

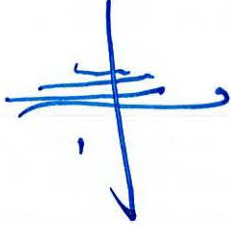




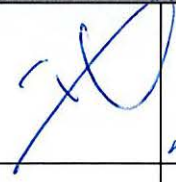

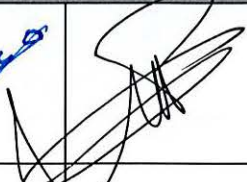
PETROCHEMICAL SHARED SERVICES (PSS) PROCEDURE

PROCEDURE FOR SAFETY WALK

Procedure No. PR-PSS-112

Document Classification: Internal

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Rev.	Date	Prepared by	Reviewed by			
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  	PROCEDURE FOR SAFETY WALK	Procedure No.	PR-PSS-112
		Revision	01
		Date	11-03-2020
		Page No.	Page 2 of 12

Revision / Modification History

Rev#	Date	Section No.	Reason of modification
0	13.4.2016	All	Aligned and revised as per new organization & BT-4 documents. - Procedure Number change from PR-251-SF-37 to PR-QSS-54.
1	10.03.2020	All	Changed the procedure title from Management of HSE Tour Procedure to “Procedure for Safety Walk” PGIT (PR-251-SF-04) has also been integrated in this procedure. This procedure replaces HSE Tour and PGIT Procedures.

Distribution:

Through *SharePoint*.

Note: *The element of this procedure will be implemented gradually over a period of time. This document will be revised in the due course considering the concerns and improvements needed to suit the process requirements.*

Review Team: (*Optional*. May be used when a team is used for reviewing the document)

Rev #	Job Title	Department	Remarks

  	PROCEDURE FOR SAFETY WALK	Procedure No.	PR-PSS-112
		Revision	01
		Date	11-03-2020
		Page No.	Page 3 of 12

Contents

1.	OBJECTIVE	4
2.	SCOPE	4
3.	PROCEDURE SUMMARY	4
4.	ABBREVIATIONS / DEFINITIONS	6
5.	DOCUMENT REFERENCES	6
5.1.	RISK REGISTER.....	6
6.	IT SYSTEM REQUIREMENTS	6
7.	RASCI SUMMARY.....	7
8.	PROCEDURE METHOD.....	7
8.1.	PLAN & PREPARE	8
8.1.1.	AREA CLASSIFICATION.....	8
8.1.2.	SCHEDULE AND GUIDELINES	8
8.2.	PROCESS.....	9
8.2.1.	CRITICAL SUCCESS FACTORS (DO'S / DON'TS)	10
8.3.	PERFORMANCE AND MANAGEMENT REVIEW:	10
8.4.	TRAINING:.....	11
9.	RECORDS.....	11
10.	APPENDIX.....	11
10.1	SERVICE LEVEL DEFINITION	11
10.2	APPENDIX - 1: CATEGORY WISE AREA.....	11
10.3	APPENDIX - 2: FREQUENCY OF SAFETY WALK.....	12
10.4	APPENDIX – 3: PROCESS AREA HSE OBSERVATION CARD	12
10.5	APPENDIX – 4: NON-PROCESS AREA HSE OBSERVATION CARD.....	12

	PROCEDURE FOR SAFETY WALK	Procedure No.	PR-PSS-112
		Revision	01
		Date	11-03-2020
		Page No.	Page 4 of 12

1. OBJECTIVE

The purpose of Safety Walk procedure is to identify and mitigate hazards, in a proactive way to prevent Incidents and Near-Misses. It is achieved by **interacting with operating staff and contractors (as appropriate)**, to improve process safety and work place safety through constructive dialogue, raising awareness and highlighting any deviations from the norms, and working through solutions.

2. SCOPE


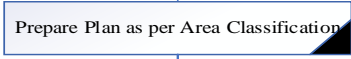

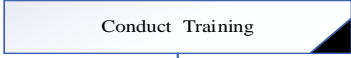







This procedure applies to Safety Walks to be conducted within the production facilities and non-production facilities. It also applies to all levels of management, supervisors, engineers including operating staff and contractors. The resulting observation are reported for further actions and analysis.

3. PROCEDURE SUMMARY

This procedure outlines the requirements for the safety walk. They are conducted to visibly demonstrate support and commitment to HSE Management Systems improvement throughout the QAPCO production and non-production facilities. The frequency of safety walk is defined in this procedure for each level. **Employees who conduct safety walk shall note that it's not an audit but a team work to improve safety culture.**

Safety Walk is effectively implemented, performance is monitored and reported.

PROCESS FLOW

Responsible Role	Clause #	Activity	Indicator	Document Reference	Skill/Training
HSESM	8.1		Last Quarter Every year	Risk Register Appendix - 1	ERM Knowledge
					
Management	8.1		Last Quarter Every year	Appendix - 2	HSSE Risk Assessment
HSESM	8.1.2		Once	This Procedure	Safety Walk Training
HSESM	8.1.2		December Every Year	This Procedure	--
As per Appendix-2	8.2		As per Appendix -2	This Procedure	Safety Walk
Safety Walk member	8.2		Immediately	This Procedure	--
HSESM	8.2		First week of Quarter	This Procedure	Analytical skills
HSESM	8.3		Quarterly	--	--
HSESM	8.2		Monthly	--	--
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	PROCEDURE FOR SAFETY WALK	Procedure No.	PR-PSS-112
		Revision	01
		Date	11-03-2020
		Page No.	Page 6 of 12

4. ABBREVIATIONS / DEFINITIONS

#	Abbreviation / Key word	Definition summary
1.	"Unsafe Act"	Anything that is executed by an individual that could be deemed as unsafe, with negative consequences for the asset or people including themselves e.g. wearing incorrect PPE, failing to close valves properly, not following a JSA or PTW, ignoring a critical alarm, overriding an interlock, not following LOTO etc.,
2.	Unsafe Condition"	Piece of equipment or process left in a state that could harm others or the asset, always preceded by an unsafe act. Examples - short bolting, reuse of gaskets, non-calibrated gas detectors, damaged or corroded pipework, isolated PSW, scaffolding without proper access or egress, leaking valves etc.,
3.	CHSEQO	Chief HSEQ Officer
4.	QAPCO Facility	QAPCO operating facilities or facilities managed & controlled by QAPCO management.
5.	HSESM	HSE Support Manager
6.	MD&CEO	Managing Director and Chief Executive Officer
7.	QM	Quality Manger
8.	HSEQGM	HSEQ Group Manager
9.	Plant Manager	Managers of Operational Group

5. DOCUMENT REFERENCES

#	Document ID	Document name	Summary of dependency or use
1	M-250- PSS-01	HSE Integrated Management system Manual (HSE- IMS)	Procedure and guidelines for HSE management system
2	N/A	HSEQ Policy	Management Commitment document
3	PR-QSS-110	Incident Reporting and investigation Procedure	SAP EHS
4	PR-PSS-122	HSSE Risk Assessment	Guidelines for conducting risk assessment

5.1. RISK REGISTER

#	Risk ID	Risk Description	Remarks
1	NA	NA	NA

6. IT SYSTEM REQUIREMENTS

#	IT system module name	Summary of IT system module use
1	SAP (EHSM)	Observations can be reported through EHS Module

  	PROCEDURE FOR SAFETY WALK	Procedure No.	PR-PSS-112
		Revision	01
		Date	11-03-2020
		Page No.	Page 7 of 12

7. RASCI SUMMARY

#	Procedure chapter	CHSEQO	Management (Chief/ Managers)	HSE Support Manager	Engineers, and Supervisors	Plant Manager*	Contractor Management	Action Owner
7.1	Plan & Prepare	A	C	R	-	R	-	-
7.2	Schedule and Guidelines	A	R/I	R/S	R/I	I	R/I	-
7.3	Process implementation	A	R	R/S	R	R	R	R
7.4	Critical Success Factors	A	R	S	R	-	R	-
7.5	Performance and Management Review	A	S	R	S	I	S	I
7.6	Provide training	A	R	R	R	S	R	-

*** Plant Manager includes Managers of Operational Group.**

R Responsible (the class of people who are ultimately responsible for getting the work done)

A Accountable (the position that is accountable to oversee that the work gets done)

S Support (the person who supports by providing information and suggest any deviations from the Procedure)

C Consulted (the person who can advise when needed)

I Informed (concerned persons who are required to be informed or communicate to)

8. PROCEDURE METHOD

This chapter consists of the safety walk activities from preparation, conducting, briefing and analyzing.

INPUTS SUMMARY

Area Classification, Safety walk Plan, Monthly Safety Theme.

ID	Activity	Document reference	Responsible org. position
8.1	Plan and Prepare	-	HSESM
8.1.1	Area Classification		
8.1.2	Schedule guidelines	-	Management
	Conduct Safety Walk Training	-	HSESM
8.2	Conduct Safety Walk	-	As per Appendix - 2
	Record Safety Walk in SAP	SAP EHSM	As per Appendix - 2
	Conduct Quarterly Analysis and develop improvement plan	-	HSESM
	Follow up on Safety Walk analysis recommendations	-	HSESM
8.3	Present the Safety Walk Status Report in HSEQ Management Review Meeting	-	HSESM

8.1. PLAN & PREPARE

When Safety Walk is planned, a systematic approach should be used to identify the areas requiring Safety Walk by looking at the entire facility, identifying specific areas/structures of the plant where there is a high degree of “hands-on” work, and establishing areas requiring safety walk.

Specific plant risk register can be referred to determine what areas require Planned Safety Walk and frequency.

8.1.1. Area Classification

Based on Risk of process and associated activities, QAPCO facilities are classified in three categories listed below:

CATEGORY	Area Risk Assessment
Category # 1	High risk areas (Process areas)
Category # 2:	Medium risk areas like Workshops, Warehouses Contractor yards, Central Lab, Firefighting station and Waste Storage Yard... e.t.c
Category # 3	Low risk areas like offices (Admin building, Doha HQ etc..)

Category wise areas are listed in **Appendix 1** for safety walk.

8.1.2. Schedule and Guidelines

- In the last quarter of each year the Safety Walk Schedule for the following year shall be prepared by HSESM for Chiefs, Group Managers, Managers, Section Heads, Contractor’s Management and communicate for their review and feedback of the schedule. **Supervisors and engineers to schedule their walks in coordination with their Department Manager.** Ensure Safety theme of month is included in the schedule.
- After consent from concerned management and contractors, the Annual Safety Walk Program shall be approved by the Chief HSEQ Officer and distributed to the management through email.

  	PROCEDURE FOR SAFETY WALK	Procedure No.	PR-PSS-112
		Revision	01
		Date	11-03-2020
		Page No.	Page 9 of 12

- Management is responsible to follow the approved Safety Walk annual plan and perform.
- HSESM shall ensure Contractor Management is included in Safety Walk by management as per the area they operate.
- HSESM shall ensure all the concerned individuals are trained in the Safety Walk process.
- **The Safety Walks shall be done with a minimum of 2 people “Buddy Walk” at all levels:** The chief, operator and contractor management can go together. Similarly, field supervisors can go with operators, and contractor management etc.,
- Process area HSE observation cards (Appendix – 03) shall be used as guidance in category 1 areas while non-process area HSE observation cards (Appendix – 04) shall be used in categories 2 and 3 as per the area classification (section 8.1.1).
- The Safety Walk should be scheduled for an hour and ideally it shall take 30-45 minutes. Management should aim for 2-3 high quality interactions. However, one will suffice if it is deep and high quality.
- The aim is not to crowd out the contractors and operators. The focus needs to be on highlighting potential for "Unsafe Acts" and means to avoid them, rather than coming up with a list of "Unsafe Conditions".
- Immediate corrective actions should always be considered, however if additional preventative actions are required, then the safety observation shall be entered in SAP.
- It is not acceptable to use generic plant areas such as Ethylene or LLDPE, the designation needs to be specific (sub area) to avoid confusion or wasted time.
- The management shall act as a guest when visiting the workplace, instead of acting as an auditor.
- Management shall ensure to resolve one problem at least at site.
- Management will focus on monthly theme subject in areas where inherent risk is high based on the facility’s significant Environmental, Health and Safety impacts, and previous Safety Walks findings.

8.2. PROCESS

- Begin safety walk process with introduction, Go See, Ask ‘What’ then ‘Why’, Show Respect;
- Two Way Dialogue to remove barriers –Make sure you always listen to the employees who are working in the area. Let them vent and get everything out that they want to say.
- Provide positive comments on control measures that are maintained for process hazards
- Discuss each deviation,
 - Potential Consequences of deviations
 - How they can be avoided
- Record Summary Information (locally on a notepad or HSE observation cards)
- Continue safety walk to cover defined area
- Gain agreement on deviations and mitigation.
- Say Thanks, Reward and Appreciate employees.
- Record Safety walk in SAP along with any safety observations, near misses or incidents not resolved during the walk (if applicable).

  	PROCEDURE FOR SAFETY WALK	Procedure No.	PR-PSS-112
		Revision	01
		Date	11-03-2020
		Page No.	Page 10 of 12

8.2.1. Critical Success Factors (Do's / Don'ts)

- Build and maintain trust with the employee you are interacting with.
- Show Respect – When walking through an area, respect the employees who are working. Let them know why you are there and ask if they have any input. Keep in mind, however, that they are the experts in their field, so make sure to show appreciation and accept what they are saying.
- Think before you interact. Think about the greatest risks and be prepared to discuss with employees.
- Ensure Safety Theme of the month is focused and prioritized during the walk.
- Focus on process safety, but don't forget workplace safety.
- Go beyond the obvious and try to avoid trivial conversations.
- Use your peripheral vision to see all aspects of the work being observed.
- Judge the situation not the person.
- Intervene if the person is in danger but do it carefully. Never increase the safety risk by intervening inappropriately.
- If there is an Unsafe Act in process, question the employee and ask why. There may be other factors outside the employees control adding a negative influence. Try and come to a joint solution.
- Question for understanding, try to avoid "telling mode".
- For repeat infringements, detail these in SAP, and be prepared to discuss these with employee / contractor supervisor.

8.3. PERFORMANCE AND MANAGEMENT REVIEW:

Before the 1st of every quarter, analysis of all the safety observations, near misses, incidents and safety walk area in the previous quarter shall be carried out by HSESM to identify common issues or causes of high learning value area wise. The results of this analysis shall be presented by HSESM to all Chiefs and Group Managers in a HSEQ Committee review meeting.

The report shall include the following:

- Number of Safety Walk Planned Verses Actual
- Number of open/overdue actions from Safety Walk.
- Safety Walk Analysis of findings or causes of high learning value and common issues and causes.
- Status of recommended actions of the Safety Walk Analysis
- Number of High Potential findings identified, investigated and circulated as REX. (Lesson Learnt)
- Safety walk Training status report.

  	PROCEDURE FOR SAFETY WALK	Procedure No.	PR-PSS-112
		Revision	01
		Date	11-03-2020
		Page No.	Page 11 of 12

- After completion of the review, HSESM shall ensure recommendations are made to improve common causes and concerns. Responsibilities shall be assigned to the owner, and target date set to implement the recommendations. On a monthly basis, status report shall be circulated to all Chiefs and Group Managers that includes all the recommendations of the Safety Walk Analysis until all action items are corrected.
- HSESM shall record minutes of meeting
- Document and circulate approved minutes of meeting to all concerned owners

8.4. TRAINING:

- Individuals conducting Safety Walk to be trained in Safety Walk and hazard identification, hazard classification, reporting and follow-up.
- Basic risk awareness training and training on this procedure meet the minimum training requirements for conducting Safety Walk.
- HSESM shall ensure all the individuals who are responsible to conduct Safety walk have been trained. Maintain the training records of all the individuals and report the training record details in the meeting.

9. RECORDS

#	Document / Record ID	Document / Record name	Responsible department or section
1	PR-PSS-110	SAP EHSM observations	HSESM

10. APPENDIX

10.1 Service Level Definition

#	Service	Service level	Service provider	Service customer
1	NA	NA	NA	NA

10.2 Appendix - 1: Category wise area



Cate wise Area

10.3 Appendix - 2: Frequency of Safety walk

Management	Minimum Number of Safety walk
MD & CEO	Monthly
Chief & Managers, Section Heads - Operational	Monthly
Chief and Managers, Section Heads - Non- Operational	4*
Quality Manager (QM)	4*
Engineers and Supervisors	Twice a Month
Contractor Management	Monthly

10.4 Appendix – 3: Process Area HSE Observation Card



Process HSE Obs
Card

10.5 Appendix – 4: Non-Process Area HSE Observation Card



Non Process HSE
Obs Card