

# Confidential – Pinnacle 360° Online Assessment Report



**Title:** Health, Safety and Environment (HSE)  
Management Review

**For:** XYZ Site

**Organisation:** XYZ

This assessment has been carried out using Pinnacle Associates' unique on-line assessment service Pinnacle 360°. It provides you with an **independent and consistent review of performance, within the scope defined**. Strengths and weaknesses are reported against areas that drive performance, along with non-conformances.

## Contents of Report:

- 1 - Overview & Result
- 2 - Participation
- 3 - Performance
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- 5 - Weaknesses
- 6 - Non Conformance
- 7 - Further Actions
- 8 - Confirmation Form

## Description of Assessment:

This assessment covers the way the XYZ site applies its HSE management responsibilities.

## Scope:

All people working within the Organisation.

The following number of people comprised the complete scope as defined when the assessment was set up:-

<b>Department/Team/Function</b>	<b>Est. People</b>
Planning and Oil Movements	14
Process Operations	22
Technical	12
Administration & Management	7

Users of the report need to assure themselves that this is, in reality, a reasonable and complete definition of this scope. These numbers have been used to check whether an adequate sample size of participants have been involved. If the numbers are significantly different, the result must be treated with caution.

## Assessment administration:

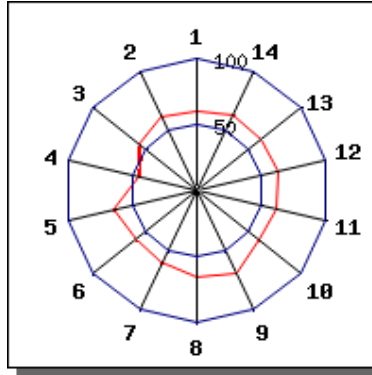
**Date Set-Up:** 29/09/2006  
**Date Completed:** 09/11/2006  
**Set-up by:** Assessment Manager  
**Administrator:** Assessment Administrator

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**Overall Result: 61.6 % - Silver Level**

Based on the evidence provided by the people taking part in the Assessment the results show that your organisation has achieved a performance well above that required to be classified as meeting the requirements of the framework from which this assessment was created. Congratulations, **you have achieved our Silver Award.**

## Overview of Result against Performance Drivers



Performance Driver	Description	%
1	Sustainable and appropriate HSE business practices are promoted	60
2	Industry best-practice is applied	62
3	Stakeholder needs drive HSE activities	56
4	Close alignment exists between HSE management and the business needs	46
5	The Leadership Team visibly support HSE activities	64
6	HSE activities are delivered within effectively managed business processes	59
7	Factual HSE information supports decision-making	61
8	The HSE requirements of suppliers and contractors are managed appropriately	65
9	A HSE related project programme supports business objectives	69
10	HSE performance is managed, communicated, monitored and controlled	60
11	Resources needed to deliver HSE targets is managed	62
12	HSE requirements are managed within a single business System	63
13	People are fully engaged with HSE requirements and contribute to delivery	62
14	Continual improvement of HSE performance is embedded	64

## Performance Over Time

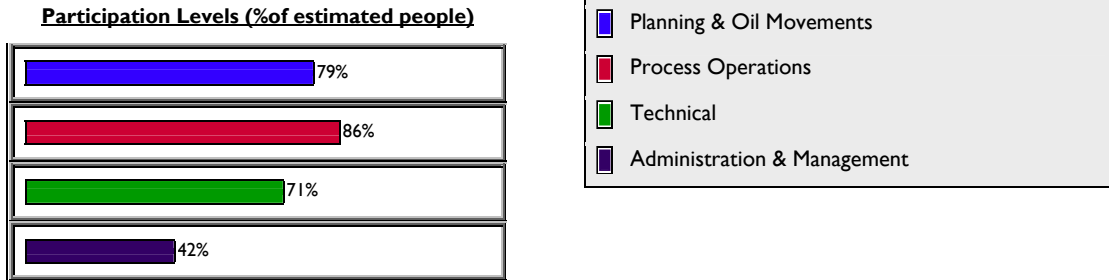
If this Assessment covers the same scope as one carried out before, the overall results are shown below, so that you can see how your performance has changed over time.

**As this is your first assessment against the scope no previous results are available.**

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## PARTICIPATION

The participation by the main groups of people involved in the assessment is shown below as a percentage of the number indicated in the scope.:

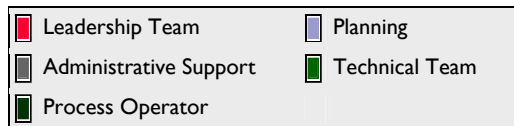
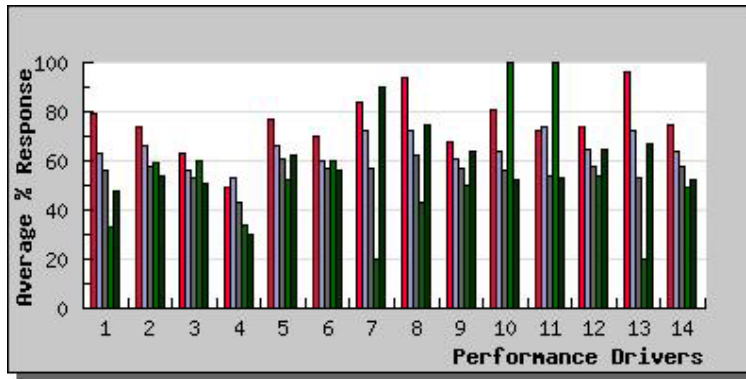


## PERFORMANCE BY MAIN INVOLVEMENT GROUP

The responses for each performance driver are shown below. This shows the difference in behaviour experienced or exhibited between the main groups.

You can:

- Consider these differences and where they may affect performance, this may identify risk areas
- Review any specific elements where individual groups have a low result
- Understand any real gaps between the behaviour experienced or exhibited between different groups



The largest differences are likely to indicate that there may be business risks.  
- the most significant differences are:

Performance Driver	Highest	Lowest	% difference
13 People are fully engaged with HSE requirements and contribute to delivery	Leadership Team	Technical Team	76
7 Factual HSE information supports decision-making	Process Operator	Technical Team	70
8 The HSE requirements of suppliers and contractors are managed appropriately	Leadership Team	Technical Team	51

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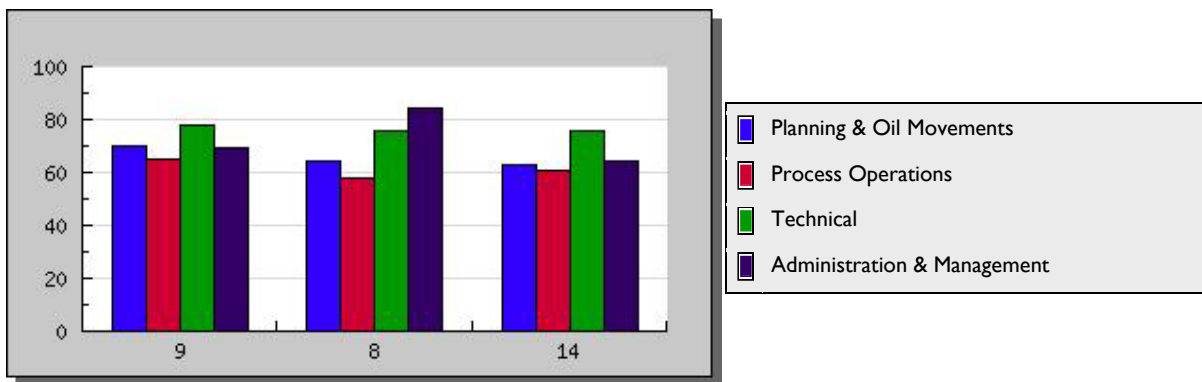
## AREAS OF STRENGTH

Listed below are the strongest areas. Where they are above 60% they may be considered as a strength.

Performance Driver	%
9 A HSE related project programme supports business objectives	69
8 The HSE requirements of suppliers and contractors are managed appropriately	65
14 Continual improvement of HSE performance is embedded	64

### Analysis:

For each of these strengths, reviewing the differences between each department/team/function may indicate where further improvement could be made. Where a '%' is shown without a number this indicates this department/team/function were not asked about this performance driver.



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## AREAS OF IMPROVEMENT

Listed below are the weakest areas, which indicate an opportunity for real improvement.

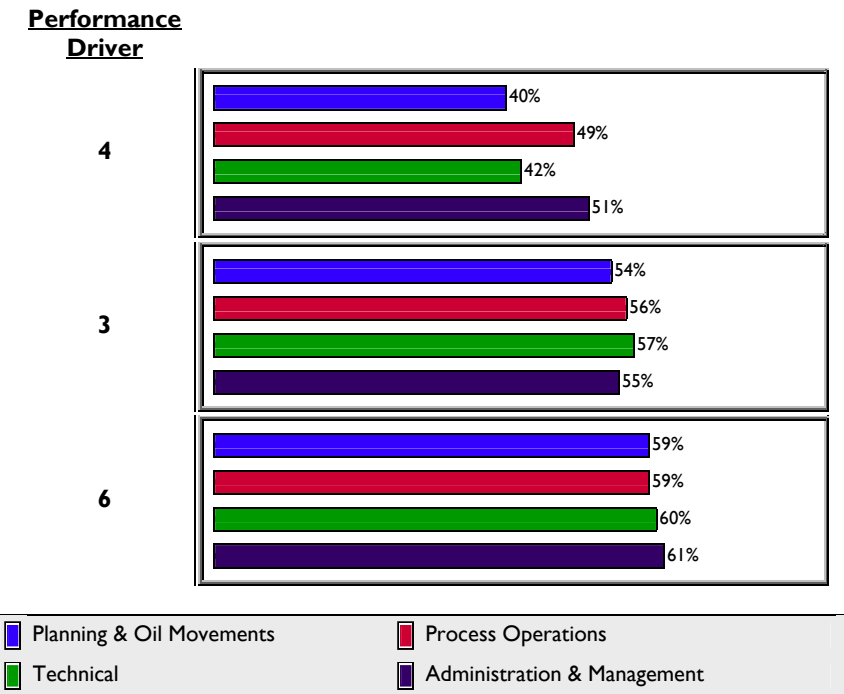
Performance Driver	%
4 Close alignment exists between HSE management and the business needs	46
3 Stakeholder needs drive HSE activities	56
6 HSE activities are delivered within effectively managed business processes	59

### Analysis:

For each of these improvement areas, further investigation of the differences will identify possible improvement actions.

### Results by Departments/Functions/Teams

Where a group is not shown they were not asked about this performance driver.



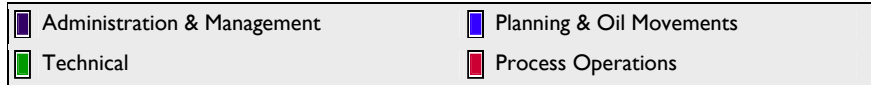
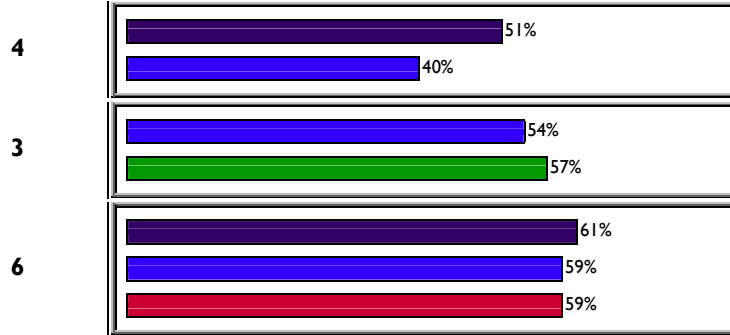
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## Widest variance between Departments/Teams/Functions

The highest and lowest scores are:

### Performance

#### Driver



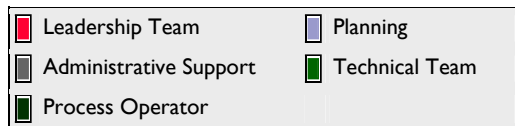
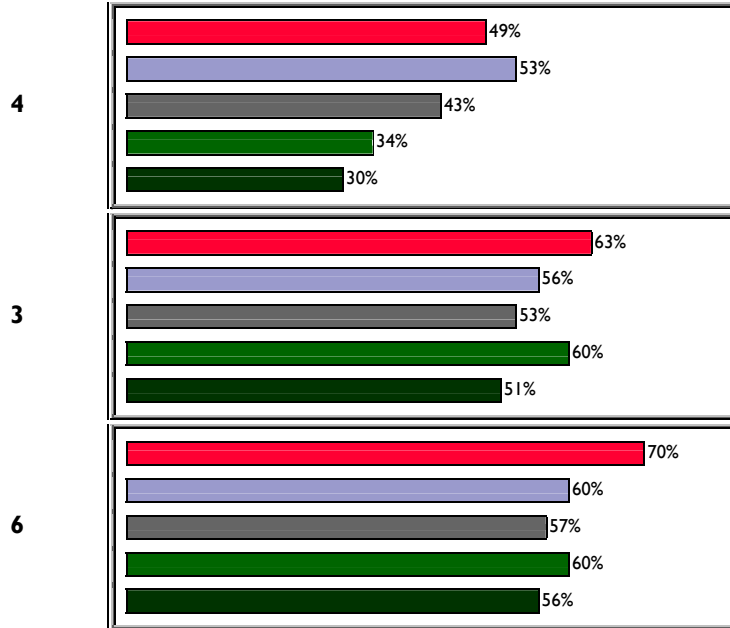
When more than one department/team/function scoring the same level, they are all shown.

## Results by the Interested Parties

Where a department/team/function is not shown they were not asked about this performance driver.

### Performance

#### Driver



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## **STATEMENTS THAT INDICATE POTENTIAL RISK**

The following statements used in the assessment produced a overall low result :-

HSE procedures are available	39%
I understand the HSE impacts of my work	36%
HSE issues and concerns are discussed	34%

## **FURTHER ACTIONS AND GENERAL COMMENTS**

### **Acting on these results:**

1. This report should be presented to the person responsible for this performance area for their agreement to its findings
2. These results should be used to prioritise improvement activity.
3. We strongly recommend that a robust improvement plan be created, with agreed ownership for the actions and deliverables.
4. On completion of the improvement plan you should confirm that the deliverables have been achieved. It may then be appropriate to re-run this assessment.

Should you feel that further analysis of the responses would help you to focus better on the improvements that you wish to make, please email [enquiries@pinnacleassoc.com](mailto:enquiries@pinnacleassoc.com). We can, by arrangement, carry out a more detailed analysis against your specific needs.

### **Future Action:**

If this assessment and report is being used as a part of your application of an externally certified standard or framework, then you will need to carry out a re-assessment in accordance with that scheme's requirements. If you are unsure of these requirements please contact us at [enquiries@pinnacleassoc.com](mailto:enquiries@pinnacleassoc.com).

Regardless of such requirements, we would suggest a re-assessment in 12 time months to take into account the changing world.

In accordance with the conditions of contract under which this report has been produced, the organisation for whom it is provided undertake to disclose to any party using it all regulatory non-compliances and occurrences within the scope of the assessment for which any regulatory authority require notification.

In accepting and using this report the client confirms that such disclosure has or will take place so that it and any associated certificate can be understood in full context.

### **About Pinnacle Associates (Assessment) Ltd**

Pinnacle Associates are dedicated to facilitating improvements that bring about permanent change and enhances overall performance. This is achieved by working with an ever-increasing range of commercial and academic partners, jointly designing and using innovative assessment and improvement products and services, based on best practice principles. We hope that the assessment has been useful and would welcome any feedback by emailing [enquiries@pinnacleassoc.com](mailto:enquiries@pinnacleassoc.com)

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## CONFIRMATION FORM

### Confirmation of Acceptance of Assessment Findings

(To be completed by the manager responsible for the overall performance of the scope involved in this assessment). It is confirmed that:

- The responses provide suitable evidence on which to base this report.
- The analysis of the evidence has provided findings that are fair and reasonable with which I agree.
- The findings are a suitable base for improvement activity.

<b>Signed:</b>	_____	<b>Name:</b>	_____
<b>Position:</b>	_____	<b>Date:</b>	_____
<b>Counter signatures:</b>			
<b>Signed:</b>	_____	<b>Name:</b>	_____
<b>Position:</b>	_____	<b>Date:</b>	_____
<b>Signed:</b>	_____	<b>Name:</b>	_____
<b>Position:</b>	_____	<b>Date:</b>	_____