



Outline

- a. 公司簡介
- b. 職安衛旅程
- c. 職安衛四大特色
- d. 結語

新力美的產品導向與場地分佈

Key application	End application example	AgiSyn™
Coatings		Wood for furniture (40-50% of coatings)
		Plastics (~10% of coatings)
		Fiber Optical Cable
Electronics		Dry film (PCB (40-50% of Electronics))
		BEF for TV screen (~10% of Electronics)
		OCA/OCP® for touch panel (~5% of Electronics)
Inks		Inks for several type of printing Offset: 50-80% Flexo: ~10% Inkjet: ~1%
		Flexible food packaging
		Publication



台北辦公室
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大園廠



彰濱廠



新化(倉庫)



台北辦公室
大園廠
彰濱廠
新化(倉庫)



DSM
BRIGHT SCIENCE. BRIGHTER LIVING.

DSM的核心價值

人、地球、利潤

Coal mining
(Petro)chemicals
Nutrition, Health & Sustainable Living



1902 DSM Unimilac DSM DSM

DSM的成功轉型

Living Safety: I Care, We Care.

"We can't be successful in a world that fails" - Feike Sijbesma, DSM CEO







It's all about people
一切都关于人



Caring for our planet
关注我们地球

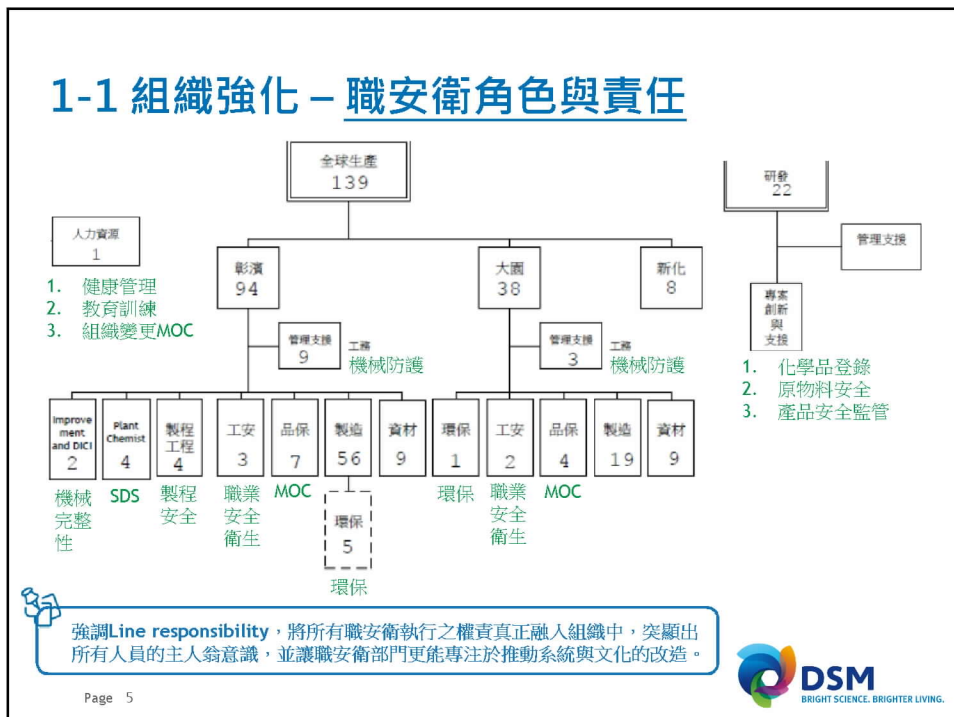
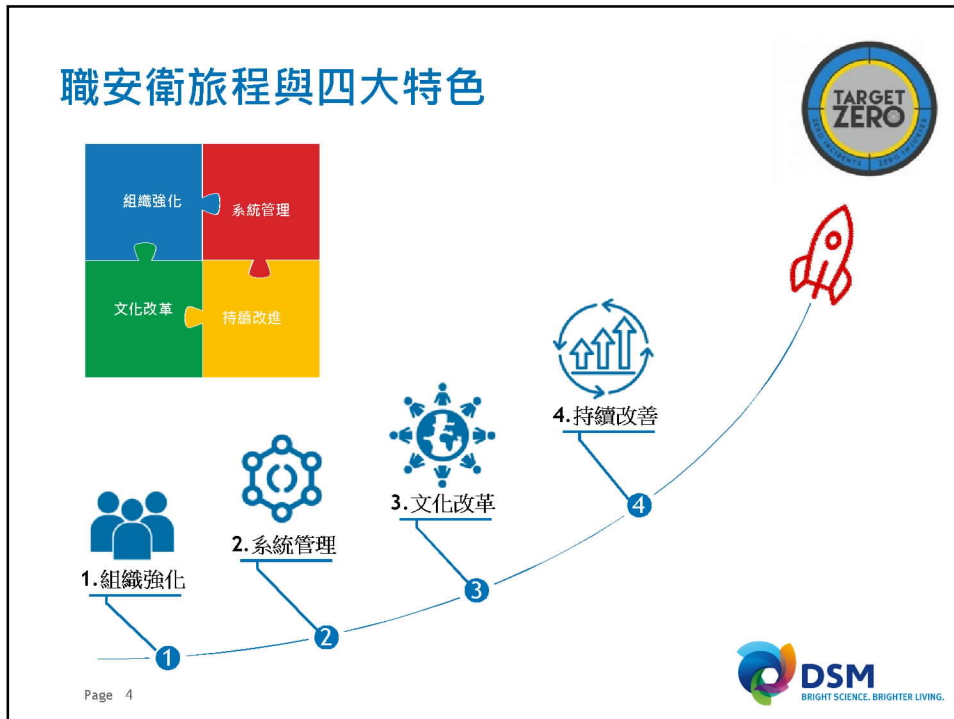


Pursuing sustainable profit growth
追求可持续的利润增长



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強調Line responsibility，將所有職安衛執行之權責真正融入組織中，突顯出所有人員的主人翁意識，並讓職安衛部門更能專注於推動系統與文化的改造。

1-2 組織強化 – 製程安全關鍵角色

製程安全關鍵角色佈置矩陣 (部分截圖)

Safety Requirements Hazard B Risk	Process Safety Life Cycle (ECR 2018)			JD Title	ZB Site	Name
	Identify	Allocate	Implement			
Key Roles Allocation at Site Level						
	Demand	Assigned	Qualified			
	occasionally	partly	in progress			
	highlighted grey = optional for site					
Safety Requirements Hazard B Risk	1 HAZOP/PHR chair Greenbelt	occasionally	complete	complete	Engineering Manager	George Hung
	2 Machine Safety Assessments chair	occasionally	complete	complete	Maintenance Supervisor	Duncan Lin
	3 Area Classification chair	occasionally	complete	complete	SHE Manager	Rein Weng
Safety Design	4 Process (re-) design and allocate	occasionally	complete	complete	Engineering Manager	George Hung
	5 SRS (Safety Requirement Specification) Mechanical	occasionally	complete	complete	Engineering Manager	George Hung
	6 SRS (Safety Requirement Specification) Instrumental	occasionally	complete	complete	Process Control Engineer	Mers Liang
	7 SRS (Safety Requirement Specification) Procedural (PSP)	occasionally	complete	complete	Production Manager	Kiich Lo
	8 SRS (Safety Requirement Specification) Safety Critical (Operation) Procedure (SC(OP))	occasionally	complete	complete	Production Manager	Kiich Lo
	9 Design Mechanical	occasionally	complete	complete	Engineering Manager	George Hung
	10 Design Instrumental	occasionally	complete	complete	Process Control Engineer	Mers Liang
	11 Design Procedural	occasionally	complete	complete	Engineer	Kiich Lo
	12 Design Safety Critical (Operation) Procedures (SC(OP))	occasionally	complete	complete	Production Manager	Kiich Lo

關鍵角色能力認證標準(以HAZOP chair為例)

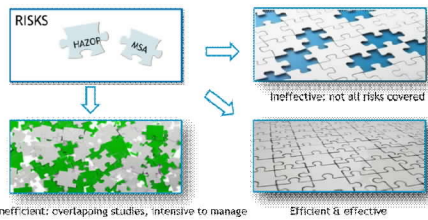
HAZOP Chair	30 % (at least 1 per year with 3 days per HAZOP incl. preparation and reporting)
Process Safety Requirements	
Objectives:	
into the HAZOP team, review and guide the use of the Risk Graph and apply all relevant or norm setting documents (PSA, requirements, flow charts, guidelines), use a clear unambiguous description of scenarios, ensure verification of classified scenarios according to DSM Risk Graph.	
Quantities & Responsibilities:	
portfolio for: Quality of the HAZOP and the HAZOP reporting. A balanced, multi-disciplinary composition of the HAZOP team.	
Qualifications:	
HAZOP Black-Belt - Certification: Combination of training days, review of executed HAZOP's and coaching during practical HAZOP sessions (Risk identification and classification), evaluation / approval by the Master Black-Belt. Certification that qualifies on a standard accepted throughout DSM. This should then also mean responsible authorities share our statement that our certified personnel is nominated. Training should be done by an institute recognized by Tier 1 / HAZOP competence leader. Certified does also mean: <ul style="list-style-type: none"> - participation at yearly Chairperson refreshment workshop - regular check on delivered HAZOP quality e.g. check of performed HAZOP and Risk Level classification every 2 years by an independent authority (INSE or COBRC-FEAM HAZOP specialists) - performing >10 times a HAZOP / year - Experience in HAZOP method (>2 years experiences) - People skills to drive a multidisciplinary team - Risk specific knowledge 	

透過製程安全關鍵角色的佈置，讓人力、能力、時間都到位，以利有品質地運作整個製程安全管理系統。



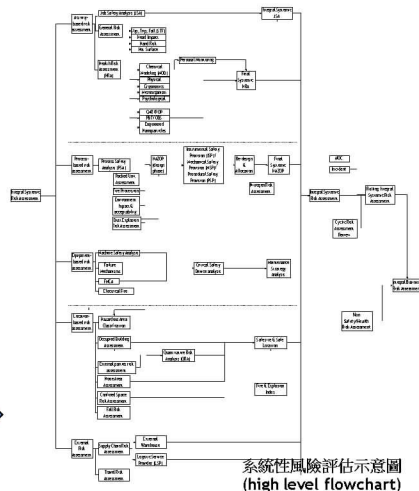
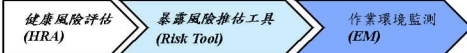
2. 系統管理 – 系統性風險評估

風險評估的效率與效果



範例：串聯式化學品暴露評估

1. 初步半定量評估
2. 定量數學模式推估
3. 定量作業環境監測

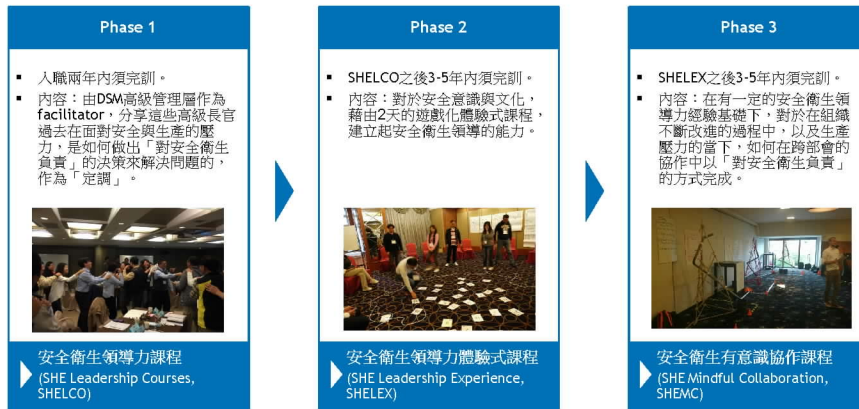


系統性風險評估示意圖 (high level flowchart)

針對產業與製程特性，建立系統性的風險評估架構，包含24個核心風險評估，及其他針對性評估，發揮出最大的效率(efficiency)與效果(effectiveness)。



3-1 文化改革 – 安全領導力三階段課程



領導階層的承諾及領導力是安全管理的根本，我們的領導力培訓，讓主管們深刻瞭解到什麼是安全領導，不僅形成文化，也將此文化傳承下去。



3-2 文化改革 – 安全文化活動



我們的三大安全文化特點是：「融入DSM的安全文化」、「會議先談談安全」、「為安全暫停」等三個活動，對於安全文化的提昇有淺移默化的功效。



4. 持續改善 – 內外部稽核



我們非常重視外部的審查與稽核，能夠找到我們自己習以為常的盲點，以2018年為例，工廠除了內部稽核之外，另外還有四次的外部稽核。

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Take-away

- 安全衛生是一個只有起點，沒有終點的旅程。
- 領導階層的承諾和支持至關重要！各級主管的親自參與、以身作則，並發揮出「看得見」的安全領導，才能看見問題、才能知道如何支持、才能發揮影響力。
- 唯有讓組織和資源到位，全員參與，才能讓安全衛生變成所有人的事，不再只是口號，而是真正的核心價值。
- 傾聽第一線員工的聲音，並仰賴外部不同視角的審查，能夠讓管理系統有效地持續進步。
- 《細節決定成敗》中有句話：“我們決不缺少雄韜偉略的戰略家，缺少的是精益求精的執行者，我們決不缺少各類管理制度，缺少的是對規章條款不折不扣的執行者。”

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