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Ensuring minimum SHE Competences: a case study for manufacturing employees in a multinational

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Onderwerp/vraagstelling

Recent literature acknowledges or even emphasizes the importance of employee competences with respect to Safety, Health and Environment management. This study focuses on the production line managers and the SHE professionals of the worldwide manufacturing environment of a Life Science and Performance Materials multinational. The focus is on the “content” part of competences (knowledge and skills), using the following definition of competence: “Competence (being acquired by learning) is the ability of a person to successfully execute a certain task”.

A focus group, supported by various additional interviews with job holders, characterized the working environment of both the SHE managers and the Line Managers, defined reference jobs and reference career paths. Subsequently, a consistent set of minimum SHE competences was defined. These sets of competences are generic and worldwide applicable within the company.

A set of 5 TRIPOD incident investigations were analyzed, using the Latent Failures and Basic Risk Factors, yielding supportive evidence for the competences as defined by the focus group.

The defined competences were translated into training courses, linked to the reference job profiles. This makes it easy to implement a system to ensure minimum SHE competences.

The zero SHE competence assessment of SHE professionals showed that the extent to which courses have already been followed, varies considerably. Having a measuring method can be a valuable tool in the implementation phase of a competence training program.

The study provides a sound method to analyze jobs, to define minimum SHE competences and to ensure such competences. It contributes to having, and maintaining, an adequate Safety Management System.

This manuscript is based upon the first author’s master thesis for the Management of Safety, Health and Environment (MoSHE) study at Toptech, Delft University of Technology.

Methoden en technieken & Resultaten/discussie