processes** are shown in the figure below.

Following the analysis of key management processes, we evaluate resource allocation and organizational structure. We look to see that resources and organizations are aligned properly to support the key environmental management processes, now and in the future.



Featured Project

Assessment of Environmental Management and Organizational Effectiveness of a Major Canadian Mining and Natural Resources Company

The company underwent an extensive internal reorganization and sought to enhance and consolidate its corporate EHS activities. ICF Consulting conducted an independent evaluation of the client's EHS organization and management systems. We conducted interviews with EHS staff at all levels and executive vice presidents. Our recommendations to the client's senior management and the CEO for rationalizing the company's EHS management presently are being implemented company-wide.

EHS Management Systems Assessment for a Major Chemical Company

This company had consolidated its EHS management systems and elevated them to the corporate level. ICF Consulting assessed the client's new EHS organization and management systems. We conducted extensive document reviews and interviews with the EHS staff at all levels, and visited numerous plants to observe the client's operating EHS organization and the issues it faced. We presented the CEO and COO with numerous program changes and a more appropriate organizational framework for EHS management, and subsequently helped implement them.

Bayer AG: EMAS Verification

The client selected a pilot site for verification of Engineering Materials Advisory Service (EMAS) implementation. EMAS is the European Regulation on Environmental Management and Assessment, one of the precursors to ISO 14000. The site had 8,000 employees and 50 different operations, and was targeted to be the first large chemical production site to undergo verification for EMAS Europe-wide. ICF Consulting successfully verified the site environmental management system within the extremely short deadline, and Bayer AG was able to publish its verification in time for their annual business report press conference. The publication was accompanied by a series of other public relations activities. Bayer AG found, in addition to their public relations gains, that this assessment of their environmental management system disclosed several opportunities to further improve the system's implementation and improve performance.

EHS Organization and Management Systems Assessment for a Petrochemical Company

ICF Consulting conducted an independent assessment of the client's newly reorganized EHS management systems and evaluated the impact of forthcoming Occupational Safety and Health Administration (OSHA) process safety management regulations. We conducted numerous interviews at client facilities to understand EHS resources and management. We provided a comprehensive assessment of its EHS organization and management systems, and several specific recommendations for improvement and for compliance with the impending OSHA regulations.

Worldwide ISO Gap Analysis for Personal Computer Manufacturer

For one of the world's leading personal computer manufacturers, ICF Consulting performed an ISO 14000 gap analysis of their environmental management systems at manufacturing locations on four continents. The assessment identified differences between their existing management systems and those prescribed by the ISO 14000 standard. We analyzed the systems and documentation at the corporate headquarters and at the selected manufacturing locations. We worked with client teams to maximize the client's learning and knowledge transfer of ISO 14001.

About Our Staff

At ICF Consulting, we provide innovative EHS solutions based on our staff's expertise. We maintain a cadre of seasoned professionals that allows us to assemble the best team for each project, including experts in:

- Business Strategy and Finance
- Chemical, Civil, and Environmental Engineering
- Environmental and Analytical Chemistry
- Environmental and Safety Management
- Hydrogeology, Geology, and Ecology
- Industrial Hygiene and Environmental Health
- Toxicology and Epidemiology
- Transportation and Process Safety

About ICF Consulting

ICF Consulting is a leading management, technology, and policy consulting firm. Drawing upon extensive industry knowledge, distinguished professionals, and innovative analytics, the firm develops solutions to complex energy, environment, emergency management, community development, and transportation issues. ICF Consulting's approach to these issues is strengthened by its expertise in information technology, organizational improvement, program management, and communications. Since 1969, ICF Consulting has been serving major corporations, government at all levels, and multinational institutions. More than 1,000 employees serve these clients from key business centers in the Americas, Europe, and Asia Pacific.

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