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

Element 1: Leadership, commitment and responsibility

energy institute

GUIDANCE ON MEETING EXPECTATIONS OF EI PROCESS SAFETY MANAGEMENT FRAMEWORK ELEMENT 1:

LEADERSHIP, COMMITMENT AND RESPONSIBILITY

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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.

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 LEADERSHIP, COMMITMENT AND RESPONSIBILITY

This guideline sets out good practice in leadership, commitment and responsibility towards effective process safety management (PSM) in an organisation. Assurance of the integrity of an organisation's operations relies on visible leadership commitment and accountability at all levels of the organisation. Management should establish health, safety and environment (HS&E) and process safety policy, set HS&E and process safety performance targets and provide the structure and resources to achieve them. They should also provide perspective – i.e. setting HS&E and process safety in context against other business values, objectives and priorities.

There are many varied aspects to 'leadership', and many texts describe approaches which form part of a leadership toolkit, whereby individuals may choose to apply, adapt or develop their own personal approach to, or style, of leadership. This guideline focuses on a number of core leadership aspects which should be considered in order to establish and maintain a sound HS&E and process safety culture. Culture has many aspects; however, in this context HS&E and process safety culture means establishing a sustainable situation where everyone engaged in the operation clearly understands what is expected of them together with what level of performance and behaviour is acceptable and what is not. In order to establish and maintain a good HS&E and process safety culture, leaders should ensure that:

– A HS&E and process safety policy is defined and then understood by all.
– HS&E and process safety performance targets and objectives are established together with action plans to achieve them.
– Effective management systems and governance and support arrangements are in place.
– They understand what is happening in the workplace.
– They define the required behaviours and demonstrate them, leading by example.

1.2 EXPECTATIONS FOR ELEMENT 1: LEADERSHIP, COMMITMENT AND RESPONSIBILITY

Element 1 of EI *High level framework for process safety management* (*PSM framework*) describes 15 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 Assurance of the integrity of an organisation's operations requires visible leadership commitment and accountability at all levels of the organisation. Management must establish HS&E and process safety performance targets and provide structure and resources to achieve them.

1.1 A documented HS&E and process safety policy is in place and signed by the chief executive officer (CEO) or the appropriate unit managing director (MD). These are living systems which are regularly reviewed and updated to reflect the needs of the organisation.

1.2 HS&E and process safety governance and support arrangements are defined and implemented at all levels from the board through to the workforce.

1.3 An HS&E and process safety risk management system (MS) is in place which meets applicable legislation, the EI *PSM framework* expectations and other requirements to which the organisation subscribes with regard to its HS&E and process safety activities.

1.4 Management establishes the scope, priority and pace for the HS&E and process safety risk MS implementation, considering the complexity and risks involved with their operations and products.

1.5 Roles, responsibilities, authorities and accountabilities for the management of HS&E and process safety are known and exercised.

1.6 Sufficient competent resources are in place to cover the defined HS&E and process safety roles and responsibilities, in order to reduce the likelihood of overloaded or stressed staff having a detrimental effect which could lead to an incident.

1.7 Clear HS&E and process safety objectives, performance targets and action plans are established and performance is regularly evaluated against these.

1.8 Required HS&E and process safety leadership attributes are defined, developed and integrated into the required competencies for leaders.

1.9 Directors and managers visibly demonstrate personal commitment and accountability for HS&E and process safety, leading by example and upholding core values and standards of the organisation.

1.10 Directors and managers promote an open and trusting environment and understand how their behaviours impact others.

1.11 Directors and managers maintain an understanding of what is happening in the workplace in order to identify and address key HS&E and process safety issues and improvement opportunities.

1.12 Directors and managers recognise and reward positive HS&E and process safety behaviours and performance and intervene to correct deviations from required performance at all levels in the organisation.

1.13 Managers responsible for organisations operated by others communicate PSM principles to the operator and encourage the adoption of the EI *PSM framework*.

1.14 Arrangements for leadership, commitment and responsibility are understood and followed; understanding of arrangements and compliance with them is regularly tested.

1.15 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.