PROMOTING HEALTH, SAFETY AND ENVIRONMENTAL (HSE) CULTURE – AN ACTIVE INGREDIENT IN INDUSTRIAL HSE MANAGEMENT SUCCESS

August 4, 2009

By:
Godfred Ansah Nyarko
HSE Co-ordinator
Tema Lube Oil Company Limited, GHANA.
ORDER OF PRESENTATION

- Introduction
- Objectives
- Promotional Programmes – Learnings from Tema Lube Oil Company Limited (TLOC), Ghana
- Achievements from TLOC HSE Programmes
- Conclusion
INTRODUCTION

- Health, Safety and Environmental (HSE) issues and concerns are the major emphasis of the workplaces agenda. For an industrial HSE culture, everyone should be accountable for; and that the top management must value HSE and advocate it throughout the organization. Management must show unwavering commitment to safety.

- Just as top management’s commitment is essential to the success of any industry's HSE programme, promotion of organization-wide HSE culture is also an active ingredient in industrial HSE management.
OBJECTIVES

By the end of the presentation participants will acknowledge that:

• top management commitment to HSE management success is paramount and crucial.

• promotion of HSE culture is an active ingredient in HSE management success.

• organizational-wide HSE culture yields high dividend.
PROMOTIONAL PROGRAMMES – Learning from TLOC

- After the IUPAC-UNIDO-UNESCO Safety Training Programme at Japan in 2007, I assisted in the promotion of many HSE programmes at TLOC which were implemented and are being maintained and improved. Existing Programmes were also re-enforced.

- The **Promotional Programmes** were:
  i) Toolbox Talks, being conducted weekly.
  ii) HSE Meetings, monthly for Departments and quarterly for Management.
  iii) Safety Walks and Site Visits for Supervisors/ Mgt.
iv) Potential Incidents Reporting and Award Scheme.
v) Emergency Drills (Fire/Medical/Emergency Evacuation/ Crisis, Oil Spill).
vi) Contractors’ HSE Clearance.
vii) HSE KPIs in staff job functions and Staff Annual Performance Appraisals.
viii) HSE Tracking File.
ix) HSE KPIs (Year-to-Day) display on Outside Notice Board.
x) HSE Issues on Management/Board Meetings - 1st on Agenda.
RE-ENFORCED PROGRAMMES

i) HSE Annual Plan and Training Plan

ii) HSE Quarterly Performance Assessment (100%) for Sections:
   - Once *Quarterly Inspection Assessment by Management* (40%) using a checklist.
   - *Continuous Assessment by HSE Co-ordinator* (60%) using proactive KPIs.

iii) Permit to Work.

iv) Emergency Brigade/ First Aid Team.
ONGOING & PLANNED PROGRAMMES

● **Ongoing Programme:**
*Environmental Management System (EMS) – ISO 14001:2004*

Helped in the following areas:

i) training of EMS Internal Auditors.

ii) preparing of relevant EMS documents.

iii) closing of gaps after baseline audits.

● **Planned Programme:**
*Annual Safety Day Celebration*

TLOC shall celebrate Annual Safety Day from 2010.
TEMA LUBE OIL COMPANY LIMITED, GHANA
HSE STRATEGIC OBJECTIVES FOR YEAR 2009

STANDARDS AND POLICY
- Implement Contractor selection criteria based on HSE and Security Standards.
- Ensure consistent implementation of HSE Standards and Policies.
- Focus on Occupational Health Management and AIDS awareness programme.
- Implement efficient EMS leading to ISO 14001 Certification.

2009 KPI

<table>
<thead>
<tr>
<th>KPI</th>
<th>TARGET</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fatality</td>
<td>0</td>
</tr>
<tr>
<td>Lost Time Accidents</td>
<td>0</td>
</tr>
<tr>
<td>Number of Spills (&gt;5kg but &lt;100kg)</td>
<td>1</td>
</tr>
<tr>
<td>Occupational Illnesses</td>
<td>0</td>
</tr>
<tr>
<td>Potential Incidents Reported</td>
<td>152</td>
</tr>
<tr>
<td>Potential Incident closed</td>
<td>75%</td>
</tr>
<tr>
<td>HSE Committee Meetings</td>
<td>4</td>
</tr>
<tr>
<td>HSE Inspections</td>
<td>4</td>
</tr>
<tr>
<td>Emergency Drills (Fire/Oil Spill/Medical/Crisis)</td>
<td>4</td>
</tr>
<tr>
<td>Toolbox Talks</td>
<td>240</td>
</tr>
<tr>
<td>Past Audits Actions closed</td>
<td>75%</td>
</tr>
<tr>
<td>Environmental Monitoring Returns to EPA</td>
<td>4</td>
</tr>
</tbody>
</table>

RISK MANAGEMENT
- Ensure Company HSE Risks are managed to a level as low as reasonably practicable.
- Manage Plant various wastes according to the required Waste Management Standard.
- Conduct activities that promote Sustainable Development.

STRUCTURE
- Ensure HSE is integrated into general Business Planning.
- Communicate HSE successes, and expand best practices by sharing and learning.

AMBITION
Proactive HSE Behaviour Everyone, Everywhere

PROCESS ES AND SYSTEMS
- Ensure the Company operates its activity as required by the industry and the local regulations.
- Promote internal, external and independent audit so as to ensure continuous improvement of Plant's general activities.

PEOPLE
- Promote HSE Visible Leadership Commitment at all levels
- Implement Workforce-driven Competency Development programmes
- Include HSE Performance in Staff’s Appraisal and Best Worker Award System.
ACHIEVEMENTS FROM TLOC HSE PROGRAMMES

These programmes have resulted in:

i) An improved HSE work culture.

ii) Wider awareness of staff, visitors, customers and contractors on HSE issues.

iii) Reduction in accident/incident cases.

iv) Proper documentation.

v) Performance tracking and evaluation quarterly by Management and Board.
CONCLUSION

● **HSE professionals must:**
  - be proactive and creative within the organization,
  - maintain their knowledge base and keep learning,
  - know and understand their organization’s needs,
  - keep HSE visible, personal and keep reminding people that the HSE is getting better.

● **We all need to:**
  - find a way to articulate the effectiveness of our efforts,
  - walk the talk, show that responsibility lies at the management level.
  - let the whole organization know consistently that HSE management is a priority and part of their responsibility as well.
THANK YOU FOR YOUR ATTENTION

Godfred Ansah Nyarko
E-mail: ganyarko@yahoo.com
Tel: 233-243182832