

# Management Commitment

## FFC PSM Talk No. 01

### Philosophy & Purpose

Commitment is the basic component of a successful safety program. For a program to be most effective, this commitment must exist at the top and through the line organization. The commitment of top management establishes the importance of safety and guarantees support for individual elements of the safety program.

To achieve the best results throughout the entire organization; top management must believe that employee safety is as important as:

Asset Reliability

Production & Cost

Product Quality

Employee Relations



### Essential Features

- Management is responsible for safety of personnel & protection of the Company property.
- The management will direct the establishment and implementation of safety programs through participation in various safety committees and conducting plant safety audits.
- Management should have specific, quantifiable, personal safety goals/targets and implementation plans, which must be stewarded regularly.
- Quantitative safety goals & objectives should also be established for each employee against which performance should be measured.
- The management should ensure that necessary training, tools & equipment are provided to personnel at all levels to perform work safely.
- The management will maintain and implement safety, environment & industrial hygiene rules & procedures.
- The management will actively participate in safety motivational / communication programs.
- Top management will personally participate in investigation of serious injuries/ incidents based on severity of incidents.
- The company would establish a program to encourage off-the-job safety, environment & health awareness amongst its employees and their families.

Management Commitment implies the direct participation by the highest level management in all specific and critically important aspects of an organization



## FFC PSM Talk No. 02

### 1. SCOPE

- 1.1. This procedure is applicable to all areas of FFC-GM as mentioned in WP-10-XX-104.
- 1.2. It is intended to address DuPont Process Safety Management (PSM) element of Policies and Principles compliance.

### 2. PRINCIPLE

- 2.1 Top management must establish an HSE policy that clearly defines the principles that govern all decisions relating to HSE. This policy must be applied by each member of the work force. Without such policy, safety tends to be pushed aside when other concerns become more pressing.
- 2.2 The policy must be communicated & promoted as a standard at all levels.
- 2.2 It is important that the policy is specific, signed by MD/GM(M&O) and visibly posted throughout the company facilities and readily available to all employees.

### 3. ESSENTIAL FEATURES

#### 3.1 POLICY

- 3.1.1 The policy would be developed by the executive management of the company to ensure alignment and applicability throughout the organization including joint ventures.
- 3.1.2 It should set a strategic direction for the organization.
- 3.1.3 Top management will provide continuous support and commitment to the implementation of the policy and the commitment has to translate to all levels for successful implementation.
- 3.1.4 Policy should be regularly reviewed with all work groups to renew commitment to the policy.
- 3.1.5 The policy should be properly understood, honored and enforced.
- 3.1.6 Importance should be given to injury prevention, safe operations, safe work practices, protection of environment and health of employees in conduct of company business.

#### 3.2 SAFETY PRINCIPLES

*The company will adhere to following principles for safe operation and maintain a clean & healthy environment.*

- 3.2.1 All principles are applicable to Management, staff and contractor workforce.
- 3.2.2 Health, Safety and Environment will be given the highest priority during business decisions.
- 3.2.3 All injuries and illnesses can be prevented and all operating exposures can be controlled.
- 3.2.4 Management is responsible for the safety of personnel who report to them.
- 3.2.5 Health, Safety and Environment are a major responsibility of every employee
- 3.2.6 The company shall comply to all applicable laws related to HSE&Q
- 3.2.7 Training will be provided to enables employees to recognize and handle unsafe conditions.
- 3.2.8 The company will maintain and update Health, Safety and Environment rules and procedures.
- 3.2.9 It will provide necessary tools and equipment to perform work safely, consistent with the objectives of this HSE policy.
- 3.2.10 The employees are responsible for safely handling work, tools and equipment.
- 3.2.11 A good standard of housekeeping will be maintained in all company facilities.
- 3.2.12 The company will encourage Off-the-Job safety, Health and Environment awareness amongst its employees and their families and hold the employee accountable if the policy laws are broken.
- 3.2.13 The policies and principles are to be used as standard during all meetings.

### FFC PSM Talk No. 03

#### Purpose

The purpose of the overall safety organization is to mobilize all available talent in the interest of safety, health, and environmental protection. It does not in any way relieve individual members of the line organization of their safety responsibilities; rather it provides additional resources upon which they can draw to execute responsibilities more effectively.

#### Philosophy

Safety committees and safety meetings have proven to be effective means of formulating and carrying out company safety policies, gathering and disseminating safety information, enlisting employee participation in the safety effort, and generating and sustaining interest in safety.

Typically, the safety organization includes all employees

#### HSE Committees

1. Executive HSE Committee *[ old name; SOC ]*
2. Sub HSE Process *[ old name; sub SOC P ]*
3. Sub HSE Incident Report Review Committee
4. Sub HSE Mechanical *[ old name; sub SOC M ]*
5. Sub HSE Electrical & Instrumentation *[ old name; sub SOC E&I ]*
6. Sub HSE Behaviors & Audits
7. Sub HSE Off-The-Job, Safety, Environment & Health
8. Sub HSE Logistics, Transport & Driving Safety
9. Sub HSE Process Safety Management Committee
10. Sub HSE Environment Management System Committee
11. Sub HSE Occupational Health & Industrial Hygiene Committee
12. Sub HSE Contractor Safety Management Committee
13. Sub Training & Development Committee
14. Sub HSE Community Awareness on Emergency Response
15. Department Level "C Level" Committee
16. "D Level" Committee

#### Executive HSE Committee

- ✓ Top Level Committee
- ✓ Primary function is to promote, set standards, and monitor personnel safety, health and risk management in the areas of design, operations, and maintenance of facility in line with the Company's Health, Safety and Environment Policy.
- ✓ It is the final review authority for Safety, Environment & health matters.
- ✓ Provide direction, guidance, and assistance and monitor activities related to operational safety and health

#### D-Level Committee

- Most effective grass root safety forum at the Site. All the employees up to Deputy Manager are members of these committees
- The Committee would ensure that all of the members understand the requirements of applications of HSE Policy in terms of day to day activities.
- Sustain motivation of employees through participation and develop belief in Safety Philosophy that "ALL INJURIES CAN BE PREVENTED".
- To serve as a forum for communication of information relating to Company's Safety, Environment & Industrial Hygiene Program.



## **PURPOSE**

The purpose of this document is to describe the roles and responsibility related to HSE at each level of the organization i.e. from top management to all the levels. Line supervisors and Managers are responsible for safety, quality and production

### **Responsibilities of Heads & Managers**

- Review HSE reports and apply the rules and regulations in all related fields.
- Review of incidents and reports, so that recommendations and their implementations are followed.
- Ensure that minimum level of safety compliance is followed at all times
- Carry out regular safety audits
- Assign line supervisors for safety related duties and inform responsibilities
- Guide first line supervisors to take care of employees reporting to them
- Make a system for appreciation and accountability

### **Responsibilities of First Line Supervisors**

- Is responsible and held accountable for area's HSE performance.
- Reflection of accountability to be done on annual performance Appraisal/Grading
- Makes daily inspection of assigned work areas and take immediate steps to correct unsafe or unsatisfactory conditions; reports to the Head / Manager for those conditions that cannot be immediately corrected;
- Instructs employees on housekeeping standards.
- Instructs employees that tools are to be inspected before each use; makes spot checks of tools conditions.
- Instruct employees to hold TBT talk before every jobs
- Instruct employees to report inherent unsafe conditions in area on regular basis for maintaining safe working environment
- Instructs each new employee personally on job safety requirements in assigned work areas.
- Reports every incident to his immediate line manager & HSE
- Enforces personal protective equipment usage and check compliance
- Attends all scheduled and assigned safety training meetings.
- Acts on all employee safety complaints and suggestions.
- Ensure that all process safety critical elements under his area are functioning properly and by passing of such elements is exercised after management approval.
- Train and educate employees on emergency handling and response procedure through mock drills
- Ensures contractors and contract employees are provided with appropriate information and training

## Goals, Objectives & Plans

**GOALS (or Aim):** It is the end toward which the efforts are directed. It is a broad statement of the desired outcome to be accomplished over a long-time frame. Goal focuses on the desired results & does not describe the methods used to get the intended outcome. Goals are broad intentions and are often incapable of being measured in quantifiable units e.g. **“No harm to people, environment & assets”**

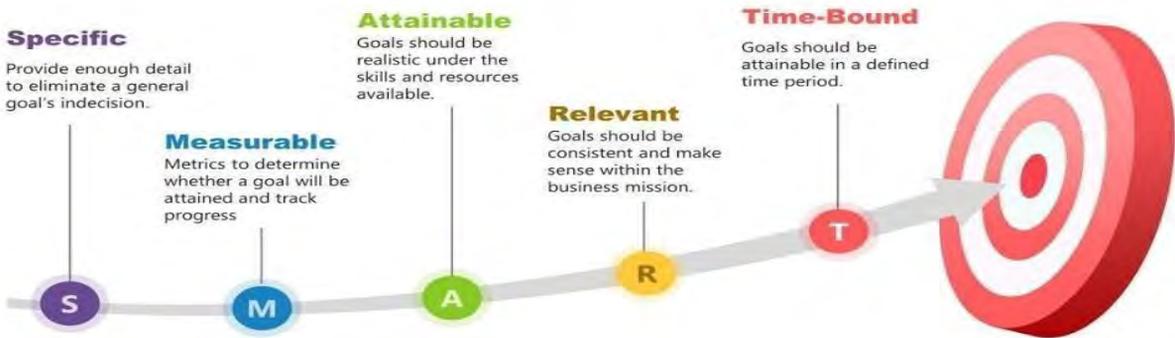
**OBJECTIVES:** Objectives are specific, actionable targets that need to be achieved within a smaller time frame, to reach a certain goal. Objectives describe the actions or activities involved in achieving goals.

**PLANS:** Plan is a detailed proposal for doing or achieving something. Plan is a program or a method devised to get to some definite purpose in a definite time frame.

Managing safety, is like managing any other business aspects i.e. by setting performance goals. Safety goals should be Specific, Measurable, Attainable, Result Oriented, Time Bound and within the sphere of influence of a person or group who is to be held accountable.



### SMART Goals



FEATURE	GOALS	OBJECTIVES
Definition	The goals are the final results or outcomes of an endeavor.	Objectives are specific results that help to achieve final goal.
Focus	The goal is more focus on what you want to achieve.	Objective is more focus on how you are going to achieve the goal.
Scope	Broader than objectives	More specific
Measurement	May not be measurable	Measurable
Time frame	Time frame of goals are longer	Time frame of objectives are short
Size	The size of goals are larger in size mean the whole.	The size of objectives are small chunks part of the whole.
Specificity	General intention or direction	Specific and Precise
Characteristics	Goals are general, intangible, board, abstract and strategic.	Objectives are specific, measurable, narrow, concrete and tactical.

## (RB) PSM Talk

### *Purpose*

To highlight the main responsibilities of Safety Personnel so that all members of line organization understand the role and place of safety personnel in the organization.

### *Philosophy*

PSM goal believes that safety is a line management responsibility and each employee must accept/fulfill his safety obligations. Line organization controls all resources and sets all priorities. The only proven way to excel in safety management is for all members of line organization to accept responsibility for their own safety and safety of their employees.

### *Responsibilities of Safety Personnel*

- The Manager HSE&Q should be the **Secretary of SOC** and his designate should participate in selected Sub Committees.
- They should assist/guide the organization in **implementation and audit of PSM**.
- The Safety Personnel should frequently **audit work practices in the field** and analyze performance results.
- Conduct **BBS audits** as per plan.
- Conduct joint audits with the management to make sure that there is an alignment across and down the organization on safety standards & practices.
- Verify implementation of HSE rules, standards and procedures in Operations & in Project activities including Turnaround.
- Provide consultant services and technical knowledge to all levels of management in the areas of safety, loss of containment of hazardous material and fire protection .
- Audit, stimulate, and coordinate the safety and fire protection activities to ensure the compliance with company, and Government safety and fire protection standards.
- Review safety, fire protection and loss of containment of hazardous materials related issues with the site management and recommend action and solutions.
- Assist in auditing new or revised equipment to ensure preventive measures and effective safeguards are developed and used.
- Assist in training supervision to enable them to completely fulfill their safety responsibilities.
- Assist in the orientation of new employees.
- Assist in investigating serious injuries and incidents.
- Assign a classification to each injury in accordance with OSHA requirements.
- Conduct yearly incident analyses to see and establish performance trends and areas of improvement.
- Verify implementation of Company safety policy in alignment with corporate intent.
- All Safety personnel should have their own set of personal tasks, targets, & implementation plans/strategy.

### ***The functions of safety personnel may also include the following:***

- Studies like noise, illumination & air pollution.
- Procurement and distribution of safety equipment such as safety spectacles and safety shoes etc.
- An up-to-date emergency response plan.
- Publicity such as signs, posters, displays, and articles in company publications.

## FFC PSM Talk No. 07

### Philosophy

Provide clearly stated rules for the safety of personnel and assets at the plant site.



### Purpose

Fauji Fertilizer believes that prioritizing safe operation is essential, and this involves safe work practices, operating and maintenance procedures, high performance standards, and transportation safety. Written procedures and performance standards ensure Operating Discipline (OD), which involves doing the right job the right way every time, without supervision. The purpose is to **prevent injury to people and damage to assets**.

### Major Misconduct Offence

Violation of following rules shall be considered as a major misconduct offence:

- Cardinal Rules
- Plant Safety Rules
- General Safety Rules
- Dress Code
- Office Safety Program
- Housekeeping Program

### Dress Code

- Occupational Injuries have been occurred due to use of improper clothing in the Operating areas.
- Mostly, hot burns & entanglement of loose clothing in the moving machines/equipment have been encountered.
- It is therefore mandatory to attire properly to safeguard employees against these injuries.

### General Safety Rules for Scaffolding & Tools Handling

#### Scaffolding

- Should be removed ASAP after job completion.
- Validity of scaffolding certification expires after 15 days.
- Concerned supervisor must recertify scaffolding even if there is no change/modification on the scaffolding.

#### Tools Handling

- Do not use spark producing tools in classified areas w/o authorization.
- Use tool holders for chisels or punches.

### Site Cardinal Rules



### Transport & Driving Safety

To provide clearly stated rules and guidelines for the use and operation of motor vehicles at sites and during company business.

Driving Safety is also an integral part of Contractor Vehicle on company business or vehicles involved in distribution of finished product.

### Office Safety Program

- Office layout/ambience
- Office related illness and Injury
- Office Ergonomics
- Office fire Protection / Emergency Preparedness

### Housekeeping Program

The well-known phrase "A place for everything and everything in its place" is one of the guiding principles in accident prevention.

Housekeeping is more than just keeping the place tidy. It includes everything required for the job close at hand and in top condition.

# Training & Development

**Philosophy:** FFC requires all personnel to possess and uphold the essential knowledge and skills for their job functions to ensure safe operation of the plant.

## Purpose

PSM goal can only be achieved by having, consistently performing employees thru which requires **training, refreshers, identifying training gaps, and certification.**

## Training Requirements

Ensuring personnel are adequately trained is critical for a safe and efficient operation. Essential training includes HSE, basic, job-specific, and refresher training. HSE training covers process overviews, safety hazards, emergency response drills, job-related health, safety, and environmental hazards. Basic skills training includes equipment and instrument usage and interlock awareness. Job-specific training covers operating procedures, key parameter control, and safe work practices. Refresher training should be conducted every three years to comply with SOPs. Training should be provided to management and non-management employees, apprentices, and cross-sectional assignments. Mentor qualification criteria should be established, with at least 25% of personnel trained as mentors.

## Training Model

Training includes classroom instruction on **how** and **why**, as well as field training to demonstrate **where**. Skill demonstration can be assessed during hands-on training, and qualification testing to ensure independent task completion.

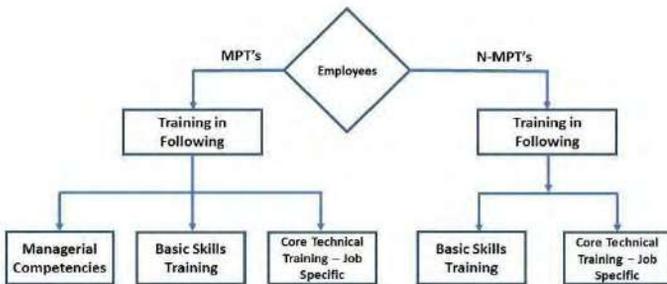


## Training Plans

The training cycle consists of conducting a skill survey, developing a training plan, delivering the training, and measuring its success. Training Need Analysis is an ongoing process, and the training plan is based on skill survey results. Evaluation is conducted at the end of training. Training faculties are responsible for scheduling courses. The line management implements the training plan, facilitated by training coordinators. Training records are maintained and can be retrieved as needed. The training budget is prepared and approved annually along with other Business Line Plans by every department/units/ section.

## Responsibilities

All FFC personnel must complete the training requirements relevant to their job position. PSM training responsibilities are shared among the line manager, safety training manager, and coordinator. The safety manager serves as the training system administrator, responsible for ensuring that all training requirements are implemented. The line manager is responsible for ensuring that every employee receives training. The coordinator is responsible for developing personalized training plans, assessing personnel training through classroom/ field instruction/ skill demonstration, managing training plans, overseeing job quality programs, ensuring skill certification, conducting follow-ups, and generating reports.



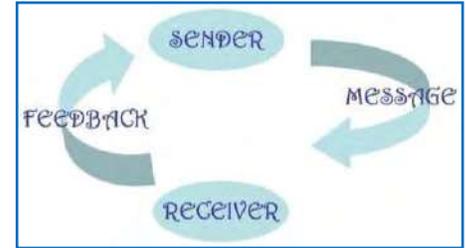
**Measuring Effectiveness & Performance:** The effectiveness of PSM training is assessed through various methods, including Job Qualification Program tests, exams, root cause analysis, performance evaluations, and fewer repairs/repetitions. Personnel must demonstrate their competence in completing tasks through program qualification testing and skill certifications. Training records must be maintained. Establish programs designed to ensure that personnel handling hazardous materials are fit for duty and are not compromised by external influences, including drug abuse.

## FFC PSM Talk No. 09

### 1. Principle:

Safety communications are vital for proper implementation of safety management system. Communication includes:

- Developing a meaningful message
- Delivering that message
- Verifying that the message is understood.



### 2. Purpose:

The purpose of this document is to emphasize & elaborate the importance of effective two-way communication in prevention of occupational accidents/illnesses and achieving safety goals and objectives.

### 3. Elements of Good Communication:

Communication consists of three basic elements: the sender, the message and the receiver. Supervisors and team members can benefit by using **open, two-way communication and soliciting feedback**. They can take account of their listeners' possible filters/mental barriers and try to overcome them.

### 4. Communication Filters

- Communication filters are **perceptions** – preconceptions, biases for or against various actions.
- They can change the message in ways the sender never intends or can even block communication entirely.
- The more a speaker **knows about the audience**, the better he can predict and overcome these filters.
- Before someone begins to speak or write a message, he should **consider his audience carefully**.
- The person who develops messages to the **audience's needs** is more likely to achieve their understanding.
- Some of the most **common filters** through which people perceive messages are **knowledge level, personal biases, moods and physical comfort levels**.

### 5. Methods of Communication

- **Oral Communication** – (Face to face discussion, meeting, telephonic conversation etc.)
- **Written communication** – (Policies, procedures, documents, email, notice boards etc.)
- **Non-verbal communication** – (Facial expression, body language, physical action etc.)

### 6. Effective Listening

1. Sensing
2. Interpreting
3. Evaluating
4. Responding

**“Good communication is the bridge between confusion and clarity”.**

*Nat Turner*

### 7. Safety Communication Goals

The most significant safety communications are one-on-one communications from the supervisor to those people working for him. The message is reinforced through

1. The safety policy statement
2. Orientation
3. Training
4. Rules and procedures
5. Safety goals and objectives
6. Personal one-on-one messages
7. Job safety analysis
8. D level meetings
9. Work group safety meetings
10. Safety slogans & posters etc.

**“It is important that people understand how to avoid injury and, more important, that they choose to do so.”**

## FFC PSM Talk No. 10

### PURPOSE

The objective of this document is to explore various concepts and recommend best practices for effective motivation techniques that foster progressive growth.

### MOTIVATIONAL CONCEPTS

#### INTERNAL MOTIVATION

Internal drives or need motivates personnel to accomplish objectives or complete tasks.

#### EXTERNAL MOTIVATION

External directive or control set in place from higher authority will persuade personnel to comply with set standards & accomplish tasks.

*Authority's power and willingness to reward or punish are implicit.*

#### ASSOCIATION BETWEEN INTERNAL, EXTERNAL MOTIVATION & HIGH PERFORMANCE STANDARDS

Internal motivation is necessary for sustaining high-level safety performance.

External motivation is necessary to make the initial transition to high level safety performance because of established behavior patterns in the individual but internal motivation is necessary to maintain it.

#### EXTERNAL CONTROL

People learn to conduct themselves properly through external direction and control emanating from higher authority. Authority's power and willingness to reward or punish are implicit.

#### NEED FOR EXTERNAL CONTROL

- What motivational approach is needed until a new employee is truly converted to a safe performer?
- External control by the leader and the peer group is absolutely mandatory.
- When people have not become sufficiently safety conscious and adequately trained to maintain safe performance through internal motivation, authorities must:
- Exercise direction and control.
- Impose immediate and significant consequences for unsafe behavior.

#### CAUSES OF PERFORMANCE IMPAIRMENT

- The most frequent cause of Performance Impairment is personal illness or injury (e.g. Restricted Work). Alcohol and drug abuse
- Prescription Drugs side effects
- Extreme heat or cold
- Stress
- Physical limitations
- Limp, arthritis or other similar condition

#### RECOGNITION AND SAFETY

- Housekeeping Trophy for the best kept area
- Housekeeping Trophy for the best kept
- Best "D" Level Committee Award
- Best Emergency Squad of the year award
- Best Safety Slogan Award
- Off-The-Job Safety Award
- Best Safety Suggestions Award
- Safe Million Man Hours Award
- Off-the-Job Safety Milestone Award

#### POLICY

Make use of disciplinary procedures to ensure employee adherence to acceptable standards of conduct.

#### PROCEDURE

This procedure serves as a guide. We expect to treat all employees as individuals. Each case where corrective disciplinary action becomes necessary would require individual analysis and decision making. Unusual conditions and special circumstances must be considered during disciplinary action.

# Observations & Audits

## FFC PSM Talk No. 11

The purpose of this element is to discuss importance of effective auditing in the site safety management & provide guidelines for conducting and evaluating safety audits.

### Philosophy

Auditing is an important tool of safety management as it allows management to monitor:

- How the safety program is progressing
- Conditions as they exist at the site
- Observe unsafe acts or conditions in the workplace
- Observe workers during their normal workday



### Inspection Vs Audits

#### Inspection

- Things
- Passive
- Experts (them)
- Negative
- Document/Follow up

#### Audits

- People
- Interactive (I care)
- Everyone (us)
- Positive + Negative
- Document/Follow up

### Guidelines for Safety Audit

#### Respect Lines of Communication:

Keep members of supervision who are responsible for the audited area informed of your findings.

#### Draw Conclusions:

Draw meaningful conclusions from your observations.

- Work on measures to prevent recurrence
- Be careful to avoid drawing sweeping conclusions.

#### React:

The operation is acceptable or operation is not acceptable. In both cases explain why.

The operation has improved or deteriorated. In both cases explain why.

#### Communicate & Follow-up:

Inform the area owner that you audited his area, discuss your observations and take his/her consent. Discuss when the action items are closed you will again audit the area.

### Six Steps of Audit Program

1. Observe, decide how to make the contact, stop the act.
2. Comment on safe behavior. Discuss Consequences of unsafe act.
3. Safer way to do the job.
4. Get agreement to work safely.
5. Discuss other safety issues.
6. Thank the employee.

### Observation Categories

- Reaction of people
- Position of people
- Clothing & PPE
- Tools & Equipment
- Procedures and orderliness
- Ergonomics (repetitive motion)

## PURPOSE

To document the process for categorizing and investigating incidents that occur on the plant or Off- the-job in a way that:

1. Comprehensive, Transparent system to classify, Report, Investigate and analyze incidents.
2. Properly trained teams to conduct this process.
3. The Aim is to prevent repeat events through the identification of the root causes and appropriate safe guards.

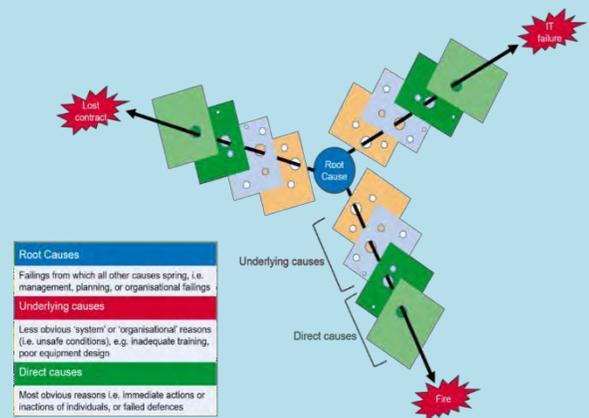
## CLASSIFICATION OF INCIDENTS

1. Injuries
2. Occupational Illnesses
3. Process Safety Incidents
4. Fire Incidents
5. Vehicle Incidents
6. Asset Damage Incidents
7. Environmental Incidents
8. Near Miss Incidents
9. Others / Ambiguous Cases



## PHILOSOPHY

Believes that reporting and analysis of incidents provides valuable opportunity to learn about breakdown or deficiencies in our safety management system. An incident can be major such as unable to work injury, a reportable loss (fire / explosion etc.) or a condition or action that could have resulted in personal injury or damage to the plant / environment (near miss or close calls).



## INCIDENT

An incident is an unexpected/unplanned occurrence that interferes with the orderly progress of work.

## SHIFT IN INCIDENT INVESTIGATION APPROACH

Incident investigation is the responsibility of the “line Management” in line with the DuPont (RB) PSM methodology.

## INCIDENT REPORTING AND INVESTIGATION

### (Reporting On-The-Job & OFF-The-Job Incidents)

Prompt reporting of the incident to immediate Supervisor, Section Head or Unit Manager and relevant interfaces is essential to accord 'safety' the place and priority it deserves and to take immediate steps to prevent recurrence.

- ✓ Serious incidents and near misses recur unless key factors are identified and corrected.
- ✓ Thorough and persistent investigation of all incidents, coupled with actions directed at prevention of recurrence, continually improve safety.

## INCIDENT REPORT

Documentation of the results of a process of incident investigation, including description of the incident, details or Learnings of the investigation, key factors, system elements that need to be strengthened and recommendations to prevent future occurrences.

## NEAR MISS

An incident with clear potential for undesirable consequences; (e.g. adverse impact on people, property, environment or business) although no actual consequences occurred.