

如何着手建立管理体系

Demystifying Management systems

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- 背景：

- 18年化工制药企业EHS管理经验。先后就职于上海化工、巴斯夫聚氨酯、罗氏制药、强生外部供应链。2023年PSCI中国小组负责人；PSCI工业卫生小组成员。
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治理与管理体系& PSCI原则

Governance & Management Systems & PSCI Principles

“Good governance and management systems are the foundation for compliance with all the PSCI Principles. Suppliers shall use appropriate systems to conduct due diligence on risk and impact, monitor legislation, set priorities, assign responsibility, adopt risk-mitigation measures, and facilitate continual improvement and compliance.”

良好的治理与管理体系是遵循所有PSCI原则的基础。PSCI供应商应使用相关体系对风险和影响进行调查，关注法律法规，确定优先事项，分配职责，采取风险消减措施，并促进持续改进和合规。

治理与管理体系 & PSCI原则

Governance & Management Systems & PSCI Framework

	INDUSTRIAL HYGIENE 工业卫生	+
	PROCESS SAFETY 过程安全	+
	ENVIRONMENT 环境	+
	DECARBONIZATION 脱碳	+
	MANAGEMENT SYSTEMS 管理体系	-
	Commitment & Accountability 承诺与责任	+
	Communication 沟通	+
	Continual Improvement 持续改进	+
	Documentation 文件	+
	Identification Of Concerns 确定关注内容	+
	Legal & Customer Requirements 法律和客户要求	+
	Risk Management 风险管理	+
	Training & Competency 培训与能力	+

The PSCI Principles on Governance and Management Systems and the corresponding Maturity Model both have 11 elements:

治理与管理体系的PSCI原则以及相应的成熟度模型均具备11个要素：

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| 1. Culture, Commitment And Accountability
文化、承诺和责任 | 6. Documentation
文件 |
| 2. Legal And Customer Requirements
法律和客户要求 | 7. Continual Improvement
持续改进 |
| 3. Risk Management
风险管理 | 8. Emergency Preparedness And Response
应急准备与响应 |
| 4. Traceability And Control
可追溯性与控制 | 9. Grievance Mechanisms
申诉机制 |
| 5. Training And Competency
培训和能力 | 10. Response And Remediation
响应与补救措施 |
| | 11. Effective Communication
有效沟通 |

治理与管理体系基础

Governance & Management Systems: The basics

1. Culture, commitment and accountability 文化、承诺和责任

Suppliers shall demonstrate commitment to the concepts described in this document by allocating appropriate resources and identifying senior responsible personnel, thereby creating a culture of responsible practices.

供应商应通过分配适当的资源和确定高级负责人员以表明对该文件所述理念的承诺，从而构建一种负责任的实践文化。



2. Legal and customer requirements 法律和客户要求

Suppliers shall identify and comply with applicable laws, regulations, recognized standards, and relevant customer requirements.

供应商应确定并遵守适用的法律、法规、公认标准和相关的客户要求。

3. Risk management 风险管理

Suppliers shall have mechanisms to determine and manage risks in all areas addressed by these Principles. Suppliers shall have a management of change process in place to evaluate and control the risk of change.

供应商应建立机制，以确定和管理该原则所涉及的所有领域的风险。供应商应制定变更管理流程，以评估和控制变更风险。

供应商成熟度模型

Maturity Model

	Starting Program 起点	Developing Program 发展	Implementing Program 执行	Leading Program 领导
<div><p>Culture, Commitment, and accountability 文化、承诺与责任</p><p>“Suppliers shall demonstrate commitment to the concepts described in this document by allocating appropriate resources and identifying senior responsible personnel, thereby creating a culture of responsible practices.”</p><p>供应商应通过分配适当的资源和确定高级负责人员以表明对该文件所述理念的承诺，从而构建一种负责任的实践文化。</p></div>	<div><div>1. Written management commitment regarding EHS, Human Rights, and Ethics 关于EHS、人权和道德相关的书面管理承诺</div><div>2. Occasional follow-up on EHS, Human Rights, and Ethics topics at management team meetings 不定期跟进管理团队会议上的EHS、人权和道德主题</div></div>	<div><div>1. Setting up processes for managing EHS, Human Rights, and Ethics 建立 EHS、人权和道德管理流程</div><div>2. EHS, Human Rights, and Ethics are standard agenda topics for management team meetings EHS、人权和道德是管理层会议的常规议程主题</div><div>3. Documentation of commitment and accountability through SOPs or other means 通过标准作业程序（SOP）或其他方式记录承诺和问责情况</div><div>4. Open discussion channel between management and employees 开放管理层与员工之间沟通渠道</div></div>	<div><div>1. Establishing a management system for EHS, Human Rights, and Ethics 建立 EHS、人权和道德管理体系</div><div>2. Responsibility and accountability of specific senior managers for implementation of the commitments 具体高管履行承诺的责任和问责</div><div>3. Active involvement of senior managers in EHS, Human Rights, and Ethics topics 高管积极参与 EHS、人权和道德主题活动</div><div>4. Allocation of appropriate resources to ensure delivery of the commitments 分配适当资源，确保履行承诺</div><div>5. Handling of EHS, Human Rights, and Ethics topics in line with relevant 3rd party certifications (e.g. ISO 14001, ISO 45001 or equivalent) EHS、劳工/人权和道德主题的处理与相关第三方认证（ISO14001、ISO 45001或同等标准）保持一致</div></div>	<div><div>1. Proactive leaders effectively make a difference, demonstrate commitment and leadership on EHS, Human Rights, and Ethics topics 积极主动的领导者能有效地发挥作用，在 EHS、人权和道德方面做出承诺并发挥领导作用</div><div>2. The management team enables continuous improvement 管理团队使持续改进得以实现</div><div>3. Employees are empowered to approach management with suggestions and questions 员工有权向管理层提出建议和问题</div><div>4. Acculturation of responsible practices is demonstrated on a daily basis at all levels of the organizations 在组织的各个层面，负责任的实践文化每天得以体现</div></div>

治理与管理体系PSCI学习计划

Governance & Management Systems : PSCI Learning plan

Management Systems 管理体系				
Topic 主题	Level 1: Foundational ‘Primers’ 阶段1：基础 ‘入门’ Downloadable guides for suppliers 下载供应商指南	Level 2: Tools & techniques Recorded online videos 阶段2：工具与指导资料， 视频	Level 3: Specialized content ‘Live’ webinars with Q&A & external input 阶段3：专业内容 在线研讨会与外部知识分享	Level 4: Expert access 阶段4：与专家对话
Culture, Commitment, and Accountability 文化、承诺与责任	<div><div>Overview: 概要:</div><div>What is culture / commitment / accountability 文化/承诺/责任是什么? Why it’s important 为什么重要?</div><div data-kind="parent" data-rs="2"></div></div>	<div>Engaging senior management in labour & human rights, HSE and ethics 高管参与到劳工与人权、HSE和伦理的管理中</div> <div>Dedicating and documenting resource & accountability 分配资源与责任，并记录</div> <div>Accreditations, certifications & awards 鉴定、认证与授予证书</div>	<div>Examples from PSCI Companies on how responsibility is implemented PSCI企业如何履行责任的案例</div> <div>Removing the "they" mentality 消除“他们”心态</div> <div>Becoming Intent Based Leaders-creating leaders at all levels of the business 成为践行意图的领导者——培养企业各个层面的领导者</div> <div>Organizational design models - you are designed perfectly to get the results 组织设计模型——设计与结果高度匹配</div>	<div>All levels of the business can clearly articulate the value the bring to the organization 企业各个层面可以明确表明其带给组织的价值</div> <div>Autonomous teams monitor and measure continuous improvement at all levels 自主的团队监管并衡量各个层面的改进</div> <div>Workers are committed to providing feedback for improvement 工人专注于提供反馈、帮助改进实践</div>
	<div>Actions to take: 应采取的行动:</div> <div>Developing your vision, mission and compelling business needs 制定愿景、使命和强烈的企业需求</div> <div>Setting up a governance structure that works for your organizational structure 建立适用于组织结构的治理结构</div> <div>Writing policies, contractual agreements, tenders 编写相关政策、合同、标书</div> <div>Creating your written management commitment inclusive of HSE, Labour / Human Rights and Ethics 建立包含HSE、劳工、人权的书面管理承诺</div> <div>Creating ownership of effective process and change control systems for your management reviews 建立管理层评估的有效流程和变更管理体系</div> <div>Creating a culture of responsible practices 建立负责任的实践文化</div>			

即刻开始! Start Now!

Create a PSCI account

创建PSCI账户

Download the PSCI Maturity app

下载PSCI成熟度应用程序

Review the PSCI maturity model and learning plans for Governance & Management Systems

查看治理与管理系统的PSCI成熟度模型和学习计划

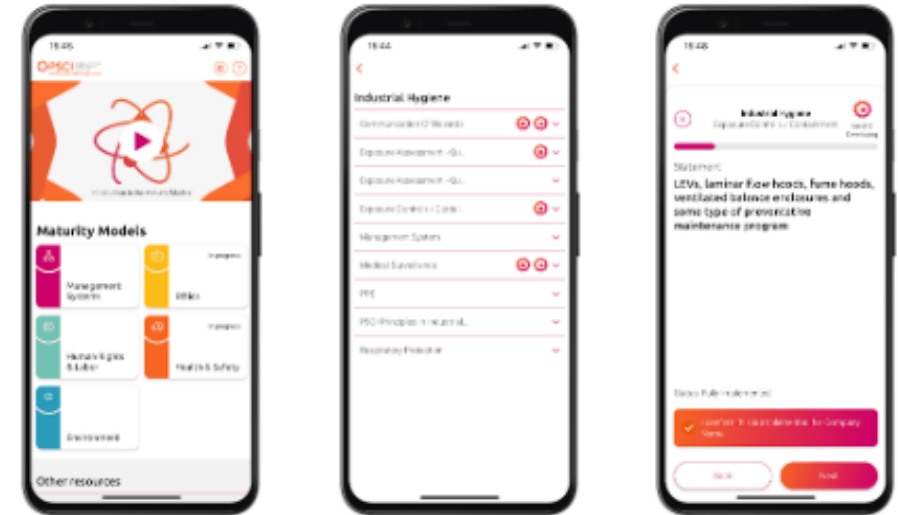
Assess your organization utilizing the maturity model to identify strengths and opportunities

利用成熟度模型对组织进行评估，定位发展优势和机遇

Develop an action plan and discover all the training available to you in the PSCI website

制定行动计划，了解PSCI网站上提供的所有培训内容

DOWNLOAD THE PSCI MATURITY APP



The PSCI Maturity App provides an interactive experience of the PSCI Maturity Models. Available on Android and iOS.

APP提供PSCI成熟度模型互动体验。适用于Android和iOS

