

Guidance on meeting expectations of
El Process safety management framework

Element 4: Workforce involvement

GUIDANCE ON MEETING EXPECTATIONS OF
EI PROCESS SAFETY MANAGEMENT FRAMEWORK ELEMENT 4:
WORKFORCE INVOLVEMENT

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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*.
- 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 WORKFORCE INVOLVEMENT

This guideline sets out good practices for workforce involvement (WFI) in health, safety and environment (HS&E) and process safety. Achieving the high levels of HS&E and process safety performance requires the commitment of the whole workforce. Management should align, involve and empower the whole workforce in the identification and management of HS&E and process safety hazards.

There are many and varied approaches to achieving WFI. The selection of which specific approaches will be applied should be cognisant of the required leadership attributes defined in *PSM framework Element 1: Leadership, commitment and responsibility*. This guideline focuses on the development of systematic HS&E and process safety promotion and engagement programmes which should be in place in order to support and maintain the workforce commitment to, involvement in, and understanding of, the management of HS&E and process safety risk.

1.2 EXPECTATIONS FOR ELEMENT 4: WORKFORCE INVOLVEMENT

Element 4 of *EI High level framework for process safety management (PSM framework)* describes six 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 | Achieving the high levels of HS&E and process safety performance requires the commitment of the whole workforce.
Management must align, involve and empower the whole workforce, in the identification and management of HS&E and process safety hazards. |
| 4.1 | Directors and managers promote an open and trusting environment and understand how their behaviours impact others. |
| 4.2 | Employees and contractors are actively engaged in the improvement of HS&E and process safety performance and have an understanding of process safety hazards, their identification and management/control. |
| 4.3 | Directors and managers engage employees and contractors in two-way communication regarding HS&E and process safety policies, objectives, performance targets, action plans and sharing of lessons learned from inside and outside the organisation. |
| 4.4 | Systematic HS&E and process safety promotion and engagement programmes are in place to continually increase awareness of employees and contractors with regard to HS&E and process safety issues, and contribute to the promotion of a culture of openness, transparency, belief, motivation, individual responsibility, participation and commitment. |
| 4.5 | Arrangements for workforce involvement are understood and followed; understanding of arrangements and compliance with them is regularly tested. |

4.6 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.