



分享成果·共創職安健 (1)

Sharing the Best OSH Practices



2004

引言

一年一度的香港職業安全健康大獎分享會暨頒獎典禮已於6月16日成功舉行，各項大獎包括安全管理制度、安全科技成就、安全改善項目及宣傳推廣的得主已順利產生。本期通訊特別邀請了各安全管理制度大獎包括建造業組別及其他行業組別的金獎得主，分享在實踐職業安全健康方面的寶貴經驗，讓各行各業機構可標準借鑑，持續改善工作場所的安全及健康水平。而下一期將續邀請安全科技成就大獎、安全改善項目大獎及宣傳推廣大獎之金獎得主機構與我們分享經驗和心得。

Introduction

Hong Kong Occupational Safety and Health Award Forum and Award Presentation Ceremony was successfully held on 16 June 2004. All awards including Safety Management System, Safety Technological Achievement, Safety Enhancement Program and Safety Promotion were announced. Gold Award winners of Safety Management System were invited to share their valuable experience in this issue of OSH Link. All trades can benchmark the successful experiences to improve the safety and health standards at workplace. The rest of Gold Award winners will also be invited to share their valuable experiences in next issue.



屢獲殊榮 再創高峰

金門奪安全管理大獎 Safety Matters at Gammon

金門建築乃香港及東南亞一間首屈一指的建造服務供應商。自八十年代起，金門建築已致力追求卓越的安全及健康表現。金門極為重視員工、判別商、客戶及公眾的安全及健康。由於在實施安全管理制度方面成就傑出，金門於2003年及2004年連續兩年成為「香港職業安全健康大獎」比賽中之建造業組別 - 「安全管理制度大獎」金獎得主。

Gammon Construction, a leading supplier of construction services in Hong Kong and South East Asia, has been dedicated to the pursuit of excellence in health and safety since the 1980s. Gammon places the highest priority on the health and safety of its workforce, subcontractors, clients and the public, and was the recipient of the Safety Management System Award (part of the Hong Kong Occupational Health and Safety Awards) in 2003 and 2004, for its outstanding achievements in implementing sound safety management systems.

金門建築有限公司董事施萬富先生表示，金門早在八十年代時已開始借鑒英國所採用之系統，於香港率先發展安全管理制度，可謂開當時之先河。金門以英國的系統作為藍本，其後融合了政府訂定的安全法例，發展出一套安全管理制度。經過二十多年時間，金門的安全管理制度在架構及內容上已趨完善。金門更因其在安全方面的卓越表現，於2002年榮獲 OHSAS 18001 (職業安全管理系統) 認證。

金門安全管理制度的特點，在於將環保及安全融合於同一管理系統及制度內，並由安全環保行動委員會負責監管及檢討其成效。該委員會專責制定各項有關健康、安全及環保的政策、指引及策略。任何涉及安全管理之建議將首先在委員會上討論，經達成決議後才付諸行動，結果使整個系統得以持續發展。

施萬富先生表示，金門並不希望賺取利潤的同時，而令員工意外受傷。由於金門一貫重視安全及健康，高級管理層總是將安全及健康事宜置於首位。每個月公司 45 名註冊安全主任都會開會討論安全事項，並向管理層提出相關建議。管理層議決的任何政策，亦將傳達至下層員工，由他們來加以落實及跟進。



施萬富先生 Mr. Smyth

"Gammon pioneered the development of safety management systems in Hong Kong in the 1980s, based on systems used in the United Kingdom" explained Mr. Derek V. Smyth, director of Gammon. Using the UK framework as a starting point, together with later consolidation of government safety regulations, Gammon has spent the last two decades developing a well-organised safety management system. A culture of continuous improvement ensures that both the structure and content of Gammon's safety systems advance year on year. In 2002, Gammon received recognition of its outstanding safety achievements by obtaining OHSAS 18001 certification.

A unique feature of Gammon's safety management system is that it consolidates both environmental and safety issues into one management system, overseen by the Safety Environment Action Committee. This committee designs policies, directives and strategies for health, safety and environment issues, and reports to directorate level. Any proposed changes to the management system are first discussed and agreed by the committee, resulting in ongoing and consistent development of the system.

"Gammon does not believe in risking injury or harm to its workforce in order to increase profits" stated Mr. Smyth. Gammon takes its health and safety responsibilities seriously and Gammon's top management team puts a high priority on these issues. Forty five registered safety officers meet every

month to assess safety issues and make recommendations to management level. Changes agreed by management are then communicated to project staff along with targets for reinforcement.

Gammon is so committed to safety that they have appointed a safety and environment director whose

金門對安全事宜向來一絲不苟，並設立安全及環保董事一職。該名董事除專責處理相關事項外，更為做好安全工作而爭取財務支援。作為一間具有社會責任的建造承辦商，金門願意投入財政資源做好安全工作。

金門設定了為期三年的 8 個目標，藉以監察公司在健安環方面的表現。這些目標包括：減低意外事故發生率、遵從安全法規的表現、工作間整潔、工地衛生、遵從環保法規的表現及交通安全等。

於 2003 年，金門與職業安全健康局及清華大學，在香港聯手進行了一項有關安全氣候的調查。該調查訪問了金門 5000 名來自不同階層的員工(包括分判商)，了解他們對安全的價值、行為及態度。之後，更建議研究對個人的安全行為特徵作出量度及分析，以便找出安全態度與個人行為之間的關係。

該調查的其中一項結果發現，各承判商的前線員工具備的安全意識，較其管理層為佳。針對這一點，金門於 2003 年在金門學院推出新課程，為承判商的管理層提供安全訓練課程，結果金門員工及分判商的受訓機會均提高了 50%。

由於金門將 70% 的工程外判，金門意識到要保持既有的安全及健康水準，培訓及教導分判商的管理層極之重要。因此，為加強他們對安全的了解及認識，金門於投標進行前，必先評估分判商的安全表現。安全表現欠佳的分判商中標的機會將較低。

task is to assess requirements and allocate the necessary resources and financial support. As a socially aware construction contractor, Gammon are willing to invest the financial resources necessary to ensure the safety of their workforce.

Eight principle targets are used to monitor Gammon's health, safety and environment performance on a three-year basis. These targets include accident incident rates, FIU compliance, house keeping compliance, workplace hygiene, environmental compliance and traffic issues.

Last year, Gammon commissioned a safety climate survey in Hong Kong, which was conducted jointly by the Occupational Health and Safety Council, and Tsinghua University. The survey assessed 5000 personnel from different levels of Gammon's workforce (including subcontractors), to examine their values, behaviour and attitudes towards safety. A proposed study will measure and analyse individuals' behaviour with regard to safety as well as investigating the link between general attitudes towards safety and individual behaviour.

One of the conclusions of the 2003 survey was that the subcontractors' frontline workers were much more aware of safety issues than their managers. In response to this, Gammon launched new courses in the Gammon Academy in January 2003 to provide training programmes for subcontractors management. This has resulted in a 50% increase in training opportunities both for Gammon staff and subcontractors.

Since 70% of Gammon's work is contracted out, Gammon is aware that in order to maintain consistently high health and safety standards, the training and education of subcontractors managers is very important. Therefore, in an attempt to encourage the subcontractors managers to increase their understanding and awareness of safety issues, Gammon assesses the safety performance of the subcontractors prior to awarding tenders. Subcontractors who receive a low safety performance ranking will be less likely to be awarded future contracts.

於2004年3月，金門成立了3個新的「員工註冊中心」。除了具備基本的註冊功能外，中心為配合前線員工的需要，亦提供半日強制性安全訓練課程。

金門亦推行「員工受傷危機管理計劃」，為員工提供更佳的醫療服務。任何員工一旦受傷，他們須到金門指定的其中一位醫生就診，此舉旨在使員工得到更恰當的醫療服務。此外，安全主任亦會跟進受傷個案。在適當的情況下，金門亦鼓勵受傷員工參加「提早復工計劃」。該計劃旨在使他們早日復工，但只從事體力所及的工作。一旦員工的健康完全康復，他們即可回到原先的工作崗位。據施萬富先生表示，計劃將每宗意外的成本減低了50%，亦大大降低了保險成本。

於2004年初，金門更設立一個安全創新中心，為安全、生產及設計隊伍構思意念提供一個渠道，務求改善公司整體安全及健康表現。

金門並無就此滿足，仍然透過不斷創新及改進，致力建立卓越的安全管理制度。近來年，金門將以嶄新的資訊科技平台，管理企業資源規劃，當中包括安全及健康事宜。該資訊科技平台將使安全主任更易於分析意外相關數據，匯報險生事故，以及與其他45位成員溝通，並搜集有關安全、健康及環保的資料，作進一步研究。

In March 2004, Gammon established three new Workers' Registration Centres. In addition to their basic function as a registration facility, these Centres provide compulsory half-day practical safety training courses, tailored to the needs of Gammon's frontline workers.

Gammon has also launched a Workers' Injury Risk Management Program to provide better medical care for the workforce. If any worker is injured, they are required to consult one of Gammon's panel of doctors to ensure that they receive appropriate medical treatment. Safety Officers then provide follow up support. Where appropriate, workers are encouraged to take part in the Early Return to Work Program - a scheme which enables workers who have been injured to return to work early to perform tasks designed to suit their ability. Once a full recovery has been made, workers resume their original role. According to Mr. Smyth, implementation of this program has reduced the cost of every accident by 50% and has also significantly lowered insurance costs.

In early 2004, Gammon introduced a Safety Innovation Centre to provide a platform for the safety, production and design teams to generate innovative ideas and improve overall health, and safety performance.

Gammon continues to strive for excellence in health and safety management through innovation and development of safety systems. In the coming year, Gammon will use a new IT platform to manage business resource planning, including health and safety. This new platform will enable safety officers to analyse accident-related statistics, report near-miss incidences, communicate with other members of the 45-strong team, and access information and research on health, safety and environment issues.

埃克森美孚香港 ExxonMobil Hong Kong Ltd

上下一心推展安全管理 自我完善務求精益求精

United to Pursue Excellence in Safety Management

自九十年代以來，埃克森美孚公司經已在全球各關聯公司推行安全管理制度，致力建立一套穩定及標準化的系統來保障寶貴的人力資源。經過十多年的發展，埃克森美孚香港有限公司(下稱：埃克森美孚香港)於2004年首次參加由職業安全健康局與勞工處聯同10間機構舉辦的「香港職業安全健康大獎」，更榮獲其他行業組別之「安全管理制度大獎」金獎，成果受到社會一致肯定。

究竟建立及維持高水準的安全管理制度，有何成功的秘訣？埃克森美孚香港青衣油庫經理陳德生先生謙虛地表示，無人敢自誇自己的系統十全十美，不過埃克森美孚香港的安全管理制度具有持續完善的設計，是其獨特之處。

埃克森美孚香港的安全管理制度，稱為「完整操作管理系統」，融合安全健康及環保訴求。該系統包含



陳德生先生 Mr. Chan Tak-sang

11項元素，每一元素由範疇及目標、過程及程序、責任及資源、稽查及衡量、回饋及更新5部分組成。每一元素均由其他系統加以配合，但又自成一個體系，同樣由上述5部分組成，並由一名系統主管負責整體運作，確保達致安全及健康承諾。

陳先生表示，整個系統經已涵蓋法例所訂定的14項安全管理元素。此外，系統最關鍵是每年年底進行的回饋及更新，屆時將總結一年內在安全管理上的完善及不足之處，然後據此對整個系統作出改進，起到不斷自我完善的作用。

Since the 1990s, ExxonMobil and its affiliated companies have launched their Safety Management System around the world in an attempt to establish a stable and standardized system to safeguard their valuable human resources. After more than 10 years of development, ExxonMobil Hong Kong Limited (EMHK) took the opportunity to participate in its first competition in the Hong Kong Occupational Safety and Health Award in 2004 and received the Gold Award in Safety Management System among the category of other industries. The OSH Award was jointly organised by the Occupational Health and Safety Council, the Labour Department and ten other organisations.

What is the secret of successfully implementing and maintaining such an excellent Safety Management System? "No one would claim their own system as being perfect. However, EMHK's Safety Management System is unique in that it possesses a continuous improving capability," said Mr. Chan Tak-sang, Manager of HK/PRC Terminal Operations of EMHK.

EMHK's Safety Management System - the Operations Integrity Management System (OIMS) - merges safety, health and environmental issues into one system. The system is divided into 11 elements, each of which comprises 5 parts: scope and objectives, system procedures, responsible and accountable resources, verification and measurement, and feedback mechanisms. Every element works as an individual system, but is also integrated with other systems. System Owners make sure that the overall process runs well and attains the commitment of health and safety.

"The OIMS covers all 14 elements of the safety management system, as laid down by the legislative requirement," Mr Chan said. "Most importantly, the system has feedback mechanisms that assess the performance of the whole system at the end of every year. This then leads to continuous improvements to the system when and where necessary."

系統的自我完善能力，主要體現在兩個層次。先透過每月的安全委員會會議，會上管理層與前線工作人員會討論有關安全工作的建議。而會議亦規定須至少有全體百分之五十的委員參加，以確保會議有效發揮作用。此外，每半年召開一次稽查委員會會議，屆時各系統的主管將聚首一堂，核查安全系統進行的狀況，以及根據安全委員會建議落實需要改良的地方。

陳先生表示，良好的安全管理制度能為公司帶來極大效益。過往5年以來，埃克森美孚香港的安全紀錄一直良好，現已累積6百萬無意外工時紀錄。埃克森美孚香港對「工傷」的定義較現時法例所介定的「應呈報工傷」更嚴謹，凡因工受傷而需缺勤一天即列為工傷。如果考慮到這一點，便了解這項紀錄著實得來不易。此外，對於受傷較輕微者(例如不小心給紙張割傷)，雖不列作工傷，但仍需紀錄在案。埃克森美孚香港還設立「限制性工傷事故」一項，指員工受傷後如果不能履行原來的工作，需調往另一合適的崗位，直至康復為止。這亦須作記錄。

他指出埃克森美孚香港每月均須將工傷統計數據呈報給亞太區總部；每年亦須將一年的統計數據呈報給總公司，由總公司監察全球各分關聯公司的安全表現，務求將安全管理做到最好。自今年8月起，埃克森美孚香港更鼓勵員工報告發生危險但沒有造成傷亡的險生事故。因為研究顯示，在一宗工傷意外發生前，往往發生過許多次險生事故，故此及早報告，將有助採取措施防患於未然。

做好安全管理工作，對員工的士氣是極大鼓舞。陳先生表示，至少員工每天均能安心工作，放心回家，因為他們知道公司致力為員工提供一個安全的工作環境。此外，員工對管理層亦信心十足，知道他們提出的各項安全意見，管理層均會認真考慮及研究；員工所提出的每項建議，即使不獲採納亦會作出回應。由於上述原因，員工均踴躍提出意見，在一年間便累積百多個安全建議。

為加強員工的安全意識，埃克森美孚香港將員工分成若干小組，在此分組的基礎上，設立一套獎罰制度。譬如在安全巡查時，如果發現員工沒有做好安全措施，除了他本人會被扣分外，所屬的組員也被

The system's self-improving capability functions at two levels. Firstly, the management and frontline workers meet every month to discuss safety issues at the SHES Working Committee Meeting. To ensure the effectiveness of the meetings, it is required that at least 50% of committee members attend. Secondly, System Owners representing each system meet every half year to review the performance of the OIMS and make sure that improvements have been made in line with the Safety Committee's decisions.

"A good Safety Management System benefits the company as a whole," said Mr Chan. Over the past 5 years, EMHK has kept an excellent safety performance record, accumulating 6 million accident-free man-hours. At EMHK, one day's leave due to work injury is counted as loss time injury; a stricter definition than that used in current legal requirement. It is clear that EMHK has devoted a tremendous effort to safety management in order to maintain such an excellent safety performance record.

Complete records are also kept for minor injuries (such as a finger cut injury by paper) even though these do not officially count as an incident. Furthermore, EMHK has an incident category "Restricted Work Injury" which allows an injured employee to perform minor tasks at first, until their health enables them to resume their normal role. Records are also kept for this system.

Each month, EMHK reports SHE statistics to the Head Office of Asia Pacific Region. In addition, EMHK reports annual SHE statistics to the ExxonMobil headquarters. The top safety management team uses these statistics to monitor the overall safety performance of all affiliated companies around the world to ensure that each one has shown their dedication to safety management.

Beginning in August this year, EMHK started to encourage employees to report near-miss incidents. "As studies show, many near-miss incidents take place prior to a serious accident. Reporting every near-miss incident will enable us to prevent serious accidents from occurring," said Mr. Chan.

A good safety performance record improves employee morale. "Employees know they can work safely and go home joyfully, because the company devotes itself to providing a safe working environment for them. Moreover, employees have confidence in

扣除一半的分數。陳先生表示，這樣便形成一種團體壓力，促使每個員工遵守安全規例及措施。

相反，如果員工的安全建議獲得公司接納，他本人及其組員均將獲得加分。於每年的安全晚宴上，積分最高的一組將會獲頒發獎品，以示對他們努力的鼓勵。

為進一步提升安全意識的層次，埃克森美孚香港於2002年7月推行以「行為為本」的安全措施。陳先生解釋，除了常規的安全管理系統外，如果能將安全意識建立在員工的日常行為上，使之變成一種習慣，成效將更為顯著及持久。故此，埃克森美孚香港引入此計劃，希望百尺竿頭，更進一步。

至於如何培養安全行為習慣，他指出主要是透過員工之間互相監察。方法是假若兩名員工一道工作，當中一人便會觀察同伴有否做足安全措施，再以不記名方式填表向上級反映。目的是透過同一層次的互相監察，而非透過管理層由上而下的高壓，促進員工互相學習及改進，從而培養良好的安全工作習慣。

陳先生表示，根據經驗推行該項新措施時，預計有一定的阻力，但經管理層周詳安排及介紹加上長久以來員工與管理層已建立互信關係，故實行時員工亦樂於接受。

由此可見，埃克森美孚香港的安全管理制度，是建基在人性化的前提上。加上管理層及員工的共同推動及堅持，才得以建立高水準的安全文化。目前，埃克森美孚香港更定下「沒有一人受傷」的目標，期望將安全文化推向更高層次。



their management because they know that the management will consider their safety suggestions seriously. As a result, a hundred more of safety suggestions were received last year," said Mr. Chan.

To further improve safety awareness, EMHK divides employees into groups and has developed a reward and punishment system on a group basis. For example, if an employee is found to have failed to comply with safety measures during inspection, points will be deducted from his record, and those of his fellow group members. As a result, peer pressure encourages every member of the group to comply with safety regulations and procedures.

On the other hand, if the company accepts a safety suggestion made by an employee, he and his fellow group members will be awarded points. To further recognise employees' contributions, the group with the highest points at the end of the year will be rewarded at the annual Safety Dinner.

EMHK has also launched a behaviour-based safety system since July 2002, in an attempt to build safety habits among employees. "In addition to a well organized Safety Management System, ensuring the highest level of safety requires that employees adopt safety awareness as part of their routine habits," added Mr. Chan.

Mr. Chan pointed out that safety habits can be established via mutual inspection among employees, using a simple method. When two employees work together, one will monitor the other to check that his partner complies with all the safety measures required. He then anonymously reports his observations. "This encourages employees to learn from each other and develop safety habits," said Mr. Chan.

Past experience has shown that it is usually difficult to implement such a safety system. However, in this case, as the management has already built up strong mutual trust with employees, the system has been easily accepted.

It is clear that EMHK's Safety Management System puts human considerations first. With dedication from both management and employees, EMHK has achieved a top class safety culture. Additionally, EMHK is committed to drive occupational illness and incidents to zero and to strive for the vision of "Nobody Gets Hurt" in order to further strengthen the safety culture.

Activities for Members

Study Mission is one of the effective ways of benchmarking. To provide opportunities on understanding the implementation of OSH best practices. The Green Cross Group will organize two benchmarking visits in January and February 2005 respectively and welcome your active participation.

1. Visit to ExxonMobil Hong Kong Limited

ExxonMobil Hong Kong Limited (EMHK) is committed to run business in a manner that protects the safety and health of her employees, contractors' workers, customers and the publics. She also strives for the vision of 'Nobody Gets Hurt'. Over the past 5 years, EMHK has kept an excellent safety performance record, accumulating 6 million accident-free man-hours, by way of her Operations Integrity Management System. Besides, EMHK has also launched a behaviour-based safety system since 2002, in an attempt to build safety habits among employees. Please don't hesitate to join this visit for experience sharing.

Date : 21 January 2005 (Friday) Time : 2:00 pm - 5:00pm
Nominal Fee : \$50 (including transportation fee and insurance premium) Quotas: 25

2. Visit to Airport Authority Hong Kong

Hong Kong International Airport is one of the busiest airports in the world. Electric shocks as a result of lightning storms are a common hassle to people working in open areas of the airport. Thus the Airport Authority Hong Kong (AAHK) designed and implemented a Precision Lightning Warning System with aircraft earthing receptacles to enhance safety measures to protect the workers. This visit will introduce you more details of this warning system and benchmark good practice of AAHK on management of contractors in respect of safety at work.

Date : 25 February 2005 (Friday) Time : 2:00 pm - 5:00 pm
Nominal Fee : \$50 (including transportation fee and insurance premium) Quotas: 20

Interested members can fill in the following enrolment form:

Enrolment Form

Please fax to 2739 9779 before 22 Dec 2004

Please in appropriate :
 Visit to ExxonMobil Hong Kong Limited (21 January 2005)
 Visit to Airport Authority Hong Kong (25 February 2005)

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