



CHALLENGE

HOW TO ENSURE HSSE COMPLIANCE AND REACH GOAL ZERO ACCIDENT ON A CONSTRUCTION PROJECT



HSSE Management System



Artelia International has developed a systematic approach to HSSE Management to ensure compliance with the law and achieve continuous performance improvement. Designed to follow the life cycle of a project, the HSSE management system is robust and has been built to reach the Goal Zero Accident objective set by our client.

The Business Challenge

A major oil company, Shell, has commissioned Artelia International for the construction project management of its fuel retail business. Shell has a most stringent safety objective called Goal Zero, the aim of which is to ensure that no one will get hurt on any of its sites. One of the key challenges is to ensure that this Goal Zero message reaches all on-site workers.

As Artelia is a company that has developed its own, complete ISO-certified management system, our challenge was to combine the client's HSSE standards with our company guidelines so as to ensure a comprehensive final system for our day-to-day activities, both for our employees and our contractors.

The Artelia Solution

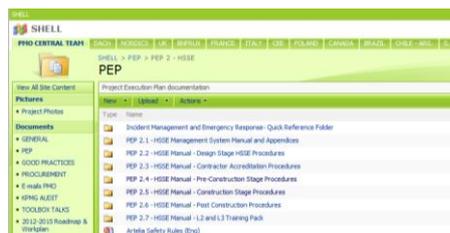
Artelia developed a Health, Safety, Security and Environmental Management System (HSSE MS) to give guidance and instruction on the procedures to be operated on behalf of Shell for its Retail Network programme contracts with Artelia. The system has been developed to ensure it is in compliance with both Shell's Global HSSE MS and Artelia's HSSE MS, and identifies accountability for its implementation as well as corporate accountability through the Project Director.

Processes and Procedures

In order to ensure consistent quality during major multi-site projects, we developed a "Project Execution Plan" (hereafter PEP) in close collaboration with our client.

The main purpose of the PEP is to provide a clear, step-by-step guide to the requirements and standard procedures that are implemented for a project. It gives guidance for its various participants so as for them to perform their tasks in a safe, cost-effective and timely manner and with a high level of quality.

These procedures must be applied by all stakeholders who have responsibility as part of the contract (Client, Artelia, Contractors and Suppliers) to ensure that compliance is achieved.



A specific section of the PEP is dedicated to HSSE and is composed of 7 elements following the project life cycle from the design stage to post-construction stage.

Our project HSSE Management System includes this PEP, together with the HSSE MS Manual and the training packs for our operational teams and contractors.

The Artelia PEP is a live document that is reviewed at different occasions: annually; in the event of a major incident; further to any relevant technical advances within Shell, Artelia or the industry; and upon client request.

Management System Training & Communication

To ensure that standards and expectations are understood, all Artelia personnel involved in the project are trained in the HSSE section of the PEP to ensure their understanding of the requirements, including the specific HSSE tools to be used throughout projects.

At Artelia, Go for Zero- "no harm to people and no significant incidents" - is the top priority during all project phases.

In order to achieve it, the Group ensures that its staff and its contractors have the appropriate skills to conduct a project safely, thanks to the training sessions and the control of proper implementation of the system on site.

Artelia demonstrates its leadership of HSSE to all stakeholders involved in this project through the communication of the HSSE MS by:

- ensuring all relevant parties are made aware of and have access to the HSSE MS,
 - ensuring roles, responsibilities, authorities and accountabilities are known and exercised,
 - promoting Shell’s Golden Rules and the Life Saving Rules,
 - setting HSSE performance targets in line with Shell’s KPI’s,
 - ensuring all project meetings incorporate HSSE at the beginning of the meeting,
 - ensuring outstanding HSSE performance is recognised and rewarded at all levels,
 - building continuous improvement into the HSSE MS,
 - actively participating in Shell’s Contractor Safety Councils and Safety Days,
 - evaluating performance and sharing any lessons learnt,
 - ensuring serious incidents are reviewed at Project Director level within the company,
 - sharing information from incidents through safety alerts.
- implementation of Daily Start Work Discussions organised by the Site Supervisor in order to review the scope of work and Job Hazard Analysis with workers,
 - organisation of a twice-a-year “Local Contractor Safety Council” (LCSC) in each country together with our contractors in order to mobilize everyone around our Safety objectives. These LCSCs are driven globally by Area Contractor Safety Councils so as to standardise the approach,
 - organisation of Quarterly Contractor meetings, followed by monthly calls in order to track the action plan. These meetings allow for Artelia and the Contractors to work on dedicated subjects: e.g. review of LOTO procedure, implementation plan of a new client procedure, lessons learnt exchanges, etc.
 - nomination of one Safety Champion per market to conduct site visit, Talk Not Tick with front line workers and exchange best practices (cross fertilise audits);
 - introduction of an individual log book, in addition of the Safety Passport, to be able to check competencies of workers on site.

HSSE Management and Leadership

Last but not least, HSSE is managed at global, regional, country and site levels. There is a fully dedicated HSSE team made up of the Global HSSE Manager, regional HSSE Managers, Site Supervisors and Safety Champions. The HSSE duties are shared throughout the organization, from Project Director level to Market, Country and Project Managers.

Outcome and Key Benefits

Go for Zero is about more than just counting the number of days between injuries. It is about making safety personal and changing behaviours. At Artelia, all stakeholders of the project set their own personal commitments to safety on a yearly basis.

Throughout the year, they are invited to share their accomplishments in terms of behavioural safety via interviews for the Artelia Shell Newsletter, during kick-off meetings and annual appraisals.

Finally, by involving every stakeholder of a project in our HSSE targets, Artelia has drastically increased the safety culture of its leadership and operational teams, while taking on board its main contractors.

In 2013, driven by Artelia International, the Artelia Group organised its first Safety Week in more than 40 countries around the globe. This event was a real success and takes place every year now!

Implementation and Continuous Improvement

Among the tools (Learning From Incidents, Last Minute Risk Assessment, Tool Box Talk, Talk Not Tick, Time Out, etc.) and procedures from the PEP, Artelia has deployed a series of measures which are detailed hereafter but not limited to:

- a training programme for Project Managers,
- training and implementation of our client “Permit to Work System”,
- nomination of a full-time Site Supervisor (after a 3-day internal training course) fully dedicated to HSSE on site, in addition to the local regulatory safety advisor,

Furthermore, Artelia Project Managers and Construction Managers pass the nationally recognised Site Supervisor training course in the country in which they are working.

Where there is no nationally recognised Site Supervision training available, they are trained in site expectations and construction standards via Artelia’s in-house training programme. Sub-contractors are trained on site through a “Safety Passport Programme”.

