

The title of the magazine is “ **Monthly Magazine of Modern Job Safety**” The cost of the magazine is **RMB 10.00 that is about \$1.25**.

The English version of the article “ Traditional Models” is as follows:

The traditional model of the job safety evaluation system in China is to point fingers and to penalize the individual if there is a violation of the safety rules. The results would create the “hostility” between the auditors and the workers. Also, during the job safety inspection, the management in the plant would sometimes force the contractors to take vacation in order to make the safety audition run smoothly.

In contrast, BP does not penalize the individual if there is a safety violation. BP’s policy is to educate the people regarding the consequences of the unsafe behaviors. HSE would follow up with the correction plans and advise the employee to follow up with the safe procedures.

The author questioned how BP would handle the individual had repeated safety violations. The HSE specialist said that BP might fire the person if it was really happened. But that would be a very unusual case.

If there were an accident, the management team of the Chinese plant would ask the same safety questions as BP. The questions are “why it happened?” and “what could we do to prevent it happened again?”

The key issues of “what could we do to prevent the accidents” are:

1. Did you take a short cut without following the right procedures?
2. Were you over confident when you were working?
3. Did you know the proper procedures for doing your job?
4. Were you in chaos or in panic when you were working?
5. Did you have the track record to ignore or pay little attention to the right HSE procedures?
6. Were you well prepared for doing your job?

If you would not learn from your mistake and you had one of the above behaviors, no matter where you would work, you might hurt yourself again.

In China, when we handled the accidents, we would point fingers and penalize the person and also the organization caused the incidents. This approach is based on the Chinese traditional philosophy that is “To kill a chicken in order to scare a monkey” or “ You cannot educate the ordinary people”.

In BP, safety is considered as an attitude, a frame of mind. It is the awareness of one’s actions and how they relate to different surroundings and situation, all day, every day. Safety is a culture that every one participates. In China, if there are accidents, the managers and supervisors tend to blame on the individual without looking for the

problem in the system and organizations. This will result in the workers not to report the unsafe behaviors. I know (the author) that these type of behaviors happen all the time

If we would like to have loyalty and good employee, Sinopec needs to learn to respect their employees. I believe that Sinopec has good people here that they are conscientious and can be educated.

Follow the procedures, this is very important for the HSE success.

In BP, everyone, includes from the president of the business sector to the plant operator, follows the working procedures. If there are procedures changed, the Management of Change (MOC) requires to be written and also to be filed. That is the right way to keep the integrity of the HSE system in BP.

Chinese industrial plant also has its working safety procedures. But in China, in general the leader is above the law. The plant manager word is beyond the procedures. Therefore, the safety procedures can be changed quickly that generally depends on who is in-charge. This situation creates the serious problem for the plant workers to follow the safety procedures. Some leaders also likes to use poster and newsletter to update their safety record. But this is just a surface work for the benefit of the plant leader's credit without the benefit of the actual HSE work.

HSE is not something you can take or leave alone. It is not posters, slogans or rules, nor is it moves, meetings or inspections. Hopefully, we (Chinese), could break up the traditional models and catch on the world class (BP) HSE standard.

Translated by Mike Wu

如何建立方便、有效的工作风险分析程序

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建立HSE管理体系的核心内容就是在做每项工作之前,对要做的工作可能存在的危险性进行风险分析,从而提出降低或控制风险的有效措施。按照风险评价过程,要进行风险分析,必须制定风险评价计划、组建评价小组、选定评价方法,等等,其过程非常复杂,别说对普通职工,就是对专业安全人士可能也是一个难题。

在实际工作中,借助先进企业的管理理念和做法,并结合自身企业的一些特点,建立一套较科学且又方便普通员工实际操作的风险分析程序,应是我们建立HSE体系过程中的一条捷径,同时又不失其科学性。笔者根据国外公司如BP、PREMCO等的管理经验及石化企业的实际情况,制定出作业风险分析程序,以供大家参考。其格式见表1:

表1 现场作业风险分析程序

| | | |
|--------------------------------------|---------------------------|-------------|
| 1 作业基本情况 | | |
| 作业名称 | 作业位置 | 作业单位 |
| 作业现场负责人 | 作业时间 | 作业人员签名 |
| 2 分步骤详述主要作业过程 | | |
| 3 识别作业过程中可能存在的危害() | | |
| 火灾() | 高空坠落() | 电击() |
| 缺氧窒息() | 吸进有害物质() | 绊倒/滑倒/跌伤() |
| 砂粒入眼() | 擦伤/割伤() | 扭伤/拉伤等() |
| 噪音() | 坍塌/陷落() | 交叉作业伤害() |
| 高空物击(人为与自然)() | 化学灼伤() | 高温烫伤() |
| 喷溅/溢出() | 个人防护设备不合格() | 过冷/过热() |
| 过分劳累() | 尖物刺伤() | 铅/石棉() |
| 运行设备伤害() | 其它方面() | |
| 4 消除或减少危害的防范措施() | | |
| 作业设备被隔离且置换合格() | 下水井、地沟等被覆盖() | |
| 用火点周围无可燃物排放作业() | 高空作业有防落物及防火花飞溅措施() | |
| 乙炔瓶(禁卧放)、氧气瓶与火源不少于10米() | 作业区备有相关的消防器材等() | |
| 用火作业时必须有监护人在立即停止作业() | 安全带不得低挂或用绳子代替() | |
| 手套/工作服符合要求(防酸、防静电等)() | 安全面罩、安全帽、防护眼镜、耳塞等() | |
| 脚手架、护栏、升降梯、梯子等经检查合格() | 垂直分层作业有隔离措施() | |
| 作业环境符合要求,安排有序() | 气防器具(呼吸器等)合格,作业人员熟练使用() | |
| 相关带电设备已有断电标志,有专人确认() | 氧/可燃气体/有害气体含量符合要求() | |
| 移动工具、手提工具应一机一闸() | 行灯电压不超过36伏,特别潮湿处不超过12伏() | |
| 重大/危险等作业需有应急方案() | 作业现场的各种围栏、安全警示等已设置() | |
| 已与相关单位人员沟通好作业程序() | 其它方面() | |
| 5 作业前最后确认() | | |
| 1) 作业范围和内容是否清楚() | 2) 各种安全设备、设施是否已完好备用() | |
| 3) 相关作业许可证已办好或备好() | 4) 氧含量/可燃气体/有害物质含量是否合格() | |
| 5) 是否与相关单位做好作业前的沟通工作() | 6) 所要使用的作业工具是否符合要求() | |
| 7) 作业场所是否还有其它有毒成份() | 8) 重要作业的相关应急救护措施是否落实好() | |
| 9) 紧急撤离计划是否清楚() | 10) 其它方面() | |
| 6 作业人员承诺() | | |
| 1) 作业前需对以上情况心中有数并做好各项防范措施() | | |
| 2) 有义务随时检查和提醒与自己一同作业的人员做好各项安全防范措施() | | |
| 3) 诚恳接受他人的意见,及时纠正自己不安全行为() | | |

以上表格中的一些防范措施结合了中国石化相关管理制度及外国公司的经验,虽然部分内容与中国石化各种作业许可证有雷同之处,但该分析过程是由现场作业人员完成,并非由安全监护人

员或装置车间相关人员完成,更能体现全员、全过程的安全理念。

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