



Ministry
of Defence

JSP 815

Element 6: Personnel Competence, Resources and Training



Contents

Title	Page
Amendment record	1
Terms and definitions	1
Introduction	2
Purpose and expectations	2
Resource and people planning	2
Roles and responsibilities	3
Learning and development	5
Competence	5
Element assurance framework	7
Expectations and performance statements	8

Amendment record

This element has been reviewed by the Directorate of Defence Safety (DDS) together with relevant subject matter experts and key Safety stakeholders. Any suggestions for amendments should be sent to COO-DDS-GroupMailbox@mod.gov.uk.

Version No	Date published	Text Affected	Authority
1.0	Dec 22	BETA version for consultation	Dir HS&EP
1.1	7 Jun 23	Final version	DDS
1.2	xx Sep 24	Annual revision and combined element and assurance framework	DDS

Terms and definitions

General safety terms and definitions are provided in the [Master Glossary of Safety Terms and Definitions](#) which can also be accessed on [GOV.UK](#).

Must and should

Where this element says must, this means that the action is a compulsory requirement.

Where this element says should, this means that the action is not a compulsory requirement but is considered good practice.

Introduction

1. This element provides the direction that must be followed and the guidance and good practice that should be followed and will assist users to comply with the expectations for personnel competence, resources and training that are set out in this Element. Personnel competence, resources and training at the highest level are set out in the [Defence Safety Operating Model](#).

Purpose and expectations

2. This element requires Defence organisations to identify all safety roles that sit within the Safety and Environment Profession and associated roles with safety responsibilities and duties. They should identify the relevant safety, Knowledge, Skills application, Experience and Behaviours (KSEB) and expertise requirements. Where safety responsibilities and duties are not being met by the existing workforce, the Defence organisation must develop a plan to address and mitigate gaps. This should be done through workforce planning, formal and informal learning and development. Sufficient resources and funding must be identified to maintain competence and ensure continual professional development as set out in the safety aspects of the letters of delegation at (Annex E) to this Element, issued to the Defence organisations senior leaders.

3. This element provides guidance relating to personnel competence, resources and training with regards to safety across the Department. Additional, broader guidance is available within [JSPs 822](#) (Training and Purpose), [755](#) (Skills mapping and system requirements) and [794](#) (Career Management).

Resource and people planning

4. The Director of Defence Safety (DS), as the Safety Function leader will work with Defence organisation senior leaders to ensure that their workforce plans include sufficient resources for the management of safety in their organisation. In particular, the Director DS will:

- a. Articulate and explain the need placed on the Safety and Environment Profession for meeting key Department objectives and set out these requirements over the short, medium and long-term;
- b. Define where safety skills are needed, by considering internal and external factors and the latest 'best practice;'
- c. Review the level of skills and knowledge within current Safety and Environment Professionals across Defence;
- d. Provide a 'gap analysis' to identify any lack of capabilities, positions, grades and resources within the Safety and Environment Profession;
- e. Establish an action plan which sets out how the Profession can be developed to improve recruitment and retention, and improve capability through experience, learning and development and qualifications; and
- f. Identify opportunities for developing Defence organisations, including supporting effective planning for filling vacancies in critical roles.

5. The Defence organisation should ensure that sufficient resources are made available for the management of safety, proportionate with the risk profile of their area of responsibility. Competent people should be appointed to key safety roles to safeguard Defence personnel and others who may be affected by the work activities, plant, equipment and infrastructure under their control.
6. The Defence organisation should also map all safety roles on HR management systems with Safety and Environment competencies, using the Safety and Environment Competency framework, which is part of the Pan-Defence Skills Framework (PDSF). In some cases, the Defence organisation may need to develop a safety single skills framework, which should be endorsed by the Safety and Environment Profession.
7. Defence organisations should leverage strategic workforce planning where possible to build and improve Safety and Environment skills, experience and competence within their workforce. This should be delivered through designated safety roles but also through high-risk activities which are resource planned to align to the appropriate skills and expertise.
8. Defence organisation workforce planning includes identification of responsible roles, safety critical skills and roles and the number of available personnel. Particular consideration should be given to the management of critical risks, crucially in situations where one resource manages multiple safety critical roles. Capacity and competency gaps should be identified and monitored regularly with clear action plans in place to address and remedy these along with immediate mitigation actions.
9. Where an Establishment hosts activity led by another Accountable / Responsible Person, or where Duty Holding is nominated for the activity, the Commanding Officers (CO) / Heads of Establishment (HoE) should be able to demonstrate that sufficient resources are made available. This should include making sure that the additional risk and control measures required by the Responsible / Accountable person or Duty Holder can be implemented, communicated and understood by all personnel who may be affected by the activity.

Roles and responsibilities

10. Safety management roles and responsibilities should be identified, clarified within appropriate job profiles and monitored within performance management frameworks. All personnel contribute to the overall success of the safety management system.
11. The Guidance below covers the roles of Commanding Officer, Managers and all personnel. Defence organisations should assess their key stakeholders and confirm their responsibilities.

Commanding Officers (CO) / Heads of Establishment (HoE)

12. The CO / HoE should ensure that all Defence facilities and activities within their areas of responsibility comply with all applicable UK legislation (including legislation giving effect to the UK's international obligations) and with relevant host nations' standards. They should do this by providing and maintaining a working environment that is, so far as is reasonably practicable, safe and without risk of harm. The delivery of safety management is implemented via the Chain of Command and line management and treated as part of normal business.

13. Organisational structures and management arrangements for discharging duties in accordance with UK H&S legislation, the Secretary of State (SofS) Policy Statement and Defence safety policy and regulations should be put in place. These should include identifying hazards and controlling potential risks, along with processes for monitoring the effectiveness of such arrangements. All applicable procedures and control measures are to be brought to the attention of all Defence and external personnel impacted.

14. Co-operation and Co-ordination in a shared workplace (including temporary workplaces) is a mandatory requirement under UK H&S legislation. Where the infrastructure is managed by a Maintenance Management Organisation (MMO) or equipment is owned, maintained or operated by a third-party organisation, the CO / HoE should ensure that the point of demarcation is agreed, clearly defined and documented.

Managers

15. The attitude and behaviour displayed by managers sets the tone for the Defence organisation. Managers should ensure that safety tasks such as assessing risks, inspecting workplaces and the co-ordination of team / branch safety issues are conducted by competent personnel.

16. In addition to any task specific training, instruction and supervision, managers should ensure that induction training is provided to Defence personnel and visitors so that they are fully informed about the risks associated with their activities and the work environment.

17. Significant hazards within the manager's area of responsibility must be identified. Risk assessments should be completed, with measures in response communicated to Defence personnel, contractors and visitors.

18. Workplace inspections should be undertaken at least once every six-months and more frequently in hazardous areas; and the findings recorded in accordance with [JSP 375 Volume 1, Chapter 4](#).

19. All work-related accidents, ill health and incidents (including near misses) should be reported in accordance with local procedures and the requirements of [JSP 375 Volume 1, Chapter 16](#).

20. All relevant safety documents and activities under the control of the manager should be maintained and made accessible to all applicable Defence personnel and for the purpose of safety reviews.

All personnel

21. All personnel must take appropriate action and comply with control measures introduced to mitigate risk and follow rules and procedures put in place to safeguard their safety.

22. Personnel must take reasonable care of themselves and others who may be affected by their work activities. All personnel should:

- a. make themselves aware of the SofS Policy on safety;
- b. comply with local safety procedures and arrangements;
- c. only operate equipment they are authorised and appropriately trained;

- d. undertake induction programmes and other learning and development, as required;
- e. be made aware of who the Safety Personnel are and how to make contact e.g., local Safety Advisers, Fire Officers and First Aid staff;
- f. comply with the local accident and incident reporting procedures;
- g. not interfere with, or misuse, anything provided within the work environment for health, safety and welfare purposes;
- h. wear appropriate PPE and clothing (no loose clothing or jewellery) whilst operating equipment to avoid entanglement / entrapment hazards;
- i. inform their manager of any change in circumstances that may affect their ability to perform their tasks (e.g., pregnancy, physical injury, medical condition);
- j. visually inspect equipment prior to each use; and
- k. report damaged, missing or misuse of safety equipment and unsafe practices.

Learning and development

23. It is a requirement of UK H&S legislation that the employer and manager provide sufficient instruction and learning and development for its employees to allow them to undertake their activities safely. The delivery of instruction and training can be through induction, practical on-the-job experience, formal instruction or computer-based work. There should be verification that training has been undertaken, understood and repeated at appropriate intervals. Further guidance is available in the Safety and Environment Competency Framework and on 'Defence Routes to Learning' (on MODNET).

24. Defence organisations should formally record and set out their approach to safety training and articulate how it will enable their staff to execute the duties expected of them.

25. The programme should be reviewed periodically (see JSP 822 for guidance) to assess its effectiveness and relevance. This should be supported by a Training Needs Analysis (TNA) where appropriate.

26. Personnel should receive the training required to enable them to conduct their representative functions effectively.

Competence

27. The Safety and Environment (S&E) skills and competencies page issued by DDS and can be accessed from the [DDS webpage](#), hosts the S&E Functional Competency Framework and other S&E related skills and competencies guidance.

28. The Health and Safety Executive (HSE) define competence as “the ability to undertake responsibilities and perform activities to a recognised standard on a regular basis. It combines practical and thinking skills, knowledge and experience.”

29. Anyone controlling or requiring a Defence activity to be undertaken must specify the level of safety competence required for any persons involved in that activity. Defence prescribes functional competencies for those with specific safety and environmental protection responsibilities. These typically apply to the following roles (this is not an exhaustive list), each of which may also have specific role competence requirements:

- a. Commanders and managers;
- b. Heads of Establishment;
- c. Duty Holders;
- d. TLB Safety Centre Directors;
- e. TLB Chief Environmental Safety Officer (CESO) or equivalent;
- f. Safety, Health, Environment and Fire (SHEF) advisors;
- g. Fire safety managers;
- h. Safety practitioners; and
- i. Safety and Environment administrators.

30. Those with leadership and safety responsibilities such as Duty Holders, Commanding Officers, Heads of Establishment, managers or supervisors will require specific levels of experience and training. CESOs can provide advice on the broader Safety and Environment competence expectations for Defence organisation senior leaders, Commanding Officers, Heads of Establishment, managers and supervisors and the DSA provide specialised Duty Holder training. Duty Holders, managers and Heads of Establishment are to ensure that anyone working within their area of responsibility, either Defence employee, contractor or industrial partner are competent to undertake the activities required safely.

31. The competence of workers should include the knowledge and skills needed to appropriately identify the hazards and deal with the safety risks associated with their work and workplace.

32. The Defence organisation should have robust processes to assess and assure qualifications, behaviours, skills of the workforce to meet Defence safety requirements, including well established continual personal development (CPD) arrangements.

33. In determining the competence for each role, the Defence organisation should consider things such as:

- a. the education, training, qualification and experience necessary to undertake the role;
- b. the work environment;
- c. the preventive and control measures resulting from the risk assessment process;
- d. the requirements applicable to the safety management system;
- e. legal requirements and other requirements;
- f. the potential consequences of noncompliance, including the impact on personnel safety;
- g. the duties and responsibilities associated with the roles; and

h. the relevant updating of the competence made necessary by context or work changes.

34. The Director DS leads the professional development framework for Safety and Environment professionals, including training needs, qualifications, career development and professional accreditation. The Director DS develops, promotes and advertises career pathways available to all staff within the Safety and Environment Profession and the wider workforce, including apprenticeships and entry-level routes into the profession. These pathways should be in line with the Safety and Environment competency framework.

Element assurance framework

35. The focus of this element requires that the Defence organisation has identified all roles with safety responsibilities and have in place a means of identifying skills, knowledge, experience, behaviours and expertise requirements of those roles. Where this is not met by the existing workforce, plans are developed to address and mitigate gaps through workforce planning, formal and informal training and development. Sufficient resources and funding are identified to maintain competence and ensure continual professional development.

36. The expectations and performance statements for this element are set out in the following pages.

Expectations and performance statements

Element 6: Personnel Competence, Resources and Training

The Expectations in this element are:

E6.1 The Defence organisation has sufficient resources in place aligned to its risk profile.

E6.2 The Defence organisation has defined responsibilities, accountabilities and delegations for safety management.

E6.3 The Defence organisation has plans in place to support recruitment, deployment, career development, retention and succession of its people.

E6.4 Training programmes are in place that include safety skills enabling the workforce to meet Defence requirements.

E6.5 A competency process is in place to assess and assure qualifications, behaviours, skills of the workforce to meet Defence safety requirements.

Documents often associated with this element:

- 1LOD assurance reports
- Annual Budget Cycle (ABC) planning (for inclusion of safety requirements)
- Command / Corporate plan
- Defence organisation business plans
- Defence organisation Operating Model
- Defence organisation SMS
- Skills framework
- Defence organisation workforce plans and succession planning
- Terms of reference for key personnel with safety management responsibilities
- Training needs analysis

Expectation 6.1 The Defence organisation has sufficient resources in place aligned to its risk profile.

Unsatisfactory	Limited	Moderate	Substantial
<ul style="list-style-type: none"> • There is little or no evidence to demonstrate that there is an effective process for managing resources impacting the Defence organisation's ability to manage its risk profile. • There is little or no evidence to demonstrate that resource allocation for safety is considered in financial and business planning. 	<ul style="list-style-type: none"> • There is a process for managing resources, but significant weaknesses exist resulting in ineffective management of the Defence organisation's risk profile. • Safety resource allocation is considered in finance and business planning, but limited actions are taken to address this. 	<ul style="list-style-type: none"> • There is a process for managing resources with minor weaknesses resulting in resource allocation being well balanced across the Defence organisation to reflect the organisation's risk profile. • There is some but could be improved evidence that safety resource allocation is regularly and effectively reviewed. 	<ul style="list-style-type: none"> • The Defence organisation looks beyond its organisational boundaries for factors which may impact on its current resource allocation and collaborates with others to achieve continual improvement in planning future resource allocation in line with its risk profile. • There is robust evidence that safety management is adequately resourced and regularly reviewed.

Expectation 6.2 The Defence organisation has defined responsibilities, accountabilities and delegations for safety management.

Unsatisfactory	Limited	Moderate	Substantial
<ul style="list-style-type: none"> Safety management roles and responsibilities are loosely defined. The workforce is not aware of their specific responsibilities with regards to safety. 	<ul style="list-style-type: none"> Safety management roles and responsibilities are defined across the Defence organisation and maintained centrally but are not updated to reflect changes in personnel and / or responsibilities. 	<ul style="list-style-type: none"> Safety management roles and responsibilities are clearly documented and available for all the workforce to access. Changes to personnel and / or responsibilities are updated on a timely basis. 	<ul style="list-style-type: none"> Safety management roles and responsibilities are reviewed regularly to reflect changes in resourcing, accountabilities and authorities. Changes are communicated across the Defence organisation and all the workforce is aware of their own and others' roles.

Expectation 6.3 The Defence organisation has plans in place to support recruitment, deployment, career development, retention and succession of its people.

Unsatisfactory	Limited	Moderate	Substantial
<ul style="list-style-type: none"> The Defence organisation does not have clear plans in place to support recruitment, workforce development or competency management processes for safety management, and associated people policies make little or no reference to safety considerations. 	<ul style="list-style-type: none"> The Defence organisation has defined plans to support recruitment, deployment, career development, retention and succession of its people in safety management, however this does not translate into effective policies and there is a misalignment of objectives. 	<ul style="list-style-type: none"> There are a range of processes in place to manage organisational competence including deployment, career development, retention and succession and resilience planning. These are generally effective and subject to periodic review, with outcomes feeding into workforce policies on recruitment, selection and training. 	<ul style="list-style-type: none"> Highly effective plans are in place for recruitment, deployment, career development, retention and succession planning for safety management workforce. Plans are supported by training programmes, with regular reviews to meet objectives and applicable legal or other requirements. Adoption of good practice from outside organisational boundary to drive continual improvement.

Expectation 6.4 Training programmes are in place that include safety skills enabling the workforce to meet Defence requirements.

Unsatisfactory	Limited	Moderate	Substantial
<ul style="list-style-type: none"> The Defence organisation does not have clear plans in place to support recruitment, workforce development or competency management processes for safety management, and associated people policies make little or no reference to safety considerations. 	<ul style="list-style-type: none"> The Defence organisation has defined plans to support recruitment, deployment, career development, retention and succession of its people in safety management, however this does not translate into effective policies and there is a misalignment of objectives. 	<ul style="list-style-type: none"> There are a range of processes in place to manage organisational competence including deployment, career development, retention and succession and resilience planning. These are generally effective and subject to periodic review, with outcomes feeding into workforce policies on recruitment, selection and training. 	<ul style="list-style-type: none"> Highly effective plans are in place for recruitment, deployment, career development, retention and succession planning for safety management workforce. Plans are supported by training programmes, with regular reviews to meet objectives and applicable legal or other requirements. Adoption of good practice from outside organisational boundary to drive continual improvement.

Expectation 6.5 A competency process is in place to assess and assure qualifications, behaviours, skills of the workforce to meet Defence safety requirements.

Unsatisfactory	Limited	Moderate	Substantial
<ul style="list-style-type: none"> • There is little or no evidence to demonstrate that formal processes to assess and assure qualifications, behaviours, skills of the workforce to meet Defence safety requirements. 	<ul style="list-style-type: none"> • There are limited processes to assess and assure qualifications, behaviours, skills of the workforce to meet Defence safety requirements but this is not carried out consistently across the Defence organisation. • Limited arrangements are in place to develop skills through continuing professional development (CPD). 	<ul style="list-style-type: none"> • There are processes to assess and assure qualifications, behaviours, skills of the workforce to meet Defence safety requirements with only minor weaknesses evident. 	<ul style="list-style-type: none"> • There are robust processes to assess and assure qualifications, behaviours, skills of the workforce to meet Defence safety requirements, including well established CPD arrangement. • Processes consider succession, business resilience, continuity planning and effective CPD arrangements.