SECTION SIX: INTEGRATED MANAGEMENT SYSTEM MEASUREMENT, ANALYSIS AND IMPROVEMENT.

1. MEASUREMENT AND MONITORING OF HSE PERFORMANCE

AlMansoori Specialized Engineering has established and is maintaining procedures to monitor the HSE performance on a regular basis. This includes the monitoring of:

- Positive and Dangerous Feedback (PDF)
- Incidents, Accidents (including near misses)
- Occupational ill health instances
- Achievement of Objectives & Targets
- Legal compliance to HSE requirements
- Identified Environmental Impacts
- Site Visits
- Site Inspections
- Behavioural Safety Audits

AlMansoori Specialized Engineering has documented:

- How it monitors and measures the HSE aspects and performance parameters
- The frequency of monitoring
- How the results of monitoring & measurement are recorded
- How actions arise as a result of the results of monitoring & measurement
2. MEASUREMENT AND MONITORING OF PRODUCTS

AlMansoori Specialized Engineering maintains a mechanism to ensure:

- Items, goods and services received from suppliers are exactly as ordered and conform to all specifications.
- Appropriate inspection and/or verification take place throughout the design / operation process.
- The design is verified as meeting the client's requirements and expectations before delivery or hand-over.

Records must be retained to prove that the above checking was carried out and those acceptable (“pass”) results were achieved. Additionally, verifiers must identify themselves on the records to provide accountability.

AlMansoori Specialized Engineering has defined:

How it inspects and verifies services and products provided by suppliers and subcontractors that affect its service to the client.

- How drawings and specifications are checked as they are developed.
- How the final design packages to be issued for construction is verified prior to issue.
- How it verifies and inspects all jointing activities.
- How it verifies and inspects the cable laying activities.
- How it reports on all its activities.

AlMansoori Specialized Engineering maintains a mechanism to ensure:

- Items, goods and services provided to the customers are exactly as ordered and conform to all specifications.
- Appropriate Pre-mobilization inspection take place throughout Pre- mobilization Check list.
- Final acceptance inspection is performed by HSEQ Department, Technical Advisor and Operation manager who are not performed or directly supervised the production of the product.

References: Clause 8.2.3 & Clause 8.2.4 of ISO 9001:2008.
Clause 8.2.4.1 and 8.2.4.2 of the supplementary requirement of ISO 29001:2010
3. MEASUREMENT AND MONITORING OF PROCESSES

AlMansoori Specialized Engineering has established suitable methods for measurement and monitoring of processes necessary to meet customer requirements and to demonstrate the processes continuing ability to satisfy its intended purpose. In case of non-conformance with the planned result, correction and corrective action are taken to ensure conformity of product.

*References: Clause 8.2.3 of ISO 9001:2008*
4. ANALYSIS OF DATA

AlMansoori Specialized Engineering collects and analyzes appropriate data to evaluate the suitability and effectiveness of the HSEQ Management System and to identify areas for continual improvement. This includes data generated by measuring and monitoring activities and other relevant sources. Decisions based on facts are based on effective and efficient use of appropriate statistical techniques.

The analysis of data provides information on:

a) Customer satisfaction and/or dissatisfaction;

b) Conformance to customer requirements;

c) Characteristics of processes and products and their trends;

d) Suppliers & Contractors performance

e) HSE Statistics

Tree cause analysis technique is used to identify root causes.

References:

Clause 8.4 of ISO 9001:2008
Clause 8.4.1 of the supplementary requirement of ISO 29001:2010
Control of non-conformity Product [IMSP 05]
5. CUSTOMER SATISFACTION

AlMansoori Specialized Engineering has determined and established processes for monitoring information on customer satisfaction and/or dissatisfaction to assess whether the company has met the customer requirements. The methods and measures for obtaining this information and its use are defined in the relevant procedures.

6. CONTROL OF NON-CONFORMING PRODUCTS

AlMansoori has established procedures for the control and disposition of all non-conforming materials, equipment, items, services or functions. These controls include identification, segregation, documentation and disposition of all non-conforming conditions and shall establish procedures for the subsequent disposition review and recommended action(s).

The Company/Division Manager and / or HSE & Quality Manager shall review all non-conformance reports and shall determine whether action is required and by which department / person. The Company/Division Manager and HSE & Quality Manager shall close-out all non-conformance reports.

Recommended actions against non-conformance reports can be to rework, repair, use as is, scrap, re-grade or if required returned to vendor. Procedure shall provide for the suitable identification of non-conforming products to prevent, them from unintended use.

The procedures provide for the immediate disposition, cause of non-conformance, corrective action and action required to prevent re-occurrence.

All non-conformance reports shall be analyzed at regular intervals and any trends highlighted and discussed during the corporate HSEQ management review meeting of the HSEQ management system.

AlMansoori Specialized Engineering developed documented procedure for nonconforming product include requirements for identifying, documenting and reporting incidents of product nonconformities that detected on delivery or product failures. This procedure ensures the analysis of nonconformities, documented evidence supporting the nonconformity is maintained to facilitate the determination of the cause.

References: Clause 8.3 of ISO 9001:2008
Clause 8.3.1, 8.3.2 and 8.3.3 of the supplementary requirement of ISO 29001:2010
Control of non-conformity Product [IMSP 05]
7. ACCIDENTS AND INCIDENTS INVESTIGATIONS

It is the responsibility of all Company personnel to ensure the prompt reporting of all Accidents, Incidents, Near Misses & PDFs to management.

Prompt reporting of such information allows Managers/Superintendents and Supervisors to correctly identify the circumstances of each event and select the appropriate level of investigation that might be required to be carried out.

The Company recognizes that prompt reporting and appropriate levels of investigation are essential to:
- Identify the Immediate and Underlying Causes
- Prevent similar repetitions of the accident
- Allow the identification of changes and improvements that may be required to the current HSE MS arrangements.

Managers, Superintendents and Supervisors are required to respond to all Accidents, Incidents, PDF’s and Near Miss reports in order to identify the facts surrounding each case.

No report of an Accident, Incident, and PDF’s or Near Miss is to be treated as trivial.

In the event of a report of an Accident, Incident or Near Miss, personnel are to follow the relevant instructions contained in the forms and the Procedure.

_The Corporate HSE & Quality Manager shall be responsible for collation and collection of statistical information relating to accidents that have occurred._

Team from the HSEQ Department & the concerned Company/Divisions are responsible for conducting the investigation. HSEQ Department shall distribute reports of accident investigation findings and recommendations together with follow up actions, to the related Company/Division Manager and the relevant personnel.

References: Clause 4.5.3 and Clause 4.5.3.1 of OHSAS 18001:2007
_Incident Reporting & Investigation Procedure [IMSP 12]_
8. CORRECTIVE AND PREVENTIVE ACTIONS

This system shall establish the procedural requirement, documented actions and records for the issue, control and subsequent required action related to Non-Conformance Report (N.C.R.) / Corrective Action Reports (C.A.R.), and Customer Complaint Forms (C.C.F).

The Company Positive and Dangerous feedback (PDF) Form shall be used to rectify and prevent causes of actual or potential non-conformities, accidents and hazardous occurrences. The PDF Forms are available at Almansoori all sites.

Any person who identifies conditions adverse to the achievement of the Company HSEQ Policy advises the HSE & Quality Manager or his relevant Manager.

The Non-Conformance / Corrective Action, and Customer Complaint reporting procedures shall be used as a management tool for correcting deficiencies which create significant conditions adverse to quality.

All Corrective actions plans shall be prepared and sent to the HSEQ department within 14 days the corrective action plan should identify time frame for addressing corrective actions.

The HSE & Quality Manager periodically reviews and analyses the problems reported, ensuring that relevant information on actions taken is submitted for Management review.

N.C.R, and C.C.F.’s shall be controlled by the HSE & Quality Manager. These reports shall notify senior management of significant conditions adverse to the quality of products, workmanship and servicing operations that shall require corrective action implementation.

Significant conditions that shall require the issue of N.C.R, or C.C.F may result from the following:

- Internal and External audit findings.
- Management review and HSEQ Improvement meeting.
- Client Feedback, Complaints or Non-conformance.
- Third Party Audits.
- Inspection, Testing or Maintenance Operations.
- Fields Operations.

Line management shall ensure that any corrective and preventive actions are effective.

References: Clause 8.5.2 & 8.5.3 of ISO 9001:2008
Clause 4.5.3 of ISO 14001:2004
Clause 4.5.3.1 of OHSAS 18001:2007
Clause 8.5.2.1, 8.5.2.2 and 8.5.3.1 of the supplementary requirement of ISO 29001:2010
Corrective & Preventive Action Procedure [IMSP 04]
Internal Audit Procedure [IMSP 09]
9. CONTINUAL IMPROVEMENT

AlMansoori continually strives to continually improve the HSE & Quality Management System through the use of HSEQ policy & Procedures, HSEQ objectives, audit results, analysis of data, corrective and preventive action and corporate management review meetings. The HSEQ objectives are upgraded gradually on routine basis for improving performance of different Divisions.

References: Clause 8.5.1 of ISO 9001:2008
10. INTERNAL AUDIT

The procedure for internal quality audits reviews and examine the activities that AlMansoori Specialized Engineering performs is properly reflected in written procedures, and the effectiveness of the overall HSEQ program.

HSEQ audits shall be conducted in accordance with the internal audit procedure and on the basis of the status and importance of the activity.

All Divisions within the Integrated Management System shall be audited at least once annually and the audit shall cover all HSEQ aspects.

Additional audits shall be conducted when significant organizational or procedural changes are made or as follow – up to verify the implementation of corrective actions and problems that are identified within the HSEQ system.

The audit results shall be documented, reported and filed along with possible non – conformance and recommended corrective actions.

Senior Management shall review the result and conclusions of internal audits reports, including non – conformances and the relevant follow – up actions, during the Corporate HSEQ management review meeting to ensure continued effectiveness. The review shall ensure that objectives are being met, defects or irregularities found and corrective action taken to rectify any shortcoming.

All personnel involved within internal audits shall be adequately trained. Auditors conducting internal audits must be independent of the area being audited.

References: Clause 8.2.2 of ISO 9001:2008
Clause 4.5.5 of ISO 14001:2004 & OHSAS 18001:2007
Clause 8.2.2.1 and 8.2.2.2 of the supplementary requirement of ISO 29001:2010
Internal Audit Procedure [IMSP 09]
11. MANAGEMENT REVIEW

It is considered that a key area of management responsibility is to formally review the Integrated Management System at least annually to verify that it is operating correctly and effectively.

This periodic review is essential to the continuous improvement process of the IMS and serves to demonstrate Management vision and commitment to all Employees & Clients.

In order to conduct performance review indication, Managers shall:

a) Establish Annual Objectives and Targets  
b) Hold periodic Safety Meetings  
c) Collect Accident/Incident and sickness reports  
d) Arrange a system for follow up reports  
e) Implement a Safety Monitoring/Audit programme  
f) Regularly review HSE procedures against current Rules, Regulations and industrial ‘best practices’  
g) Develop Employees HSE & Technical Training program

The Corporate HSE & Quality Manager shall be responsible for providing advice on:

a) HSEQ Objectives & Targets for achievement  
b) Accident/Incident statistics  
c) Review of follow up reports  
d) Collation of Audit/Monitoring reports  
e) HSE & Quality training achievements  
f) Changes to HSEQ Rules and Regulations

Performance indicators shall be reviewed on a regular basis at monthly, quarterly and annual intervals as indicated in the respective Terms of Reference for Corporate, Company/Divisions Managers and Business Division HSEQ Meetings.

Individual site Safety Meetings/Toolbox talks will consider HSEQ performance & on job risk assessment information on a weekly basis.

The management review meeting will be conducted at least once a year to review the continuing suitability and effectiveness of the Integrated Management System in satisfying the requirements of the ISO 9001, ISO 14001, OHSAS 18001 and ISO 29001 standards as well as the HSEQ Policy Statement.

The meetings will be chaired by the Chief Executive Officer and attended at least by the Company/Divisions Managers & the HSE & Quality Manager.
The agenda of these meetings will include the following topics for discussion:

- Health, Safety, Environment & Quality Policy and Objectives, particularly with regard to AlMansoori goals and the needs and expectations of its clients.
- Internal and External audit results
- Process Performance & Product Conformity
- Supplier Performance
- Non-conformities, Accident, Potential Hazards and Emergency Situations
- Corrective and Preventive Actions
- Training needs
- Feedback from Customer & Interested Parties
- Overall Effectiveness of the Management System
- Areas of Continual Improvement
- Legal & other requirements
- Resources

Prior to the management review meeting, the HSE & Quality Manager will prepare summaries based on the above topics for discussion at the meeting. The HSE & Quality Manager will record the minutes of the meeting and ensure that any nominated actions are implemented.

The Chief Executive Officer may request additional meetings in consultation with the HSE & Quality Manager at any time, if a matter arises which potentially has a serious effect on the Integrated Management System and its services of AlMansoori Specialized Engineering.

References:  
Clause 4.6 of ISO 14001:2004 & OHSAS 18001:2007
Management Review Procedure [IMSP 10]
12. CHAPTER ZERO

This Chapter will contain deviations from the HSEQ IMS and HSEQ Procedures manual. Deviations can be either omitting or additional requirement, due to legal legislation of the country of operation or due to special operational requirement,

Chapter Zero shall be developed and reviewed periodical by the HSEQ Manager or HSEQ representative of the Almansoori Company or JV that has deviations From the HSEQ IMS procedure.

Chapter Zero shall be approved by General Manager/ Country Manager, Corporate HSEQ Manager and CEO or AMPI president.