



Standard – Consequence Management

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Revision history

Revision:	Date:	Comments:	Approval:
1	15 Apr 2014	Initial Release	W.G. de Gier

1. Purpose

The purpose of this Standard is to standardize consequence management for rule breakers and their supervisors.

2. Scope

This Standard applies to all APM Terminals employees and contractors.

3. Requirements

The Terminal Managing Director/MD shall:

- Nominate a Consequence Management Process Owner.
- Communicate the Consequence Management process to all personnel and contractors.
- Validate the effectiveness of the Consequence Management process regularly.

The Consequence Management Process Owner shall:

- Execute the Consequence Management process for all HSSE incidents that have potential severity 3 and higher on the risk assessment matrix [Ref.1].
- Execute the Consequence Management process after the incident investigation is completed (where applicable) and the root causes are established [Ref.2].
- Always involve representatives from the HR and HSSE function.
- Apply consequences in line with local regulatory requirements and labor agreements.
- Keep confidential (but auditable) Consequence Management records, including a clear description on how the conclusions were reached.
- Inform the rule breaker and his/her supervisor of the outcome.
- Run the Consequence Management questionnaire (<http://tiny.cc/55zdex>) for each case.

The Consequence Management structure is based on a three-tiered approach:

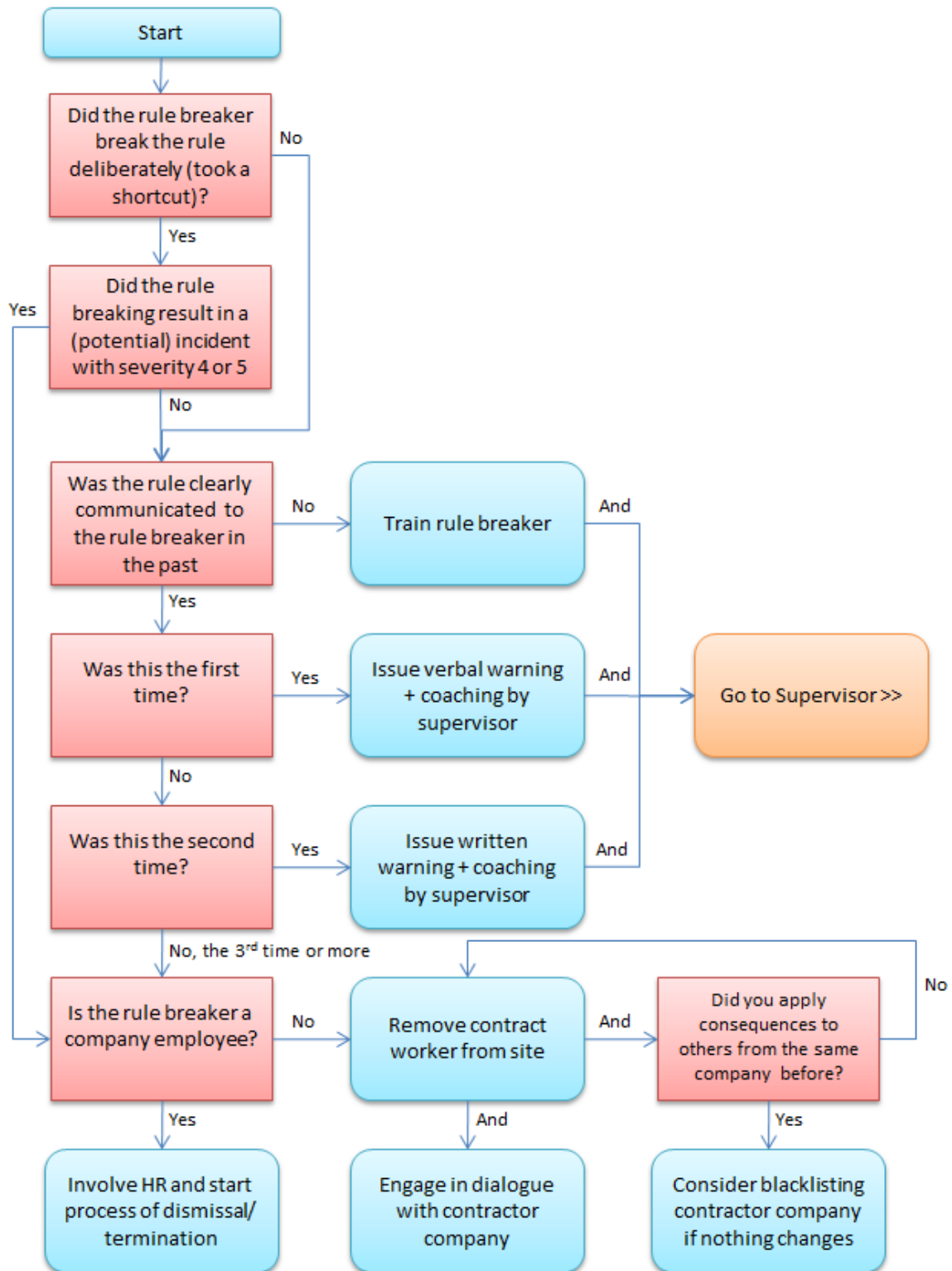
Rule Breaker	Employee	Contract Worker	Supervisor of Rule Breaker
First HSSE violation	Verbal warning and coaching by supervisor	Verbal warning and coaching by supervisor*	Training or verbal warning and coaching of supervisor
Second HSSE violation	Written warning and coaching by supervisor	Written warning and coaching by supervisor*	Written warning and coaching of the supervisor
Third HSSE violation	Termination (subject to local law and labor agreements)	Removal from site and engagement with contractor company	Temporary suspension of supervisory role and consultation with HR.

* Unless severity 4 or 5 incident

4. References

- (1) APMT-APAC-HSSE-03 “Risk Assessment Matrix”.
- (2) APMT-APAC- HSSE-07 “Incident Reporting, Investigation and Learning”.

Appendix A: Consequence Management for Rule Breakers



Appendix B: Consequence Management for Supervisors of Rule Breakers

