



MASE/FRANCE CHIMIE

Common Reference Guide

MASE -ASSO.FR

**FRANCE
CHIMIE**

MASE
AMÉLIORER LA PERFORMANCE SSE

The image features a white background with abstract, flowing shapes in blue and green. A large blue shape occupies the lower half, with a green shape above it and another green shape to its right. The shapes are separated by thin white lines, creating a sense of movement and depth.

Together for safety, health and environment

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INTRODUCTION

The MASE/France-Chimie common system is an initiative set up by French companies, the aim of which is to offer the simplest and most effective improvement process possible, regardless of business or industrial sector.

Its main purpose is to assist members to:

- improve Health and Safety in the workplace, respecting the Environment (HSE), through a management system appropriate to the company,
- organise themselves better and communicate better, while improving employee working conditions,
- introduce a common language enabling company-wide improvement,
- manage risk resulting from joint activity (User Company - Supplier Companies) particularly for sites with manufacturing processes.

The Company Safety Improvement Manual (MASE) contains a description of the certification process, a reference guide, advice and a glossary.

The reference guide is a set of requirements allowing employers to structure their HSE management process into 5 distinct areas.

Member companies implement an HSE management system that ensures the best protection for their employees.

This new version of the manual is the result of a continual improvement process which also retains the original guiding principles (pragmatism, operational and regulatory control).

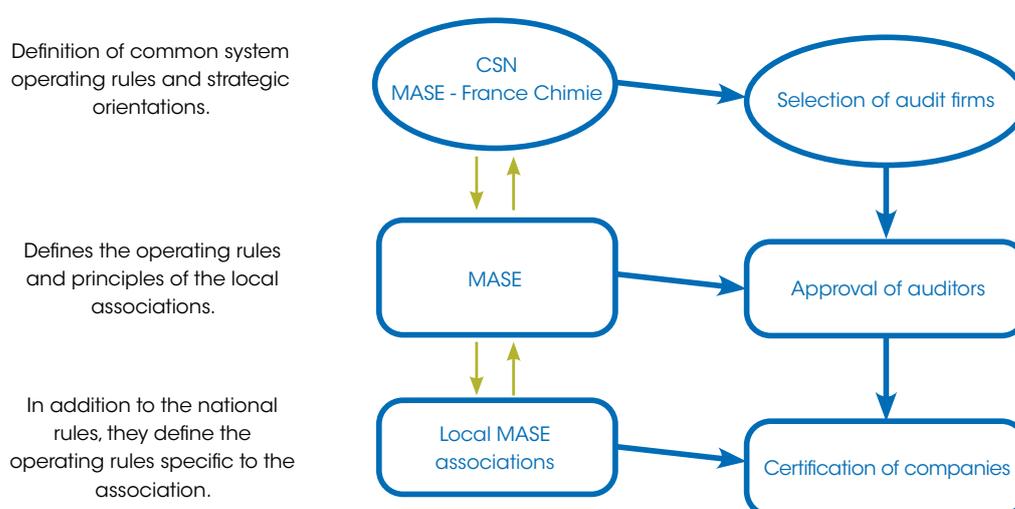
The purpose of the updated version is to allow better appropriation by members.



The MASE/France-Chimie common system functions through:

- A National Strategy Committee (CSN)
- Local and national associations (the local format gives all members the opportunity to get involved in managing and deploying the values associated with the MASE/France-Chimie common system.)
- Audit firms

Diagram illustrating functioning and relations between the bodies of the MASE/France-Chimie common system



The manual is organised as follows:

- The certification process,
- The reference guide (requirements and assessments) covers 5 areas:
 - Commitments of company management,
 - Professional skills and qualifications,
 - Organisation of work,
 - Effectiveness of the management system,
 - Continual improvement.
- Glossary

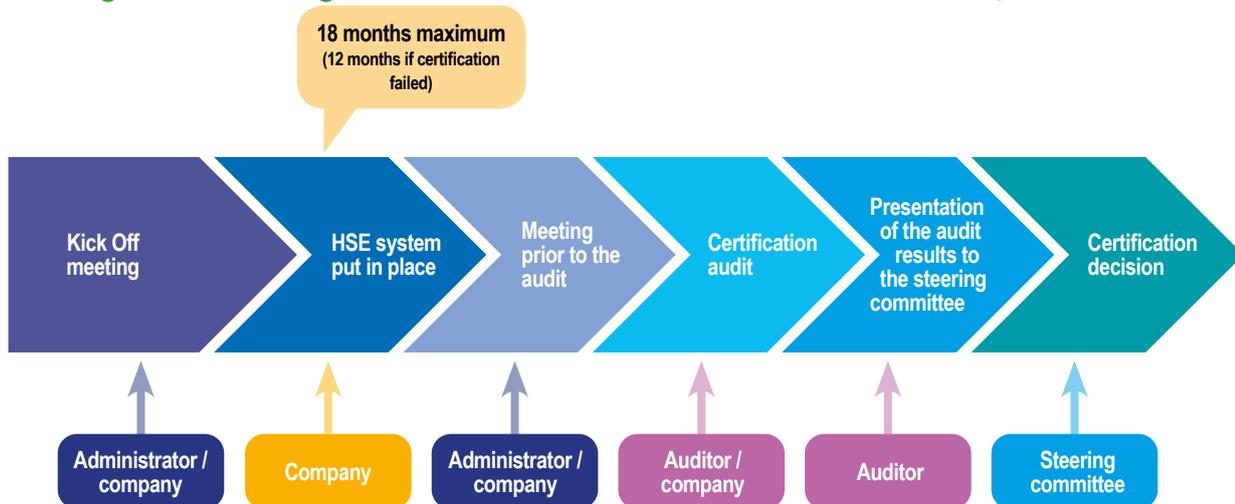
This manual sets out the rules, advices, decision-making tools and definitions which can be used concurrently to deploy a simple and effective management system that places people at the centre of HSE risk prevention.

CERTIFICATION PROCESS

The MASE/France-Chimie common system leads to certification and is therefore also a system of recognition.

The operating procedures shown on the website are briefly detailed below.

Diagram of the stages involved in MASE/France-Chimie common system certification



1 • Certification audit

The conditions under which the audit is conducted are specified in «Inter MASE» procedures No. 5 «Certification protocol of a supplier company».

The company applying for certification contacts a third-party body approved by the National Strategy Committee (CSN) to conduct a certification audit designed to objectively assess compliance with these requirements.

The audit request is presented by the employer to the relevant MASE local association. The employer is the natural person representing the company audited.

The certification audit will only be conducted if the company complies with the conditions stipulated by the associations (ethical rules, membership, etc.).

The initial audit is used to check that the requirements of the reference guide have been put in place and applied.

The renewal audit focuses more on application of the system, its improvement, its effectiveness and its appropriation by the various players on the ground.

2 • The audit process

2.1 Preparation of the certification audit

- The certification perimeter and scope (facilities, activities) are communicated by the employer to the administrator. The latter validates the perimeter by checking that it complies with the conditions defined in the «Inter MASE» procedures.

The following points are systematically specified to the administrator:

- the perimeter to be certified,
 - a list of all activities in the perimeter to be certified,
 - the audit period required.
- The employer selects one to two audit firms from the list validated by the CSN. The administrator liaises between the firm selected and the employer.
- The following information is provided at the auditor's request:**
- the HSE manual,
 - the employer account,
 - six-monthly follow-up,
 - the company organisation chart,
 - any other document required to enable efficient preparation.
- The working documents used by the auditor include the audit questionnaire and the report form used to brief the Steering Committee.

2.2 Execution of the certification audit

The certification audit consists of three phases:

- The opening meeting which includes the following points in particular:
 - the auditor assignment,
 - the purpose of the certification audit,
 - presentation of participants,
 - confirmation of the audit plan,
 - selection of ongoing sites, works or services to be audited,
 - etc.
- Observations are formulated through:
 - a review of the company's document resource: examination of documents and records in the resource, the way in which they are used on a daily basis and their consistency in relation to the reference guide,
 - an audit of ongoing sites, works or services with the people implementing them: (to check the effective implementation of rules and procedures, and appropriation of the system by personnel). The audit reveals any nonconformities between the intentions of the employer and actual implementation of the HSE management system,
 - detection of nonconformities with the requirements of the reference guide.
- The closing meeting is a formal process during which the auditor shares/feeds back information to the employer:
 - a general assessment of their effectiveness,
 - strengths,
 - any nonconformities observed which are recorded in nonconformity reports (major, minor) jointly validated by the employer and the auditor,
 - guidance on improvement.

The score awarded to each question in the reference guide is defined according to three types of rating:

- binary (B): the score is 0 or the maximum,
- variable (V): the score is between 0 and the maximum,
- double value (DV): Warning: the registered value of the maximum is doubled only during a renewal audit.

The auditor defines the value (0 to 50) in accordance with the responses provided on the day of the audit. The neutralisation of questions and related points may be permitted by the auditor during the audit following information provided by the audited company. In this case, it must be justified to the steering committee and cannot exceed 30% of the total number of questions.

Neutralisation of an entire section is not permitted.

Documents remain the property of the audited company.

3 • Analysis of audit results and certification

3.1 Audit report

The auditor presents the audit to the steering committee of the relevant MASE local association. It adds value through the provision of additional information.

Both parties debate the following quantitative and qualitative elements:

- presentation of the audit results (scoring, audit overview, nonconformity report(s), etc.)
- the analysis of indicators
- the maturity of the system

The auditor's opinion on certification is always requested by the chair of the steering committee before the steering committee members vote.

The audit report remains the property of the company audited.

3.2 Certification

Following analysis of all the data provided (auditor report, six-monthly follow-up, etc.), the steering committee deliberates and gives its decision on whether or not certification has been successful. Certification is awarded for a period of 1 or 3 years.

«1 year» certification cannot be awarded more than twice consecutively.

A certificate issued by the relevant MASE local association renders the certification official.

Four months before the certification is due to expire, the employer must send their certification renewal request to the administrator of the MASE association.

The list of certified companies can be consulted on the Internet (www.mase-asso.fr) by members using the codes provided when they joined.

MASE consolidates the information provided by local MASE associations and is responsible for managing this list.

MASE/France-Chimie certification does not replace compliance with the legal and contractual requirements companies are subject to.

3.3 Follow-up

The six-monthly follow-up includes:

- information used to establish lagging indicators (frequency rate, severity rate, etc.),

- information used to establish monitoring indicators (number of hazardous situations, talks, audits, etc.),
- significant organisational changes (buyout, merger, new activity, etc.),
- complementary information (accident root cause analysis, review, etc.).

If these documents are not submitted or their quality is substandard, this fact is taken into account in renewal audits and may lead to certification being withdrawn.

The local MASE associations are responsible for analysing the indicators/cockpit charts submitted by employers.

3.4 Companies that are not certified or recertified

After deliberation, the steering committee may decide not to award certification (or recertification). This means that nonconformities in relation to the reference guide undermine the effectiveness or continual improvement of that company's HSE management system.

If the employer wishes to continue with the process, the steering committee asks them to propose an action plan to correct the nonconformities observed during the audit. The employer then commits to an implementation deadline and informs the administrator on progress of the action plan.

A new certification request is submitted by the employer to the steering committee within a defined time in accordance with the «Inter MASE» procedures in force.

4 • Independence and integrity

All of the parties are required to adhere to the following rules:

- Chartered bodies are strictly prohibited from carrying out consultancy and certification assignments simultaneously for the same company. This means that a chartered body is not allowed to conduct a certification audit less than two years after having provided HSE consultancy services (support, dry run audit, etc.) to that company,
- Members of the MASE steering committee must withdraw from deliberations when these concern certification of their own company, subsidiaries attached to their company or direct competitors in their area of business,
- Information shared during audits and steering committee meetings must remain confidential, and an undertaking to this effect is signed by auditors, administrators and the members of the steering committee,
- les informations partagées lors des audits et des comités de pilotage restent confidentielles, un engagement en ce sens est signé par les auditeurs, les administrateurs et les membres du comité de pilotage,
- Employers must inform the MASE administrator of the firms providing safety consultancy services that they have used in the two years prior to the audit.

5 • Member companies

MASE associations are made up of two colleges: Clients and Contractors.

Membership of the «college» is applied for through a company's nearest local association.

Companies are subject to the rights and duties corresponding to their status.

They pay an annual subscription fee set by the local association they belong to.

They have voting rights and are eligible to sit (subject to conditions) on the bodies of the local and national association.

5.1. Clients college

In order to become members of the association, representatives of the client company (user company) present:

- the reasons for applying to join the association,
- the main characteristics of the company,
- the health, safety and environment management system in place or currently being developed in the company,
- the subcontracting activities on their site,
- short- and medium-term policies regarding common system certified contractors,
- any involvement in professional bodies, associations or other, particularly those involved in HSE issues.

Following validation of membership by the steering committee, the company becomes an «active member» of the MASE association. Membership becomes official on signature of the charter/undertaking which requires members to:

- Comply with the reference guide and functioning of the association,
- Promote the association and the common system procedure, its concepts and recommendations both in their own organisation and to partners,
- Accept dialogue with their partners in order to improve safety procedures and results,
- Lead by example and ensure that their HSE management system remains effective,
- Provide twice-yearly updates to the association on their safety indicators and any changes made to their management system.

This undertaking is signed by the president of the association and director of the user company.

If these obligations are not complied with, the charter may be removed by the association's board of directors.

5.2. Contractors college

Any employer wishing to obtain MASE/France-Chimie common system certification for their company must fill out the application questionnaire of the local association and send it to the administrator together with payment of the association's membership fees.

In order for employers to assess the level of their management system, a tool for determining conformity with essential requirements is provided in the booklet "the advices of Masecotte" (advice #1).

Once an application has been accepted by the local MASE association, the employer visits the administrator for the launch meeting. During this meeting, the administrator presents the MASE/France-Chimie common system and local MASE association (operating rules, certification protocol, etc.) to the employer together with the reference guide and its five sections.

On completion of this meeting, the company is awarded «committed company» status for a maximum period of 18 months, after which they must make a decision on whether to proceed with the certification audit. The employer can request a certificate from the administrator.

An audit firm or an auditor cannot perform more than two consecutive audits in the same company.

Once the audit has been performed, the auditor presents the audit to the steering committee of the relevant local MASE association, which then makes its certification decision (0, 1 or 3 years).

If a contractor loses its certification, it will provide the administrator with a corrective action plan in order to comply with the nonconformities identified during the audit. It will remain on the list of members as a «committed» supplier company. It will be given a maximum of 12 months and a deferral period of 6 months before the audit must be performed.

One-year MASE/France-Chimie common system certification cannot be issued more than twice consecutively.

The employer must send their safety indicators for the certified perimeter to the administrator every six months and within the specified time.

The administrator informs the employer and the steering committee in the event of anomalies or if a correctly documented six-monthly follow-up is not provided.

Any significant changes (change of corporate name, merger, takeover or other) must be made known to the system administrator within one month.

The employer must submit their renewal audit request sufficiently early prior to expiry of their certificate in order to ensure continuity of certification. They will contact the local system administrator to organise the renewal audit.





REFERENCE GUIDE

AREA 1: COMMITMENTS OF COMPANY MANAGEMENT

Objective: Define how the company's HSE management is organised.

REQUIREMENTS: COMMITMENTS OF COMPANY MANAGEMENT

1.1 Employer commitments

For moral, legal and economic reasons, the employer is obliged to protect the following in all aspects of their business:

- The safety, and physical and moral health of their employees,
- The environment.

To do so, they define their commitments to their employees and the environment. These are embodied in their policy, targets, organisation, HSE indicators, planning, documentation, information and activity mechanisms and the resources necessary for their implementation.

Their commitments are defined largely in relation to the risk assessment of their business activities and lessons learned (cf. section 4). They are an expression of the employer's engagement with HSE issues.

The employer's commitments as set out in their policy and targets are presented and explained to all of the company's employees (permanent staff, temporary staff, etc.) and subcontractors.

The employer must continuously endeavour to ensure that all employees support the company's HSE work.

Through their actions, the employer demonstrates their commitment to continuously improving the HSE performance of the company.

1.2 Health Safety Environment policy

The commitments made by the employer are recorded in an HSE policy appropriate to the size and nature of the company's activities.

It sets out in a clear way understandable to all, the essential principles that everyone must observe to continually improve safety and protect the health of personnel and the environment.

These essential principles can be more specifically described as the following:

- identify risks,
- prevent the risks identified,
- use only trained and, if necessary, accredited employees,
- restrict the use of temporary staff so as not to exceed supervisory capacities,
- only use subcontracting companies with an equivalent HSE management level,
- keep up to date with regulations, apply them, and check their application,
- implement this reference guide.

The policy must be adapted to HSE changes in the company and, as a result, is periodically reviewed.

It is dated and signed by the employer.

A method of disseminating/promoting it is decided on by the employer appropriate to the structure and organisation of the company.

The policy is one of the drivers of HSE culture.

ASSESSMENT: COMMITMENTS OF COMPANY MANAGEMENT

1.1	Employer commitments			Scores
1.1.1	Can the employer explain the HSE commitments they have made for the company?	25	V*	
1.1.2	Has the employer set HSE targets?	5	B*	
1.1.3	Can the employer explain their choice of HSE targets?	25	V	
1.1.4	Has the employer defined the resources necessary (human, material and organisational) to enable HSE risk prevention?	5	B	
1.1.5	Does the employer take all company staff (permanent personnel, temporary personnel, etc.) and subcontractors into account in their HSE process?	25	VD*	
1.1.6	Does the employer demonstrate their personal commitment by attending HSE meetings, audits/inspections with personnel, and enquiries on hazardous situations, near misses and accidents, etc.?	25	VD	

1.2	Health Safety Environment policy			Scores
1.2.1	Does the policy formalise the employer's HSE commitments?	25	V	
1.2.2	Is the policy dated by the employer?	5	B	
1.2.3	Is the policy signed by the employer?	5	B	
1.2.4	Is the policy disseminated to everyone connected with the company?	5	B	
Does the policy cover the following areas:				
1.2.5	• Safety?	5	B	
1.2.6	• Health?	5	B	
1.2.7	• Environment?	5	B	

Note: * see page 8

REQUIREMENTS: COMMITMENTS OF COMPANY MANAGEMENT

1.3 HSE targets

The employer defines targets consistent with their policy which contribute to continual improvement of the company's HSE performance.

The targets set are appropriate to the HSE policy defined and implemented. Each of the targets is relevant (to the company, its commitments, policy, results, etc.), measurable, attainable and time-bound.

The targets are defined by the employer and assigned in such a way as to allow the involvement of every employee in improving the company's HSE performance.

The targets thus identified are attainable provided that the resources (human, material and organisational) necessary for their implementation have been defined. In particular, they must allow the performance of audits/on-site inspections to ensure that the process of continually improving the management system is alive and well.

By way of example, these are targets that can be monitored in the context of a particular problem:

- reduce eye injuries by X%,
- replace Y% of hazardous chemical agents (HCA),
- train Z% of personnel in eco-driving.

ASSESSMENT: COMMITMENTS OF COMPANY MANAGEMENT

1.3	HSE targets			Scores
Do targets cover the following areas:				
1.3.1	• Safety?	5	B	
1.3.2	• Health?	5	B	
1.3.3	• Environment?	5	B	
Are the targets:				
1.3.4	• Relevant?	25	V	
1.3.5	• Measurable?	25	V	
1.3.6	• Atteignables ?	25	V	
1.3.7	• Attainable?	25	V	
1.3.8	Time-bound?	25	V	

REQUIREMENTS: COMMITMENTS OF COMPANY MANAGEMENT

1.4 Organisation

The employer defines and puts in place the human resources, material resources and mechanisms necessary for their organisation to attain its targets (internal and contractual).

The employer informs each employee of their HSE assignments, responsibilities and authority (definition of role, job description, assignment description, individual review, delegation of power, etc.).

Internal regulations, if they exist (mandatory if workforce \geq 20 people), can be used in particular to formalise the basic rules that everyone must comply with.

To ensure its effectiveness, organisation of the HSE system must take account of at least the following:

- the regulatory requirements applicable (in particular the risk assessment and action plan (DUER in France), safe job procedures such as prevention plan (PDP in France), etc.),
- feedback from in particular individual reviews, challenges, suggestion boxes, regulatory or insurer inspection reports, audits/inspections, HSE meetings, anomalies, positive points, hazardous situations, particular difficulties, hazards, etc.,
- consultations with company employees.

The employer puts a mechanism in place to conduct mandatory regulatory inspections (internal or external on buildings, vehicles, machinery, work equipment, collective protective equipment (CPE), personal protective equipment (PPE), etc.), and to monitor and validate the elimination of nonconformities observed.

For example:

- technical inspections (vehicles, electricity, fire, etc.),
- lifting equipment,
- inspection of work atmospheres (occupational TLV),
- inspection of waste (liquid, solid, gaseous),
- asbestos survey (DTA in France),
- Etc.

A coordinating organisation is set up to adapt and regularly monitor the tools of the management system (indicators, results analysis, planning, plan monitoring and corrective actions, documentation management, annual or multi-year plan, etc.).

The members of the HSE coordinating organisation have the expertise (HSE, HR, operational, financial, etc.) and the decision-making powers (management, delegatee, etc.) to validate, modify and adjust the action plan(s).

The employer is free to choose the composition of this organisation (one to several people). It can take the form of a senior management meeting, HSE committee or other type of meeting.

The employer decides how often this organisation meets and its frequency must allow the progress of action plan(s) to be monitored.

This frequency is decisive for continual improvement and cannot be less than once a year. It must be appropriate to the maturity of the system and any operational risks present (departure of a strategic employee, moving premises, takeover, etc.).

ASSESSMENT: COMMITMENTS OF COMPANY MANAGEMENT

1.4	Organisation	Scores		
In their organisation, has the employer defined the assignments necessary for correct functioning in the following areas:				
1.4.1	• Safety?	5	B	
1.4.2	• Health?	5	B	
1.4.3	• Environment?	5	B	
1.4.4	Are all of these assignments allocated to employees of the company?	25	V	
1.4.5	Are these employees aware of what their assignments are?	25	V	
1.4.6	Has the employer set up an HSE consultation organisation with company employees (works council (WC), staff representatives (SR), health, safety and working conditions committee (IRP in France), other, etc.)?	5	B	
1.4.7	Has the employer drawn up the company's internal regulations (mandatory if workforce ≥ 20 people)?	5	B	
1.4.8	Are the internal regulations disseminated?	5	B	
1.4.9	Has the employer conducted an inventory of the HSE regulatory requirements applicable to them?	25	V	
1.4.10	Has the employer put a mechanism in place to monitor the HSE regulatory requirements applicable to them?	25	B	
1.4.11	Has the employer put a mechanism in place allowing them to conduct mandatory regulatory inspections (buildings, vehicles, machinery, work equipment, CPE, PPE, etc.)?	25	V	
1.4.12	Has the employer put a mechanism in place allowing them to eliminate nonconformities observed during mandatory regulatory inspections?	25	B	
1.4.13	Has the employer put a feedback mechanism in place (anomalies, positive points, hazardous situations, particular difficulties, hazards, etc.)?	25	VD	
1.4.14	Has the employer put a coordinating organisation in place to monitor the tools of the management system?	25	B	
1.4.15	Is the frequency of coordinating the HSE system appropriate to the structure of the company for attaining its targets?	25	B	

REQUIREMENTS: COMMITMENTS OF COMPANY MANAGEMENT

1.5 HSE indicators

Indicators, defined in correlation with HSE targets, give the employer an overview of progress made on the actions undertaken to attain short-, medium- and long-term targets.

Several types of indicator are necessary for optimum coordination of the management system:

- result indicators are used to measure the impact of actions undertaken: the numbers of hazardous situations, near misses, accidents and occupational diseases (claimed and recognised), rates of frequency, severity, absenteeism, of conformity with waste monitoring, regulatory conformity, monitoring of periodic checks, etc.
- monitoring indicators used for permanent targets having a significant impact on the life of the HSE system, such as: distribution in the number of HSE meetings examining occupational health, safety or the environment, number of inspections, monitoring of training, monitoring of measurement operations (smoke, noise, dust, HCA, etc.), etc.

For information purposes, the booklet "the advices of Masecotte" (advice #3) provides assistance on the use of indicators.

ASSESSMENT: COMMITMENTS OF COMPANY MANAGEMENT

1.5	HSE indicators	Scores		
Has the employer defined indicators allowing them to measure results in the following areas:				
1.5.1	• Safety?	5	B	
1.5.2	• Health?	5	B	
1.5.3	• Environment?	5	B	
1.5.4	Are HSE result indicators relevant and appropriate?	25	VD	
Has the employer defined monitoring indicators allowing them to monitor implementation of their actions in the following areas:				
1.5.5	• Safety?	5	B	
1.5.6	• Health?	5	B	
1.5.7	• Environment?	5	B	
1.5.8	Are HSE monitoring indicators relevant and appropriate?	50	VD	
1.5.9	Has the employer defined indicators allowing them to monitor implementation of their actions?	25	VD	
1.5.10	Are HSE targets correlated with indicators?	25	V	

REQUIREMENTS: COMMITMENTS OF COMPANY MANAGEMENT

1.6 Planning, documentation and resources

1.6.1 Planning

In order to ensure compliance with their policy, the employer is responsible for the definition of HSE action plan(s), their planning (review, audit, HSE meetings, etc.) and implementation.

The action plan is a mechanism of the management system used to monitor the completion of actions (corrective, preventive, regulatory, etc.).

The employer defines the criteria which result in an action being registered in the action plan(s).

They break their targets down into one or more action plans and inform each of the employees involved of their role.

Action plan(s) are living tools:

- adjustable in accordance with needs,
- updated in accordance with observations made,
- modified in accordance with nonconformities observed.

It/they contain the following headings as a minimum requirement:

- description, origin,
- monitoring or progress status,
- nominated person responsible,
- effectiveness measurement.
- completion deadline,

For information purposes, the booklet "the advices of Masecotte" (advice #7) provides assistance on implementation of an action plan.

1.6.2 HSE documentation and resources

The HSE management system is documented so as to clearly provide the information necessary for its functioning. **The document resource can include the following in particular:**

- the manual (the role of each employee, their responsibilities, how operation of the system is coordinated, etc.),
- the policy, targets and indicators (posters, cockpit charts, management committee, etc.),
- one or more plans (updating and monitoring, etc.),
- functions and responsibilities,
- procedures, instructions and records,
- the regulatory documents applicable (Risk assessment (DUER for French legislation, explosion risk protection document, asbestos survey, company record (French legislation), job descriptions for the company doctor (French legislation), individual exposure prevention records, a list of high-risk jobs, waste register, etc.),
- new regulatory texts as a result of inventorying the legislation applicable. This process identifies any nonconformities between new regulatory requirements and the existing situation in the company. The result of this inventory is used to update the action plan(s) to ensure conformity.

It is appropriate to all of the company's activities. All of the management documents comply with the document control mechanism defined by the employer.

The resources allocated to the organisation can include the following in particular:

- an operating budget,
- an investment plan,
- a training programme.

These resources allow the people responsible to perform their tasks successfully.

ASSESSMENT: COMMITMENTS OF COMPANY MANAGEMENT

1.6	Planning, documentation and resources			Scores
1.6.1	Planning			
1.6.1.1	Has the employer defined one or more action plans?	5	B	
1.6.1.2	Can these action plan(s) be used to coordinate monitoring of HSE actions?	5	B	
1.6.1.3	Do these action plan(s) contain the mandatory headings?	5	V	
1.6.1.4	Is the content of the action plan(s) appropriate to the company?	10	V	
1.6.1.5	Does the employer know the progress status of the action plan(s)?	25	VD	
1.6.1.6	Are preventive actions planned (HSE meetings, audits, reviews, etc.)?	25	B	
1.6.2	HSE documentation and resources			
1.6.2.1	Is there a document resource (manual, orders, instructions, procedures, other, etc.)?	10	B	
1.6.2.2	Is it appropriate to the company?	25	V	
1.6.2.3	Are human, technical and organisational needs assessed in the company's financial years?	10	B	
1.6.2.4	Does the employer measure nonconformity between the provisional budget and costs actually incurred?	10	B	

REQUIREMENTS: COMMITMENTS OF COMPANY MANAGEMENT

1.7 HSE information and activity

The employer puts the following in place for all employees:

- an information resource (information memos, organisation chart, induction handbook, posters, HSE news flashes, company magazine, videos, emails, Intranet site, etc.),
- an activity resource (HSE meetings, challenges, employee or team recognition, promotion of an innovation, idea or best practice, cups, trophies, etc.),
- the display of information required by law (contact details of the labour inspector, company doctor, rescue and emergency services, safety and fire instructions, working hours, means of accessing the DUER, etc.)

These mechanisms provide all employees with clear information on:

- the employer's HSE commitments,
- the progress of actions,
- the attainment of targets,
- internal and external developments.

They can be used to promote:

- discussion,
- bottom-up feedback.

These resources must be used to promote HSE behaviour and culture.

For information purposes, the booklet "the advices of Masecotte" (advice #4) provides assistance on organising HSE meetings.

ASSESSMENT: COMMITMENTS OF COMPANY MANAGEMENT

1.7	HSE information and activity			Scores
1.7.1	Does an information resource exist (posters, company magazine, videos, other)?	25	V	
1.7.2	Does an activity resource exist (HSE meetings, challenges, etc.)?	25	V	
1.7.3	Does the information resource target all of the company's employees?	25	VD	
1.7.4	Does the activity resource target all of the company's employees?	25	VD	
1.7.5	Are the themes of activities varied and appropriate to the risks inherent to the company?	25	VD	
1.7.6	Are activities recorded?	5	B	
1.7.7	Is the display of regulatory information complied with?	25	B	

AREA 2

PROFESSIONAL SKILLS AND QUALIFICATIONS

Objective: Transmit to all employees the «knowledge», «skills» and «attitude» required to fulfil their professional duties.

REQUIREMENTS: PROFESSIONAL SKILLS AND QUALIFICATIONS

2.1 «KNOWLEDGE» (recruitment/appointment of employees on permanent, fixed-term and temporary contracts)

In order to implement their HSE policy, the employer must ensure that employees have the «knowledge», «skills» and «attitude» required to fulfil their professional duties. To do this, the employer defines a formal recruitment/appointment mechanism that includes the following elements as a minimum requirement:

- the duties / tasks of the job,
- the skills required,
- the HSE knowledge required,
- the medical fitness required,
- the training / accreditations / authorisations necessary.

Before hiring any new employee, the employer defines the requirements necessary to fulfil their professional duties.

They organise recruitment and appointment in accordance with employee knowledge and skills.. During the selection process for a given job, the HSE skills of the worker are assessed by the employer.

A list of jobs exposed to particular risks is drawn up by the employer, following advice from the company doctor and the health, safety and working conditions committee or staff representatives as applicable. It is made available to the labour inspector and is communicated to relevant employment agencies (e.g. temping agency).

All hiring of personnel or requests for temporary staff are accompanied by a formal assignment statement setting out the tasks required to fulfil their professional duties and the risks they will be exposed to.

Implementation of this mechanism allows the employer to ensure that the applicant is the appropriate person for the job in question. Any gaps or shortcomings detected will be dealt with by providing information, training and/or tutoring.

ASSESSMENT: PROFESSIONAL SKILLS AND QUALIFICATIONS

2.1	«KNOWLEDGE» (recruitment/appointment of employees on permanent, fixed-term and temporary contracts)	Scores	
2.1.1	Has the employer defined a recruitment mechanism for company jobs?	25	B
Does this mechanism take the following into account for the fulfilment of professional duties:			
2.1.2	• the duties / tasks of the job?	5	B
2.1.3	• the skills required?	5	B
2.1.4	• the HSE knowledge required?	5	B
2.1.5	• the medical fitness required?	5	B
2.1.6	• the training / authorizations / accreditations necessary?	5	B
2.1.7	Has the employer drawn up a list of jobs exposed to specific risks?	50	V
2.1.8	Does the recruitment mechanism include a formal statement of the tasks to be performed?	25	VD
2.1.9	Does the mechanism include an assessment of HSE knowledge before hiring?	25	VD

REQUIREMENTS: PROFESSIONAL SKILLS AND QUALIFICATIONS

2.2 «SKILLS» (Sponsor / Tutor, HSE Induction, Training/Accreditations/ Authorisations)

2.2.1 Sponsor / Tutor

The employer sets up a sponsorship and/or tutoring mechanism appropriate to the company in order to support and induct new employees (on permanent, fixed-term or temporary contracts) and to perfect their skills through practice, transfer of experience and job training.

Similarly, if an employee changes job, the employer nominates a sponsor / tutor responsible for facilitating their integration and the appropriation of instructions.

The employer ensures that the sponsor / tutor has:

- good knowledge of the company,
- technical skills,
- sufficient experience to fulfil their professional duties in their environment,
- good HSE awareness,
- the teaching aptitude to transmit the correct attitude and skills.

This mechanism helps to promote motivation, team spirit and efficiency.

2.2.2 HSE induction

The employer organises and delivers comprehensible information/training to employees on risk and the measures taken to mediate against it. This contributes to the prevention of occupational risks.

HSE training is delivered when employees are hired. It is updated whenever necessary to take account of changes in techniques, manufacturing processes, work instructions, regulations and corporate organisation. Training in a given job, or specific module, can be provided at the request of the company doctor after a period of sick leave.

The purpose of the HSE induction is to explain the role and resources of the employee within the company's HSE management system.

It covers the following in particular:

- the precautions required to ensure their own safety, health and protection of the environment and, if applicable, those of other people working in the company,
- conditions governing movement around the company,
- work performance conditions (tasks / posts / prohibited work),
- the conduct required in the event of hazardous situations, near misses or accidents,
- fire safety response and instructions in the event of evacuation,
- the prevention measures stipulated by the employer,
- lessons learned (LL),
- the training requirements asked for by the company's customers.

The employer formalises the content of the training applicable to each employee and ensures it is delivered. The training variants delivered to employees are formalised and archived.

The employer informs employees on the methods for accessing the DUER, the role of the occupational health department, if applicable, and of staff representatives regarding occupational risk prevention, and the provisions contained in the internal regulations.

ASSESSMENT: PROFESSIONAL SKILLS AND QUALIFICATIONS

2.2	«SKILLS» (Sponsor / Tutor, HSE Induction, Training/Accreditations/ Authorisations)	Scores	
2.2.1	Sponsor / Tutor		
2.2.1.1	Has the employer put a mechanism in place so that all employees are supported in learning how to fulfil their professional duties?	25	B
Does this mechanism target:			
2.2.1.2	• staff on permanent contracts?	5	B
2.2.1.3	• staff on fixed-term contracts?	5	B
2.2.1.4	• temporary staff?	5	B
2.2.1.5	Does this mechanism include the nomination of a sponsor/tutor?	10	B
Does nomination of the sponsor/tutor take into account:			
2.2.1.6	• their knowledge of the company?	5	B
2.2.1.7	• their technical skills?	5	B
2.2.1.8	• their HSE knowledge?	5	B
2.2.1.9	• their teaching aptitude?	5	B
2.2.2	HSE induction		
2.2.2.1	Has the employer put «HSE induction» training in place?	25	V
Is this training delivered:			
2.2.2.2	• on arrival in the company?	25	B
2.2.2.3	• when a new technique is introduced or a new job is created?	25	B
2.2.2.4	• when a technique or job changes?	25	B
2.2.2.5	• following a long period of sick leave and/or at the request of the company doctor?	25	B
Does this «HSE induction» training cover in particular:			
2.2.2.6	• the risks identified in the risk assessment and action plan?	50	VD
2.2.2.7	• the conditions governing movement around the company?	5	B
2.2.2.8	• work performance conditions?	25	B
2.2.2.9	• the conduct required in the event of hazardous situations, near misses or accidents?	25	B
2.2.2.10	• lessons learned (LL)?	25	B
2.2.2.11	Has the employer defined how the knowledge acquired during the HSE induction is checked?	25	V
2.2.2.12	Has the employer defined the conditions necessary for implementing enhanced training for temporary staff?	25	V
2.2.2.13	Is the enhanced training programme appropriate to the list of high-risk jobs?	25	V

REQUIREMENTS: PROFESSIONAL SKILLS AND QUALIFICATIONS

2.2.3 Training / Accreditations / Authorisations

In addition to induction type training, the employer will have defined training courses covering the risks inherent to the activity, job and work environment, with a view to awarding possible accreditation or authorisation certificates, particularly if a contractual component exists.

The following are given as examples:

- operating machinery or equipment,
- electrical hazards,
- ionising radiation risk prevention,
- explosive atmospheres (ATEX),
- sling operation,
- working at height,
- asbestos-related risks,
- safety training delivered by the external site,
- level 1 safety training for operative personnel and level 2 for supervisory personnel delivered by an accredited organisation in accordance with reference guide DT 40 of the FRANCE CHIMIE or equivalent (RC1, N1, GIES1, RC2, N2, GIES2, etc.),
- operative and supervisor «Prev'Action» safety training delivered by the Organisme professionnel de prévention du bâtiment et des travaux publics (French organisation for accident prevention in the construction industry).

All employee accreditation and authorisation documents must be easily accessible.
Planning is monitored and updated to ensure that employee skill levels are maintained.

The employer checks that each employee acquires the following to fulfil their professional duties:

- job-related knowledge;
- Health Safety Environment knowledge

This assessment covers both permanent and temporary staff.

ASSESSMENT: PROFESSIONAL SKILLS AND QUALIFICATIONS

2.2	«SKILLS» (Sponsor / Tutor, HSE Induction, Training/Accreditations/ Authorisations)			Scores
2.2.3	Training / Accreditations / Authorisations			
2.2.3.1	Has the employer identified the tasks requiring drafting of an accreditation/authorisation to operate certificate (permit to work, electrical works permit, operation of forklift trucks, machinery, cranes, slings, control of safety equipment, etc.)?	25	V	
2.2.3.2	Are these accreditation/authorisation to operate certificates issued with respect to medical fitness, validity of training and knowledge of the safety rules on the site of operation?	25	V	
2.2.3.3	Are accreditation/authorisation to operate certificates issued for all relevant staff?	25	B	
2.2.3.4	Does the employer hold a list of accredited/authorised people for these tasks, works or services?	25	V	
2.2.3.5	Does the employer coordinate retraining programmes (HSE induction training/enhanced training/accreditation training)?	25	VD	
2.2.3.6	Does the employer have a list describing medical fitness/restrictions of all permanent personnel?	25	B	
2.2.3.7	Does the employer have a list describing the medical fitness/restrictions of all temporary personnel?	25	B	
2.2.3.8	Does the employer coordinate renewal of medical fitness tests?	25	B	
2.2.3.9	Has the employer set up a means of assessing permanent employees in order to validate acquisition of knowledge?	25	V	
2.2.3.10	Has the employer set up a means of assessing temporary employees in order to validate acquisition of knowledge?	25	V	
2.2.3.11	Has the employer applied these means?	25	VD	

REQUIREMENTS: PROFESSIONAL SKILLS AND QUALIFICATIONS

2.3 «ATTITUDE» (HSE culture/behaviour)

The HSE culture of a company means that HSE issues are an integral part of its performance at all levels and regardless of its activities.

The employer encourages development of the HSE culture in their company by involving all employees

In order to do this:

- they teach them and remind them of general HSE risk prevention principles,
- they also include their own HSE principles,
- they check that their employees are familiar with all of these principles,
- they ensure that employees apply them.

This HSE culture is fully appropriated by employees when of their own accord they apply these principles to their everyday activities.

In concrete terms, «Attitude» consists of:

- compliance with the prevention measures implemented,
- acting as a force for change in HSE issues,
- the ability to deal with a problematic situation,
- proactively informing management as appropriate,
- a willingness to take LL into account,
- knowledge of key HSE events that have taken place in their company,
- active participation in HSE meetings organised by their employer.

Using the different tools in place in their HSE management system, the employer assesses the HSE culture of their permanent and temporary staff.

The following elements can assist them in this assessment:

- consistency in the system's application regardless of the level required by clients,
- examination of quality-related issues in audits/inspections,
- feedback (in HSE meetings, hazardous situations, etc.),
- annual reviews (leadership, values, etc.),
- feeding back best practices,
- HSE results..

The more actions are dictated by conviction rather than regulations or contractual obligations, the stronger the HSE culture of the company.

ASSESSMENT: PROFESSIONAL SKILLS AND QUALIFICATIONS

2.3	«ATTITUDE» (HSE CULTURE/BEHAVIOUR)			Scores
2.3.1	Does the company incorporate the HSE culture into its values?	50	V	
2.3.2	Do employees demonstrate evidence of an HSE culture?	50	V	
2.3.3	Has the employer put a mechanism in place for assessing appropriation of the HSE culture by permanent staff?	25	V	
2.3.4	Has the employer put a mechanism in place for assessing appropriation of the HSE culture by temporary staff?	25	V	
2.3.5	Does the employer apply these mechanisms?	25	V	

AREA 3

ORGANISATION OF WORK

Objective: Control HSE risks when performing tasks, works or services.

REQUIREMENTS: ORGANISATION OF WORK

The objective of organisation of work is to control risks through anticipation and the implementation of human, material and technical resources appropriate to the completion of tasks, works or services.

It can be broken down into four steps:

- HSE risk analysis,
- preparation,
- completion,
- HSE lessons learned.

3.1 HSE risk analysis

The objective of risk analysis is to guarantee the best level of protection for employee health and safety. Risk analysis is required prior to the performance of tasks, works or services. **It is conducted using a method defined by the employer and takes into account the nine general prevention principles, with consideration of the following information as a minimum requirement:**

- the nature of the tasks, works or services,
- the work environment (site, joint activity with another company or companies, customer processes, etc.),
- the safety data sheets (SDS) of hazardous substances or preparations used,
- working patterns (shift work, day work, night work, etc.),
- human resources (management-staff ratio, transmission of instructions, medical fitness, etc.),
- the methods used (work instructions, sequence of operations, procedures, protocols, etc.),
- materials and equipment (tooling, consumables, lifting equipment, access methods, manufacturer instructions, etc.),
- utilities (electricity, compressed air, water, other fluids, etc.),
- environmental issues (waste management, disposal pathways, control of pollution risk, etc.),
- staff facilities (showers, canteens, washrooms, etc.),
- practical arrangements for managing emergency situations (alarm, evacuation, emergency services, assembly point, etc.)

This method incorporates an inspection of the workplace before any action is taken. It is recorded in a document describing the risks encountered, the prevention measures in place, the instructions to be implemented and the people who took part in the inspection.

The analysis incorporates all health, safety and environment risks for all of the company's activities by taking into account its own risks as well as imported and exported risks (through consideration of multi-source risks) for its activities or those of the customer.

The employer will use the following competent people to conduct this risk analysis:

- company employee(s) competent in HSE matters,
- occupational health department,
- occupational risk prevention specialists,
- person competent in radiation protection,
- dangerous Goods Safety Advisor, etc.

Formalisation (procedure, instruction or record) of this risk analysis is used to draw up the risk assessment and action plan (DUER), the prevention plan (PDP), the specific safety and health protection plan (PPSPS), the safety protocol and any other regulatory requirements.

The relevance of the risk analysis is checked during the preparation, completion and review phases. For information purposes, the broad guidelines of a risk analysis method are provided in the booklet “the advices of Masecotte” (advice #2)..

ASSESSMENT: ORGANISATION OF WORK

3.1	HSE risk analysis			Scores
3.1.1	Has the employer defined one or more HSE risk analysis methods?	5	B	
3.1.2	Does the risk analysis cover all of the company’s activities?	25	V	
3.1.3	Has the employer called on the expertise necessary (in-house and/or external) for the HSE risk analysis?	25	V	
3.1.4	Has the employer taken into account the information necessary for the HSE risk analysis (nature of worksites, work environment, SDS, etc.)?	25	V	
3.1.5	Does the risk analysis include an inspection of the workplace (workshop, worksite, office, etc.)?	25	V	
3.1.6	Is the risk analysis applied to all tasks, works or services of the company?	25	VD	
3.1.7	Does the risk analysis impact on the preparation of tasks, works or services?	25	VD	
3.1.8	Have the nine general prevention principles been applied to establish the prevention measures resulting from the risk analysis?	25	VD	

REQUIREMENTS: ORGANISATION OF WORK

3.2 Preparation

Good preparation of work that incorporates HSE issues helps to maintain the best level of protection for employee health and safety and the environment.

Preparation consists of making a detailed inventory of the resources necessary (human, material, CPE, PPE, logistical, etc.) for implementing the prevention measures resulting from the risk analysis.

It must be anticipated as far upstream as possible in order to identify the needs related to tasks, works or services.

«Preparation = anticipation»

SCHEDULE/WORK INSTRUCTIONS/WORK EQUIPMENT AND MATERIALS

Particular attention should be paid to drawing up the schedule, associated work instructions, acceptance of work equipment and materials, and equipment loan conditions.

The schedule must include the following as a minimum requirement:

- the activity phases for tasks, services or works,
- all human resources (skills, accreditations, medical fitness):
 - internal operational resources,
 - external resources (subcontracting, temporary staff, etc.).
- requirements in terms of equipment (crane, platform, scaffolding, etc.), materials, CPE and PPE.

Work instructions define the following as a minimum requirement:

- the specific tasks to be completed,,
- their order/phasing/chronology,
- the equipment and products used,
- the risks identified and associated prevention measures.

SUBCONTRACTING

If works are subcontracted, the employer puts an HSE selection mechanism in place for their subcontractors based on their own criteria and incorporating those of their customer. Subcontractors selected by the employer can:

- be MASE/France-Chimie common system certified or equivalent,
- be in the process of obtaining MASE/France-Chimie common system certification,
- have their own HSE management procedure.

Acceptance of work equipment and material ensures:

- regulatory conformity,
- conformity with the initial statement of requirements,
- conformity with the client's requirements,
- regulatory documents are present (manufacturer instructions, certificate of conformity, periodic inspection report, insurance, maintenance log, etc.).

If equipment is loaned to other companies, an equipment loan agreement, used to confirm and approve the equipment made available and the loan terms and conditions, is drawn up and **can include the following in particular:**

- date, duration, equipment loaned, commitments of the parties,
- rules and limits of use, training of personnel in its use,
- third party insurance, responsibilities of the lender and borrower,
- removal of critical reservations,
- etc.

If certain criteria are not met, **the mechanism stipulates compensation measures which can include the following:**

- a commitment made by the subcontractor's management,
- an indicator analysis,
- additional analysis of the work instructions,
- an HSE activity,
- supervision by a competent person,
- target and indicator monitoring,
- more stringent audits,
- subcontractor reporting, etc.

INTERVENTION ON THE CUSTOMER SITE

As part of the preparation process, the employer must take account of the particular requirements of the customer (Client, Contractor, local authority, etc.).

These requirements can include the following:

- particular procedures (induction conditions, medical fitness, authorisation to work, hot-work permit, excavation permit, permit to enter confined spaces, waste management, security, evacuation, etc.),
- working hours,
- terms and conditions under which premises, equipment, etc. are made available.

ASSESSMENT: ORGANISATION OF WORK

3.2	PREPARATION	Scores		
Does the tasks, works or services schedule define:				
3.2.1	• all activity phases?	5	B	
3.2.2	• the human resources involved (internal and external)?	5	B	
3.2.3	• appropriate equipment/materials (internal and external)?	5	B	
3.2.4	• the skills, accreditations and medical fitness required?	5	B	
3.2.5	• the prevention measures to protect health, safety and the environment?	25	V	
Do the work instructions define:				
3.2.6	• the specific tasks to be completed?	5	B	
3.2.7	• their order/phasing/chronology?	5	B	
3.2.8	• the equipment used?	5	B	
3.2.9	• the products used?	5	B	
3.2.10	• the risks identified?	5	B	
3.2.11	• associated prevention measures?	10	B	
3.2.12	Does the employer check the conformity of the equipment used?	25	VD	
3.2.13	If equipment is loaned to other companies, is an agreement drawn up?	25	V	
3.2.14	Has the employer defined an HSE selection mechanism for their subcontractors?	25	VD	
3.2.15	Does this mechanism stipulate certification based on the MASE/France-Chimie common system or equivalent, or an HSE management system?	25	B	
3.2.16	Does the employer communicate the HSE requirements (internal and customers) applicable to their subcontractors?	25	V	
3.2.17	Does this mechanism stipulate the implementation of compensation measures for subcontractors who do not comply with the necessary HSE requirements (internal or external)?	25	B	
3.2.18	Does the employer provide their personnel with premises and facilities compliant with regulatory requirements?	25	V	
3.2.19	Does the employer take account of the customer's particular requirements (HSE procedures, working hours, terms and conditions under which premises, materials, equipment, etc. are made available)?	25	V	

REQUIREMENTS: ORGANISATION OF WORK

3.3 Completion

Completion is implementation of the preparation to execute tasks, works or services. It follows on from the HSE risk analysis. **When tasks, works or services are being executed, particular attention is paid to the following areas:**

- HSE instruction / communication
- The conditions under which tasks, works or services are executed are governed by regulations, procedures, instructions, best practice rules, etc.

Improvisation has no place during the completion phase as it is a source of uncontrolled risk.

The employer ensures that the HSE instructions and prevention measures defined in the risk analysis (DUER, PDP, PPSPS, work instructions, permits, etc.) are communicated and understood by all those involved before starting the task, works or service.

The risk analyses and work instructions appropriate to the tasks, works or services are made available on the site.

In the event of a changeover of staff or the assignment of new personnel, the employer guarantees continuity of the information necessary to complete the task, works or service in compliance with the instructions defined.

Change/uncertainty management

When work is being completed, nonconformities may be observed between the stipulations set out and its completion, or uncertainties may be introduced, for example:

- appearance of a new risk,
- change in work conditions,
- change in the process used,
- change in work materials or equipment,
- use of a new product,
- change in the schedule,
- etc.

Important: Any change in the risk analysis (DUER, PDP, PPSPS, work instructions, permits, etc.) must be recorded. The employer informs the relevant personnel of any changes and new prevention and protection measures and ensures they have been understood.

Human resources: The employer assigns sufficient numbers of qualified and competent personnel. They make sure that the skills of the resources assigned match those required to complete the work (training, experience, medical fitness, etc.) and that they have the necessary aptitude to implement the precautions necessary to protect their health, safety and the environment.

If temporary staff are used, the employer informs the employment agency of any change in the assignment initially stipulated.

Work equipment and materials: Work equipment and materials are used by trained personnel in compliance with the manufacturer's recommendations and instructions. The equipment and prevention resources provided are appropriate to the work being completed.

Regulatory documents (manufacturer instructions, certificate of conformity, periodic inspection report, insurance, maintenance log, etc.) are available on the site where the tasks, works or services are being completed. The equipment used is compliant and monitored. «Compliant and monitored» means the implementation of mandatory regulatory inspections (buildings, vehicles, machinery, work equipment, CPE, PPE, etc.) and resolution of any nonconformities observed during these inspections.

ASSESSMENT: ORGANISATION OF WORK

3.3	Completion			Scores
3.3.1	Is the risk analysis understood by employees?	25	V	
3.3.2	Is the risk analysis updated as necessary?	25	V	
3.3.3	Are the prevention measures used to protect health, safety and the environment appropriate to the worksite, service or works?	25	V	
3.3.4	Are the prevention measures defined understood by employees?	25	VD	
3.3.5	In the event of a changeover of staff or the assignment of new personnel, does the employer guarantee continuity of HSE information?	25	V	
3.3.6	Are risk analyses available on the site where the tasks, works or services are being completed?	10	B	
3.3.7	Are work instructions appropriate to the activity phases?	10	B	
3.3.8	Are work instructions communicated?	25	V	
3.3.9	Are work instructions made available to employees?	5	B	
3.3.10	Are the human resources assigned (internal and external) appropriate for completing the tasks, works or services?	5	B	
3.3.11	Are the skills, accreditations and medical fitness required appropriate to the tasks, works or services?	25	V	
3.3.12	If temporary staff are used, does the employer inform the employment agency of any change in the assignment initially stipulated?	25	V	
3.3.13	Are equipment/material resources appropriate to and suitable for the tasks, works or services?	25	V	
3.3.14	Are regulatory documents available on the site where the tasks, works or services are being completed?	5	B	
3.3.15	Is work equipment used in compliance with the manufacturer's recommendations/instructions?	10	B	
3.3.16	Is work equipment properly maintained on the site where the tasks, works or services are being completed?	25	B	
3.3.17	Does the employer keep the premises and facilities provided to their employees clean?	25	B	

REQUIREMENTS: ORGANISATION OF WORK

3.3 Completion (continued)

Subcontractors

The employer implements the mechanism they have defined for the selection, control and assessment of their subcontractors.

The employer checks that their subcontractors comply with their HSE requirements and, if necessary, supports them to set up compensation measures. The employer takes their subcontractors' risk analysis into account. Use of subcontractors is governed by statutory requirements (subcontracting contract, checking the subcontractor's URSAFF (social security contributions) declaration, checking obligations on illegal labour, declaring subcontractors to the user company and/or to the safety and health protection coordinator, etc.).

Managing urgent and/or unplanned tasks, works or services

The employer makes the necessary arrangements to manage urgent and/or unplanned tasks, works or services.

For example:

- by checking exactly how urgent the need is,
- by mobilising additional managerial staff and trained and accredited teams,
- by creating additional equipment and material mobilisation capacity (hire contract, reserves, stock, etc.).

Handling of urgent work requires planning or preparation tools to be updated.

3.4 Lessons learned

The employer draws up a review on completion of tasks, works or services which includes the following as a minimum requirement:

- feedback from personnel,
- hazardous situations, near misses and accidents,
- assessments of subcontractors,
- assessments, audits/inspections, checks (internal or external),
- uncertainties and their management.

This review can highlight the following in particular:

- positive points, points for improvement,
- the effectiveness of risk analyses and work instructions,
- key events,
- nonconformities between analysis of preparation (stipulated work) and completion (actual work).

The review can be used to capitalise on lessons learned through meetings or other measures held for employees in order to improve practices and develop the company's HSE culture. It may result in the revision of risk analyses (DUER, PDP, etc.) and the methods used.

ASSESSMENT: ORGANISATION OF WORK

3.3		Completion (continued)		Scores
3.3.18	Does the employer implement the mechanism necessary for selecting subcontractors?	5	B	
3.3.19	Does the employer implement the mechanism necessary for controlling subcontractors?	5	B	
3.3.20	Does the employer implement the mechanism necessary for assessing subcontractors?	5	B	
3.3.21	Has the employer declared all of their subcontractors to the relevant parties (user company, safety and health protection coordinator, etc.)?	5	B	
3.3.22	Is the planning of tasks, works or services monitored?	25	V	
3.4		Lessons learned		Scores
3.4.1	Does the employer produce a review on completion of tasks, works or services?	25	VD	
3.4.2	Is feedback from personnel included in the review?	25	V	
3.4.3	Are hazardous situations, near misses and accidents included in the review?	25	V	
3.4.4	Are assessments of subcontractors included in the review?	25	V	
3.4.5	Are assessments, audits/inspections, checks (internal or external) included in the review?	25	V	
3.4.6	Are uncertainties and their management included in the review?	25	V	
3.4.7	Is there a mechanism for capitalising on the lessons learned on completion of tasks, works or services?	25	VD	

AREA 4

EFFECTIVENESS OF THE MANAGEMENT SYSTEM

Objective: Assess the effectiveness of the management system.

REQUIREMENTS: EFFECTIVENESS OF THE MANAGEMENT SYSTEM

4.1 Implementation and application of the management system

For effective implementation, the various mechanisms defined by the employer must be appropriate, known and applied. **The following is understood by:**

- appropriate: the mechanisms correspond to the activity, size, scope and organisation of the company, they are durable and bring results,
- known: employees are able to replicate the procedures of those mechanisms that affect them (cf.: job description, risk analysis, etc.),
- applied: the procedures prescribed in those mechanisms are implemented (verifiable, measured, traced).

To be effective, the tools of the management system (policy, objectives, HSE indicators, etc.) are appropriate, explained and known to employees, so that each of them can appropriate their meaning.

An HSE coordinating organisation is set up to analyse the results of the management system in terms of the objectives set.

The documents in the document resource can be used to implement the commitments defined in the policy.

To be effective and contribute to continual improvement, the document resource is open-ended to take account of changes and modifications to the company (merger, takeover, diversification of activity, LL, etc.).

One of the objectives of HSE activities is the exchange of ideas between the employer and their employees. This communication is both bottom-up and top-down.

The amount and quality of information fed back as a result of these exchanges is an indicator of the system's maturity.

If the amount or quality of feedback does not corresponds to the employer's expectations, the latter must identify and analyse the causes of this in order to make the necessary modifications to their activity mechanism (education, form, content, document, organisation, etc.).

These exchanges, activities and feedback contribute to the HSE culture of the company.

All of these mechanisms are considered effective when they bring the company:

- results (post filled, match between vacant post and employee hired, low turnover and attrition rates, training success rate, knowledge sharing, etc.),
- improvements (modification of assessment materials, educational content, etc.),
- development (tools, choice of new skills, choice of new working methods, use of lessons learned, etc.).

ASSESSMENT: EFFECTIVENESS OF THE MANAGEMENT SYSTEM

4.1	Implementation and application of the management system			Scores
4.11	Is the policy drawn up by the employer known to permanent personnel?	5	B	
4.12	Is the policy drawn up by the employer known to temporary personnel?	5	B	
4.13	Are the targets defined by the employer known to permanent personnel?	25	V	
4.14	Are the targets defined by the employer known to temporary personnel?	25	V	
4.15	Does monitoring the indicators of HSE results allow the employer to measure changes in the company's results?	25	VD	
4.16	Is the coordinating organisation for monitoring HSE objectives and indicators appropriate to the company?	5	B	
4.17	Is the coordinating organisation for monitoring HSE objectives and indicators implemented in the company?	25	V	
4.18	Does the employer regularly monitor the progress of their action plans?	25	V	
4.19	Is the document resource applied in the company?	25	V	
4.110	Are the document management rules defined appropriate to the company?	5	B	
4.111	Are the document management rules defined applied by the company?	5	V	
4.112	Is the HSE information and activity mechanism appropriate to the company?	5	B	
4.113	Do HSE activities allow feedback?	25	VD	
4.114	Is the mechanism in place for HSE feedback applied in the company?	25	V	
4.115	Is the mechanism for dealing with new HSE regulatory requirements appropriate?	5	B	
4.116	Is the mechanism for dealing with new HSE regulatory requirements applied?	25	V	
4.117	Is the recruitment and assessment mechanism for company jobs applied to permanent personnel?	25	V	
4.118	Is the recruitment and assessment mechanism for company jobs applied to temporary personnel?	25	V	
4.119	Is the training mechanism in place appropriate to the company?	5	B	
4.120	Is the training mechanism in place applied by the company?	25	V	
4.121	Is the mechanism to support the employee to fulfil their professional duties applied by the company?	25	V	
4.122	Is the mechanism to support temporary personnel to fulfil their professional duties applied by the company?	25	V	
4.123	Is the mechanism for evaluating HSE performance on completion of tasks, works or services appropriate to the company?	5	B	
4.124	Is the mechanism for evaluating HSE performance on completion of tasks, works or services applied by the company?	25	VD	
4.125	Is the mechanism for selecting subcontractors appropriate?	5	B	
4.126	Is the mechanism for selecting subcontractors applied?	25	V	
4.127	Is the mechanism for HSE assessment of subcontractors appropriate?	5	B	
4.128	Is the mechanism for HSE assessment of subcontractors applied?	25	V	

REQUIREMENTS: EFFECTIVENESS OF THE MANAGEMENT SYSTEM

4.2 HSE audits

The employer checks the effectiveness of their management system through regular and planned inspections which can take the form of audits, factory floor inspections or any other form. These inspections are defined in accordance with HSE targets and the maturity of the company's management system.

The audit of the system is based on the 5 areas of the reference guide and performed in its entirety at least once a year (documentation component and site component).

The audit can be performed by an internal auditor or one external to the company.

Worksite/workshop audits and factory floor inspections examine the following areas:

- human: employee knowledge of the risks they are exposed to, compliance with procedures / working methods, compliance with instructions resulting from the risk analysis, accreditations, identification of high-risk behaviours / attitudes, etc.
- organisational: preparation, planning, documentation of instructions resulting from the risk analysis, documentation of procedures / working methods, accreditations, waste recycling and disposal, identification of hazardous situations, etc.
- technical: appropriateness and conformity of equipment, provision of protective devices (collective, individual), products used, identification of hazardous situations, etc.

Regular and planned inspections provide information on positive points, guidance for improvement and non-conformities (hazardous situations, hazardous actions, anomalies, etc.).

The observations they contain are followed up (action plan, HSE coordinating organisation, communication) and relevant data is incorporated in the continual improvement process (review, use of lessons learned, etc.).

Actions can be immediate or deferred.

As a general rule, deferred actions are monitored in the action plan(s).

Actions implemented immediately are assessed in order to identify whether or not they should be incorporated into action plan(s) by considering how often they recur or their severity.

For information purposes, broad guidelines on how to perform an audit are provided in the booklet "the advice of Masecotte" (advice #5).

ASSESSMENT: EFFECTIVENESS OF THE MANAGEMENT SYSTEM

4.2	HSE audits			Scores
4.2.1	Does the employer conduct an audit of their management system?	5	B	
4.2.2	Is the frequency with which the management system is audited appropriate to the company (at least one complete audit of the system per year)?	5	B	
Does the system audit cover application of the five areas in the MASE reference guide?				
4.2.3	• Commitments of company management	5	B	
4.2.4	• Professional skills and qualifications	5	B	
4.2.5	• Organisation of work	5	B	
4.2.6	• Effectiveness of the management system	5	B	
4.2.7	• Continual improvement	5	B	
4.2.8	Does the management system audit allow feedback of information on problems?	25	V	
4.2.9	Are these problems included in the action plan(s)?	10	B	
4.2.10	Has the employer put a worksite/workshop audit mechanism in place?	25	B	
4.2.11	Is the frequency with which worksite/workshop HSE audits are conducted appropriate to the company?	10	B	
4.2.12	Do these worksite/workshop audits cover the entirety of the certification perimeter?	25	V	
Do the HSE areas checked in the worksite/workshop audit include:				
4.2.13	• Human resources?	5	B	
4.2.14	• Organisational resources?	5	B	
4.2.15	• Technical resources?	5	B	
4.2.16	Is/are the audit form(s) appropriate to the company?	5	B	
4.2.17	Is/are the audit form(s) applied?	25	V	
4.2.18	Does the audit methodology allow feedback of HSE information?	25	V	
4.2.19	Does this HSE information generate actions?	25	VD	
4.2.20	Are immediate actions assessed for inclusion in action plan(s)?	25	V	

REQUIREMENTS: EFFECTIVENESS OF THE MANAGEMENT SYSTEM

4.3 Analysis of hazardous situations, near misses, accidents and occupational diseases

When an incident occurs (hazardous situation, near miss, accident, occupational disease), the employer identifies its direct causes and puts compensation measures in place to prevent a secondary event resulting from the first. These compensation measures must be implemented rapidly and are provisional.

Regardless of the type of incident identified, the employer conducts an enquiry/fact-finding mission to determine its exact circumstances (who, what, where, when, how, with whom).

The employer must use their own criteria (actual severity, potential severity, frequency, circumstances, control, etc.) to assess and define one or more threshold(s) beyond which an in-depth analysis of the causes will be conducted. The analysis method is defined by the employer (cause tree, 5-M, Ishikawa, Itamami, Hazop, Amdec, etc.).

Analysis of the incident is used to determine the fundamental causes and the associated preventive actions designed to improve the management system. The actions selected must be appropriate and long-term.

It is conducted by one or more trained and experienced people appointed by the employer who identify:

- the direct causes,
- the fundamental causes,
- the corrective actions to be implemented,
- the preventive actions to be implemented.

It can be used to communicate on lessons learned (HSE newsflash, HSE meetings, etc.) and is recorded. If the employer uses subcontractors, they must ensure that the latter implement an equivalent mechanism.

ASSESSMENT: EFFECTIVENESS OF THE MANAGEMENT SYSTEM

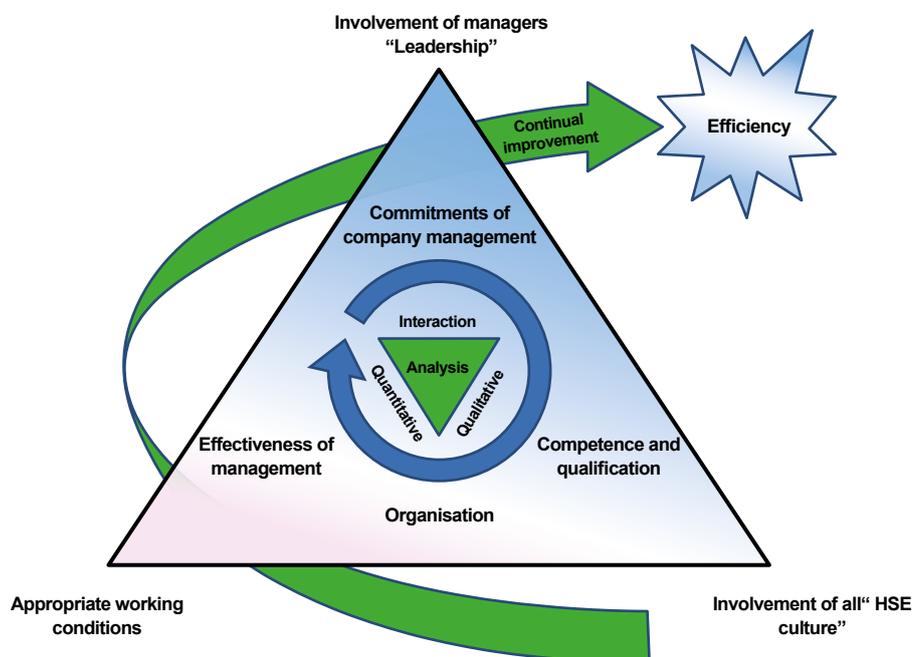
4.3	Analysis of hazardous situations, near misses, accidents and occupational diseases	Scores		
Does the employer conduct an enquiry/fact-finding mission for:				
4.3.1	• hazardous situations?	10	B	
4.3.2	• near misses?	10	B	
4.3.3	• accidents?	10	B	
4.3.4	• occupational diseases?	10	B	
4.3.5	Has the employer defined one or more threshold(s) beyond which they undertake an in-depth analysis?	25	V	
Does the employer use a recognised method to conduct an in-depth analysis of the facts for:				
4.3.6	• hazardous situations?	25	V	
4.3.7	• near misses?	25	V	
4.3.8	• accidents?	25	V	
4.3.9	• occupational diseases?	25	V	
4.3.10	Is the method properly understood?	25	V	
4.3.11	Does implementation of the analysis method allow direct causes to be identified?	25	V	
4.3.12	Does implementation of the analysis method allow fundamental causes to be identified?	25	V	
4.3.13	Does implementation of the analysis method allow relevant actions to be drawn up?	25	V	
4.3.14	Has the employer checked that their subcontractors have and use an accident analysis mechanism?	5	B	

AREA 5 CONTINUAL IMPROVEMENT

Objective: Continually improve the management system.

REQUIREMENTS: CONTINUAL IMPROVEMENT

Continual improvement is an ongoing process. It is used to improve the overall performance of the management system, to make the mechanisms implemented efficient, to improve working conditions, and to help protect the health and safety of employees and the environment.



5.1 Management system

This concept involves regular reappraisal of the company's management system tools produced from the 4 areas of the reference guide. Its purpose is to optimise them:

- **individually, from a qualitative and quantitative point of view**

For example, for HSE meetings:

- the quantitative aspect can be assessed in terms of their frequency (appropriate or not to the size and organisation of the company), meeting attendance rates, the amount of feedback, the number of topics examined, etc.
- the qualitative aspect can be assessed through the quality of discussions and feedback, the impact of this feedback on the implementation of concrete actions, the diversity of HSE topics examined, etc.

- **globally, in order to check the interaction between tools.**

For example, for the annual review and training programme:

- inclusion of feedback generated from individual reviews in the training programme.

Continual improvement is effective when the following elements are found in each of the management system mechanisms:

- progress in HSE prevention (improvement of working conditions, protection of employee health),
- evolution of HSE behaviours,
- development of the HSE culture,
- the opportunity for every employee to play a proactive role in HSE risk prevention,
- etc.

The contribution of each mechanism can be assessed through the following components:

- **The policy and targets:**
 - clarify the employer's commitment,
 - make the strategies adopted by the employer concrete,
 - allow everyone to be aware of the strategies adopted by the employer,
 - etc.
- **The consultation organisation (WC, SR, IRP, other, etc.), through the duties assigned to it:**
 - identifies and analyses the strengths and weaknesses of the management system,
 - develops solutions to improve the efficiency of the management system,
 - etc.
- **The mechanism for dealing with new HSE regulatory requirements:**
 - is used to develop the mechanisms of the management system,
 - is appropriate to the issues faced by the company,
 - is used to reduce hazardous situations, near misses and accidents,
 - etc.
- **Feedback:**
 - is analysed and leads to the implementation of actions,
 - is used to develop the mechanisms of the management system,
 - allows the active involvement of employees,
 - is appropriate to the issues faced by the company,
 - is communicated to employees,
 - etc.
- **The coordinating organisation of the management system:**
 - identifies and analyses the strengths and weaknesses of the management system,
 - defines and plans improvements necessary,
 - identifies the resources appropriate to the corrections/changes to be made,
 - defines new areas/strategies,
 - gives its verdict on the efficiency of the management system,
 - etc.
- **Indicators:**
 - lead to the adjustment of targets,
 - modify monitoring frequency based on the results obtained,
 - are appropriate to the issues developed in the policy,
 - etc.
- **Action plan(s):**
 - is/are used to improve employee working conditions,
 - is/are used to develop the mechanisms of the management system,
 - is/are used to evolve behaviours and practices,
 - is/are used to reduce hazardous situations, near misses and accidents,
 - is/are appropriate to the issues faced by the company,
 - etc.

● **The document resource:**

- develops the understanding of users through its application,
- helps users take the decisions they need to make,
- incorporates new developments (technical, organisational, methodological, etc.),
- takes LL into account,
- etc.

● **The information and activity mechanisms:**

- are used to develop the mechanisms of the management system,
- allow the active involvement of employees,
- are appropriate to the issues faced by the company,
- are used to evolve behaviours,
- are used to reduce hazardous situations, near misses and accidents,
- etc.

● **The employee recruitment, assignment, training and assessment mechanisms:**

- encourage bottom-up feedback,
- allow the active involvement of employees,
- are used to evolve behaviours and practices,
- are used to reduce hazardous situations, near misses and accidents,
- etc.

● **The HSE risk analysis method(s) and prevention measures identified:**

- are used to develop the mechanisms of the management system,
- allow the active involvement of employees,
- are used to control work situations,
- are used to reduce hazardous situations, near misses and accidents,
- are appropriate to the issues faced by the company,
- etc.

● **The mechanism for selecting and assessing subcontractors:**

- is used to evolve behaviours and practices,
- are used to reduce hazardous situations, near misses and accidents,
- are appropriate to the issues faced by the company,
- etc.

The concept of continual improvement is applicable to all levels of the company. For example:

- factory floor operatives through the feedback they can give and possible participation in HSE consultations,
- supervisory staff through listening, their support of HSE risk prevention tools and their exemplary behaviour,
- management through the ongoing measures they implement,
- staff representation bodies (if they exist) through their involvement,
- etc.

ASSESSMENT: CONTINUAL IMPROVEMENT

5.1	Management system			Scores
5.1.1	Does the HSE policy implemented allow continual improvement?	25	V	
5.1.2	Do HSE targets allow continual improvement?	25	V	
5.1.3	Does the HSE consultation organisation contribute to continual improvement?	25	V	
5.1.4	Does the mechanism for dealing with new HSE regulatory requirements allow continual improvement?	20	V	
5.1.5	Does the feedback mechanism allow continual improvement?	25	V	
5.1.6	Does the coordinating organisation allow continual improvement?	25	V	
5.1.7	Does the monitoring of result indicators allow continual improvement?	25	V	
5.1.8	Do action plan(s) allow continual improvement?	25	VD	
5.1.9	Does the document resource allow continual improvement?	25	V	
5.1.10	Does the activity mechanism allow continual improvement?	25	V	
5.1.11	Does the recruitment, assignment and training mechanism in place allow continual improvement?	25	V	
5.1.12	Does the employee assessment mechanism in place allow continual improvement?	25	V	
5.1.13	Do the risk analysis method(s) allow continual improvement?	25	VD	
5.1.14	Do prevention measures resulting from the risk analysis allow continual improvement?	25	V	
5.1.15	Does the mechanism for selecting subcontractors allow continual improvement?	25	V	
5.1.16	Does the mechanism for assessing the HSE performance of subcontractors allow continual improvement?	25	V	

REQUIREMENTS: CONTINUAL IMPROVEMENT

5.2 HSE review

Continual improvement is regularly implemented through a lessons learned process (cf. section 3.4). The review is a factual analysis of the targets set, the resources implemented and the results obtained. It is conducted quantitatively and qualitatively.

It contains the following elements as a minimum requirement:

- the partial or total attainment of targets,
- the history of indicators (trends, changes),
- feedback and/or lessons learned (accidentology, hazard exposure, occupational disease, inspections, worksite completion review, etc.),
- nonconformities observed when checking the application of regulations,
- contractual and/or regulatory changes applicable to the company,
- the results of audits (external, internal) and other planned inspections of management system efficiency,
- action plan(s) and their progress,
- envisaged changes to activities.

ASSESSMENT: CONTINUAL IMPROVEMENT

5.2	HSE review			Scores
5.2.1	Does the employer conduct a review of their management system?	25	B	
5.2.2	Does the employer define how frequently (at least yearly) these reviews are analysed?	5	B	
Is this review based on the following as a minimum requirement:				
5.2.3	• the partial or total attainment of targets?	50	V	
5.2.4	• the history of indicators (trends, changes)?	25	V	
5.2.5	• feedback and/or lessons learned (accidentology, hazard exposure, occupational disease, inspections, worksite completion review, etc.)?	50	V	
5.2.6	• nonconformities observed when checking the application of regulations?	25	V	
5.2.7	• contractual and/or regulatory changes applicable to the company?	25	V	
5.2.8	• the results of audits (external, internal) and other planned inspections of management system efficiency?	25	V	
5.2.9	• action plan(s) and their progress?	25	V	
5.2.10	• envisaged changes to activities?	25	V	
5.2.11	Is this review factual?	25	VD	
5.2.12	Does this review contain a quantitative analysis?	25	V	
5.2.13	Does this quantitative analysis allow continual improvement?	25	V	
5.2.14	Does this review contain a qualitative analysis?	50	VD	
5.2.15	Does this qualitative analysis allow continual improvement?	25	VD	
5.2.16	Does this review highlight variations in relation to initial targets?	25	V	
5.2.17	Are the variations in relation to initial targets justified?	25	V	

REQUIREMENTS: CONTINUAL IMPROVEMENT

5.3 Improvement actions

The data in the review is analysed, compared and processed so that the employer can reach a verdict on:

- the degree to which the action plan has been implemented,
- the degree to which their management system has improved,
- the relevance of their management system,
- the efficiency of their management system,
- etc.

As a result of this review and the conclusions drawn, the employer makes decisions regarding:

- new targets,
- the new action plan,
- the introduction of new preventive or corrective actions,
- changes in the assignment of resources and methodologies,
- changes in strategy or organisation,
- etc.

Following the review, its analysis and the decisions taken, the employer ensures that the information given to their employees is traceable.

ASSESSMENT: CONTINUAL IMPROVEMENT

5.3	Improvement actions			Scores
5.3.1	Through analysis of the review, can the employer reach a verdict on the efficiency of their management system?	25	VD	
5.3.2	Does the employer make decisions in light of this review?	50	VD	
5.3.3	Do the decisions made result in the revision of management system tools (policy, targets, indicators, etc.)?	25	VD	
5.3.4	Are the decisions made communicated and explained to personnel?	25	VD	

GLOSSARY

ACCIDENT

Any event occurring in the workplace or as a result of work carried out which results in damage (to people, and/or property, and/or to the environment, etc.).

ACCREDITATION

Issued by an employer on the basis of certain criteria (training, occupational skills, etc.) allowing the employee to perform a given task.

ACTION PLAN

Tool used to monitor actions (corrective, preventive, regulatory, etc.), containing the following headings as a minimum requirement: description, origin, nominated person responsible, deadline, monitoring or progress status, effectiveness measurement.

ASSESSMENT

Estimate of the efficiency and conformity of the actual system put in place.

AUDIT

The audit is a systematic, objective examination conducted on the basis of a reference guide. It is used to establish observations from the points audited (inventory) in order to identify nonconformities, offer guidance on improvement and highlight good practices / positive points.

AUTHORISATION TO OPERATE

Issued by the employer, in particular for operating handling equipment and machinery. Appropriate training of personnel is necessary. It must be enhanced and updated whenever the need arises.

As a minimum requirement, authorisation to operate must be issued by the employer for the following types of machinery:

- Rider-operated material handling trucks,
- Tower cranes,
- Mobile cranes,
- Remotely controlled or rider-operated site machinery,
- Mobile elevating working platforms,
- Truck-mounted auxiliary cranes.

Authorisation is granted if:

- the company doctor has issued the driver with a medical fitness certificate
- the driver has acquired the knowledge and skills necessary through:
 - testing of the knowledge and know-how required to safely operate the machine
 - knowledge of the workplaces and instructions to be complied with on the site(s) of use

This principle can be extended to different tools and machines in the company as required by the employer. Not to be confused with accreditation (electrical for example).

AUTHORISATION TO WORK

Document dated and signed by the accredited people setting out HSE risks, prevention measures and authorising execution of work in a specific location (= permit to work).

BUDDY SYSTEM

See «TUTOR».

CERTIFICATION PERIMETER

Office or agency affected by certification.

CLIENT (User company)

A company that subcontracts activities on his site to external suppliers (contractors).

CO-CONTRACTING

Several companies which draw up a legal arrangement to jointly fulfil the same order.

COMPANY

Public or private structure through which an economic activity is exercised using human resources (employees, temporary staff or subcontractors), premises and appropriate equipment.

COMPANY HEALTH SAFETY ENVIRONMENT (HSE) CULTURE

The HSE culture is all of the HSE values, practices and methods common to all members of a company or organisation.

COMPANY MANUAL

Set of documents listing the provisions implemented to comply with the requirements of a reference guide.

COMPANY SAFETY IMPROVEMENT MANUAL

Complete document containing the «Reference guide».

COMPANY SAFETY IMPROVEMENT PLAN (PASE)

Set of documents listing the provisions implemented by the employer to comply with the requirements of the MASE reference guide; see also HSE manual.

COMPETENCE

Use of validated know-how in a complex professional situation, with a view to attaining a result or requirement.

CONTINUAL IMPROVEMENT

Regular process used to improve the overall performance of the management system in line with the company's policy.

CONTRACTOR (supplier)

A company that provides services, a company considered to be external to the client (the user company).

CORRECTIVE ACTION

Action undertaken to eliminate the causes of an existing nonconformity in order to prevent recurrence.

CPE

Collective protective equipment.

DELEGATION OF POWER

Delegation of power is a legal act through which an authority (the delegant) relinquishes all or part of the powers assigned to them and transfers them to a subordinate authority (the delegatee).

DOCUMENT REVIEW

Detailed analysis of all the documents defining the management system in place.

EFFECTIVENESS

An action (or system) producing the effect required or the result expected.

The management system is considered effective if risks are controlled, results improve consistently and the management system continues to develop within the company.

Effectiveness leads to efficiency.

EFFICIENCY

Efficiency is the implementation of attainable and appropriate actions that take account of economic realities while remaining effective.

EMPLOYEES (permanent and temporary personnel)

The employee is a person who undertakes to perform a job, either full-time or part-time, on behalf of an employer and in return for a salary or wage.

EMPLOYER

Person who employs salaried personnel.

ENVIRONMENT

The surroundings (air, water, soil) in which an organism (flora and fauna) develops. The interaction of humans with this environment can have positive or negative consequences.

EXPOSURE

Act of subjecting an individual to an identified risk.

FREQUENCY RATE

• FREQUENCY RATE 1 (or FR1):

Number of lost-time accidents per million hours worked.

E.g.: 5 lost-time accidents for 120,000 hours worked.

$$TF1 = \frac{5 \times 1,000,000}{120,000} = 41.6$$

• FREQUENCY RATE 2 (or FR2):

Number of declared lost-time and non-lost-time accidents per million hours worked.

• FREQUENCY RATE 3 (or FR3):

Number of declared lost-time and non-lost-time accidents and those requiring first aid per million hours worked.

• SEVERITY RATE:

Number of lost-time days per thousand hours worked.

E.g.: 132 lost-time days for 120,000 hours worked.

$$SR = \frac{132 \times 1000}{120,000} = 1.1$$

These four indicators are used to report the frequency and severity of accidents. They must appear each year in the company's social responsibility audit and the IRP report.

GUIDANCE ON PROGRESS

Suggestions that may be made to help the employer improve their system.

HAZARD

The intrinsic property of an element capable of compromising the physical integrity or health of people, or of threatening the safety of facilities or the environment.

HAZARDOUS SITUATION

Situation in which damage is possible as a result of one or more hazardous phenomena.

HEALTH

Preservation of physical and psychological well-being in the short term (safety), medium and long-term (hygiene).

HEALTH, SAFETY AND WORKING CONDITIONS COMMITTEE

In France, the IRP is a staff representation body in companies with more than 50 employees.

HIRED MACHINERY OPERATOR

A service provider who offers hire of «machinery with operator».
The machinery operator must be covered by a PPSPS or PDP.

HOURS WORKED

Total hours worked is the sum of the hours actually worked by employees.

HYGIENE

Industrial hygiene is the discipline of anticipating, recognising, assessing and controlling dangers to health in the work environment with the objective of protecting employee health in the medium and long term.

INDICATORS

An indicator is a chosen and objective item of information used to periodically observe developments in relation to the targets set (see Advice on 3 «Advice on choosing indicators»).

INDIVIDUAL REVIEW

Used to both determine whether the targets set (work, HSE, etc.) have been achieved, and to set new ones for the coming year.

It can be used to identify additional training needs (at the request of the employee or employer).

It is used to determine any job-related modifications.

Regardless of its content, it is essential not to leave things unspoken. It is an opportunity for open discussion.

INDUCTION

Training session for personnel on risk and associated rules and instructions.

Training is delivered when personnel are hired and whenever necessary (change of job, changes in techniques, manufacturing processes, work instructions, regulations and corporate organisation).

INFORMATION

Items passed up or down the company chain of command necessary for understanding (poster, talk, email, safety toolbox talks, etc.).

INSTRUCTION

Internal memo that helps define good practices and/or ways of operating.

LESSONS LEARNED

The lessons learned process is a systematic and rigorous analysis of an incident in order to draw lessons from it for the future.

LIST OF JOBS EXPOSED TO SPECIFIC RISKS

The list of jobs exposed to specific risks is drawn up by the employer and specifies the jobs presenting specific risks for employee health and safety.

Casual staff (on fixed term contracts and temporary personnel) working in a job involving specific risks are given enhanced training.

MAJOR NONCONFORMITY

A major nonconformity is a nonconformity in relation to the reference guide that could endanger the system in place, its organisation, application and effectiveness.

MANAGEMENT COMMITTEE

Group of people responsible for implementing and coordinating the company's management system.

MANAGEMENT SYSTEM

The totality of the global organisational structure (responsibilities, procedures and resources) used to manage the health, safety and environmental risks associated with the organisation's activities.

MASE

«Company Safety Improvement Manual». A reference guide that can be used by the company to set up its management system.

Name of associations whose remit is to promote and improve health, safety and protection of the environment in companies.

MASE/FRANCE-CHIMIE COMMON SYSTEM CERTIFICATION

Recognition of the HSE management system by one of the MASE associations.

MECHANISM

Set of measures to attain a target.

MINOR NONCONFORMITY

A minor nonconformity is a deviation that does not prevent the system from functioning but could impinge on its effectiveness.

NEAR MISS

Any event occurring in the workplace or as a result of work carried out which could have resulted in damage (to people, and/or property, and/or to the environment, etc.).

NONCONFORMITY

See major nonconformity.

OBSERVATION

Comment that may be similar to guidance on progress.

OCCUPATIONAL DISEASE

A disease is «occupational» if it is the direct consequence of a worker's exposure to a physical, chemical or biological risk, or results from the conditions in which they exercise their occupational activity.

To be recognised, the disease must appear in one of the tables annexed to the French Social Security Code (created and modified by decree).

PERMANENT EMPLOYEE

Employees on fixed-term contracts are known as permanent employees.

PERMIT TO WORK

See «AUTHORISATION TO WORK».

PLANNING

Programming of actions or tasks to be performed in order to attain a target or result.

POLICY

Formalised declaration by the employer describing the fundamental commitments of the company's management system.

PPE

Personal protective equipment.

PREVENTION

Set of measures taken to anticipate / prevent potential risks.

PREVENTION PLAN

The PDP is a process for analysing multi-source and coactive risks which must be implemented by the head of the user company (the entity commissioning the work) together with the management of external companies (those doing the work) carrying out one or more operations.

It must be drawn up in writing for all hazardous works (list defined by French decree of 19 March 1993) or if the duration of the operation is greater than 400 hours over a 12-month period.

PREVENTIVE ACTION

Action undertaken to eliminate the causes of a potential nonconformity in order to prevent occurrence.

PROCEDURE

For a given activity, a document setting out the means to be used, the measures to be implemented and the checks to be made in order to attain the expected result.

RECORD

Document reporting a result obtained or providing proof of a completed action.

RE-EXAMINATION

Process identifying nonconformity between regulatory changes applicable to the company and what it actually applies.

REFERENCE GUIDE

One of the components of the Company Safety Improvement Manual: it contains requirements and associated questions.

RELEVANCE OF THE MANAGEMENT SYSTEM

The management system put in place by the employer is considered to be relevant if it is coherent and appropriate to the needs of the company.

RESIDUAL RISK

Risk that is still present when prevention measures have been implemented.

RISK

Risk is the probability of a hazard causing an impact when there is exposure to that hazard (Risk = Hazard x Exposure).

RISK ASSESSMENT AND ACTION PLAN

The occupational risk assessment and action plan (DUER) is a document containing a written transcription of the company's risk assessment results.

SAFETY

Safety is the discipline of anticipating, recognising, assessing and controlling hazards to health in the work environment with the objective of protecting employee health in the short term and the well-being and protection of the community as a whole.

SAFETY AND HEALTH PROTECTION COORDINATION

This is an obligation of the client for construction and public works activities. The purpose of safety and health protection coordination, for all construction or civil engineering sites where several contractors or self-employed trades are working, is to prevent risks resulting from their joint activity and to plan the use of common resources. To this end, the client appoints a safety and health protection coordinator, whose roles, duties and responsibilities are defined in the French Labour Code.

SAFETY PROTOCOL

Used for loading or unloading activities.

The safety protocol is a written document drawn up between the host company and the haulier. It includes all information resulting from the prior analysis of risks inherent to the operation.

SCOPE

All the company's activities covered by MASE/France-Chimie common system certification.

SEG

A similar exposure group (SEG) is a set of people, jobs or work functions which are estimated to experience exposure of the same type and of similar intensity. Each employee must be included in one or more HEGs.

SPECIFIC SAFETY AND HEALTH PROTECTION PLAN

Specific safety and health protection plan (PPSPS): drawn up by a company working on a closed and independent construction or civil engineering worksite on the basis of the general coordination plan (PGC).

SPONSOR

See «TUTOR».

STEERING COMMITTEE

The steering committee (COFIL) is a body within the association.

It performs a variety of tasks (certification, meetings, representation, etc.).

Its members meet specified eligibility conditions and are appointed by the board of directors.

SUBCONTRACTING

Subcontracting is the performance of a service awarded by contract to another company (known as the subcontractor).

Various types of subcontracting exist.

TALK

A talk is a planned and regularly organised meeting examining specific themes.

TARGET

General goal that the company sets in line with its policy.

TEMPORARY EMPLOYEE

Temporary work is the result of a temporary employment contract drawn up solely for the performance of a specific and temporary task, known as the assignment, and only in the scenarios allowed by law. Employees on temporary employment contracts or fixed-term contracts are known as temporary employees.

Regardless of the reason for which it is drawn up, such a contract cannot have either the purpose or effect of permanently filling a post linked to the regular and permanent activity of the user company.

TRAINING

Training is the learning process which allows an individual to acquire the knowledge and know-how (skills and expertise) necessary to exercise a trade or professional activity.

TUTOR (sponsor)

The tutor is an experienced employee (job and HSE knowledge) who facilitates the integration of a person (permanent contract, fixed-term contract, temporary employee, intern, employee in new post) into the company.

WORK DOCUMENTS

Set of documents required to perform an action (sequence of operations, procedures, orders, drawings, diagrams, work instructions, etc.).

WORK INSTRUCTIONS

Work instructions are a list of all the operations that must be carried out to complete a specific task.

WORKSHOP

A place or building where workers operate with rules specific to their profession.

WORKSITE

Operation outside the company's premises - construction, operation or demolition site, or a place where various materials are stored.

ABBREVIATION GUIDE

ATEX	Explosive atmosphere
BEI	Biological exposure index
IRP	Health, safety and working conditions committee (Comité d'Hygiène, de Sécurité et des Conditions de Travail)
CMR	Carcinogenic, mutagenic or toxic for reproduction
CPE	Collective protective equipment
CSN	National Strategy Committee (Comité Stratégique National)
DTA	Asbestos survey (Dossier Technique Amiante)
DUER	Risk assessment and action plan (Document Unique d'Evaluation des Risques)
FIPE	Individual exposure prevention record (Fiche Individuelle de Prévention des Expositions).
HCA	Hazardous chemical agent
SEG	Similar exposure group
HR	Human resources
HSE	Health safety environment
IPRP	Occupational risk prevention specialists (Intervenants Prévention des Risques Professionnels)
IRP	Personnel's representative bodies (Instances Représentatives du Personnel)
LL	Lessons learned
MASE	Company Safety Improvement Manual
MSD	Musculoskeletal disorders
OD	Occupational disease
OPPBTP	Organisme Professionnel de Prévention du Bâtiment et des Travaux Publics (French organisation for accident prevention in the construction industry)
PDP	Prevention plan (Plan de Prévention)
PGC	General coordination plan (Plan Général de Coordination)
PPE	Personal protective equipment
PPSPS	Specific safety and health protection plan (Plan Particulier de Sécurité et de Protection de la Santé)
SC	Supplier company = contractor
SDS	Safety data sheet
SMR	Closer medical supervision (Surveillance Médicale Renforcée)
SR	Staff representative
TLV	Threshold limit value
UC	User company = client
WA	Work accident
WC	Works council



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