

Guidance on meeting expectations of
EI *Process safety management framework*

Element 3: Employee selection, placement
and competency, and health assurance

GUIDANCE ON MEETING EXPECTATIONS OF
EI PROCESS SAFETY MANAGEMENT FRAMEWORK ELEMENT 3:
EMPLOYEE SELECTION, PLACEMENT AND COMPETENCY, AND HEALTH ASSURANCE

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FOREWORD

Process safety management (PSM) is vital to ensuring safe and continued operations in major accident hazard (MAH) organisations. However, PSM is a multifaceted process, and a number of high profile incidents since 2005 have suggested that without a holistic understanding of the various factors required for effective PSM it can be difficult and inefficient to ensure, and measure, performance.

In 2010 the Energy Institute (EI) published *High level framework for process safety management (PSM framework)*, which aimed to define what PSM should involve. Divided into four focus areas (process safety leadership, risk identification and assessment, risk management, and review and improvement) and sub-divided into 20 'elements', it sets out a framework of activities MAH organisations should undertake to ensure PSM. Each element lists a number of high level activities organisations should meet (expectations).

EI Guidance on meeting expectations of EI Process safety management framework is a series of 20 publications (guidelines) that build on the *PSM framework*. Commissioned by the EI Process Safety Committee (PSC) each guideline captures and presents current industry good practices and guidance on how organisations can meet the expectations set out in each element of the *PSM framework*. Each guideline includes:

- a logical flow diagram of activities (steps) the organisation should undertake to manage that element;
- descriptions of those steps;
- example performance measures (PMs) to measure the extent to which key steps have been undertaken;
- a list of further resources to help undertake key steps;
- a table mapping the steps against the expectations in the *PSM framework*, and
- annexes of useful information.

Readers implementing the guidance in this publication should be aware of the *PSM framework* and the other publications in this series, particularly if they are a manager with oversight of the wider implementation of PSM.

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Suggested revisions are invited and should be submitted through the Technical Department, Energy Institute, 61 New Cavendish Street, London, W1G 7AR. e: technical@energyinst.org

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INTRODUCTION

1.1 EMPLOYEE SELECTION, PLACEMENT AND COMPETENCY, AND HEALTH ASSURANCE

This guideline sets out good practices for employee selection, placement, competency and health assurance for health, safety and environment (HS&E) and process safety. Control of operations and the avoidance of HS&E and process safety incidents depend upon having competent people in position. Management should ensure that existing and new personnel have the required competencies and are fit for work.

This guideline addresses four key topics:

- employee selection and placement;
- fitness for work (FFW) assessment and occupational health (OH) surveillance;
- competency assessment and personnel development and training, and
- succession planning.

1.2 EXPECTATIONS FOR ELEMENT 3: EMPLOYEE SELECTION, PLACEMENT AND COMPETENCY, AND HEALTH ASSURANCE

EI *High level framework for process safety management (PSM framework)* describes 14 expectations – arrangements and processes that organisations should (to an appropriate degree) have in place in order to ensure they are managing this aspect of PSM appropriately:

'Overview: Control of operations depends upon having competent people in position. Management must ensure that existing and new personnel have the required competencies and are fit for work.

- 3.1** The required HS&E and process safety competencies and FFW and health monitoring requirements are defined for all roles in the organisation. These competencies address EI *PSM framework* expectations.
- 3.2** A process is in place for screening, selection and placement of employees which confirms their compliance with the specified requirements for the role.
- 3.3** Individual and collective experience and knowledge are maintained and are carefully considered when personnel changes are made.
- 3.4** Roles and responsibilities are realistically designed to take account of human capabilities and limitations and other key human and organisational factors.
- 3.5** Appropriate induction is carried out for personnel taking up a new or revised position.
- 3.6** A staffing development and succession plan is in place for all positions with PSM responsibility.
- 3.7** The organisational structure, and continuity of PSM critical positions, are reviewed annually to ensure that they are adequate to meet the EI *PSM framework* expectations.

- 3.8** Employee competency and FFW are regularly assessed against requirements of their assigned role and responsibilities.
- 3.9** Employee training and development needs are identified through a systematic process.
- 3.10** Systematic and effective training and development programmes ensure that each person is competent to understand and accept and deliver against the defined HS&E and process safety responsibilities for their role.
- 3.11** Training and development programmes are a combination of formal courses, coaching and practical work.
- 3.12** Training and development programmes are formally reviewed to assess their effectiveness and identify issues which need to be addressed and improvement opportunities.
- 3.13** Arrangements for employee selection, placement and competency, and health assurance are understood and followed; understanding of arrangements and compliance with them are regularly tested.
- 3.14** Compliance and performance trends are reviewed by specified levels of management.'

This guideline provides a process, along with guidance, to help organisations meet these expectations. It also suggests a number of compliance checks and performance measures (PMs) to measure the extent to which key activities involved in meeting these expectations have been or are being undertaken.