



TEAM ROLES & RESPONSIBILITIES AND EXPECTATIONS

November 2017

LEARNING OUTCOMES & RESOURCES



Learning Outcomes



- Comprehensive understanding of roles and responsibilities and the skillset needed in WPU's to substitute hazardous chemicals in production processes
- Ability to conduct a gap analysis by outlining current in-house skillset, and identifying the gaps in skills and resources to be able to substitute hazardous chemicals in production processes

Resources

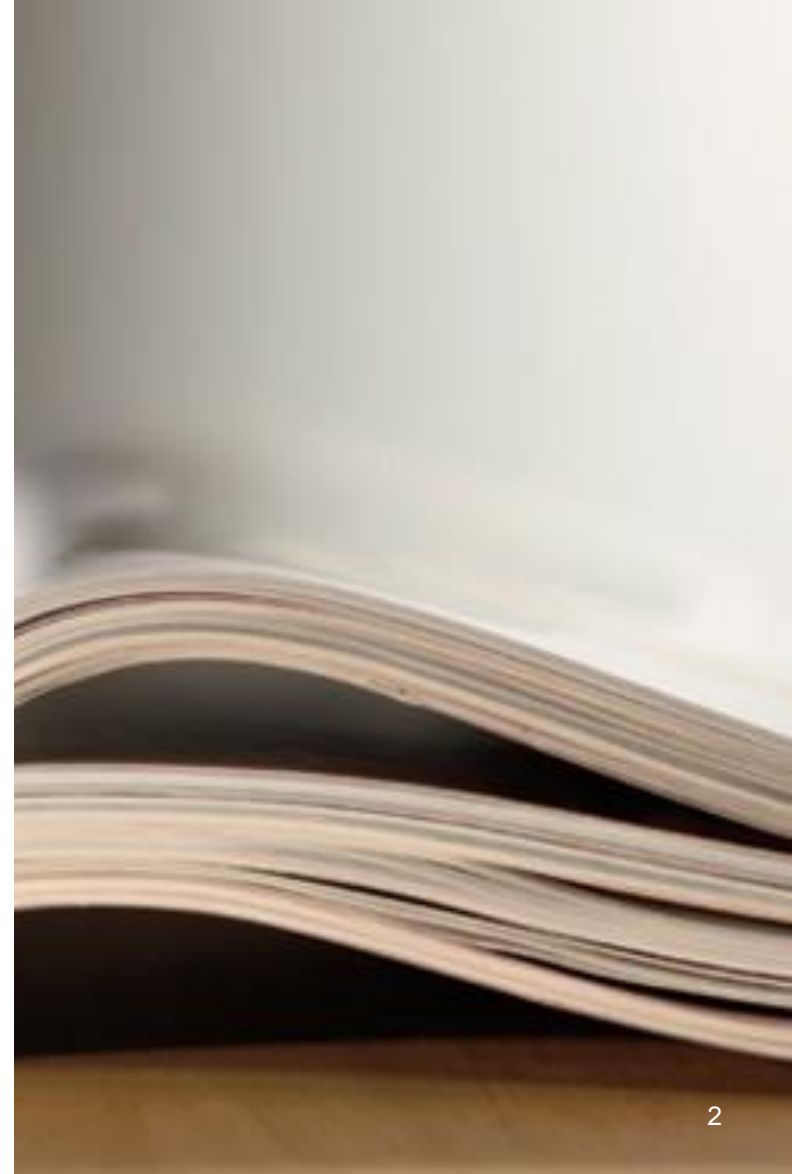


- REMC Company Handbook
- ZDHC Chemical Management Systems Guidance Manual

Workbook



Refer to complimentary excercises in your workbook.





ZDHC REQUIREMENTS (1/2)

ZDHC CMS 1.1 Management Statement

- Management Policy Statement

ZDHC CMS 1.2.1 Requirements

- Statement indicating where the CMS is applicable

ZDHC CMS 3.2 Training

- Ensure competence of personnel through appropriate education, training or experience.
- Retain associated chemical records.
- Establish, document and implement a process to conduct and track training.
- Assess training effectiveness with a quiz or by monitoring an appropriate activity to demonstrate learning.
- Ensure that personnel awareness of the relevance and importance of their activities and how they contribute to achieving chemical objectives.
- Ensure that personnel are competent through appropriate education, training or experience on:
 - Preventive environmental and work safety practices.
 - Saving resources.
 - Use of personal protective equipment.
 - Personal hygiene measures.



ZDHC REQUIREMENTS (2/2)

ZDHC CMS 3.2.1 Management

...informing top management of their roles in managing chemicals.

ZDHC CMS 3.2.2 Regulatory

...a training process for making appropriate staff knowledgeable about the legal requirements.

ZDHC CMS 3.2.3 Work Practices

...making chemical-handling staff aware of appropriate work practices, e.g. CMS 3.5 Chemical Management Work Practices.

ZDHC CMS 3.2.4 ZDHC Training

- Training matrix outlining training needs and training content.
- Roster of training attendees.





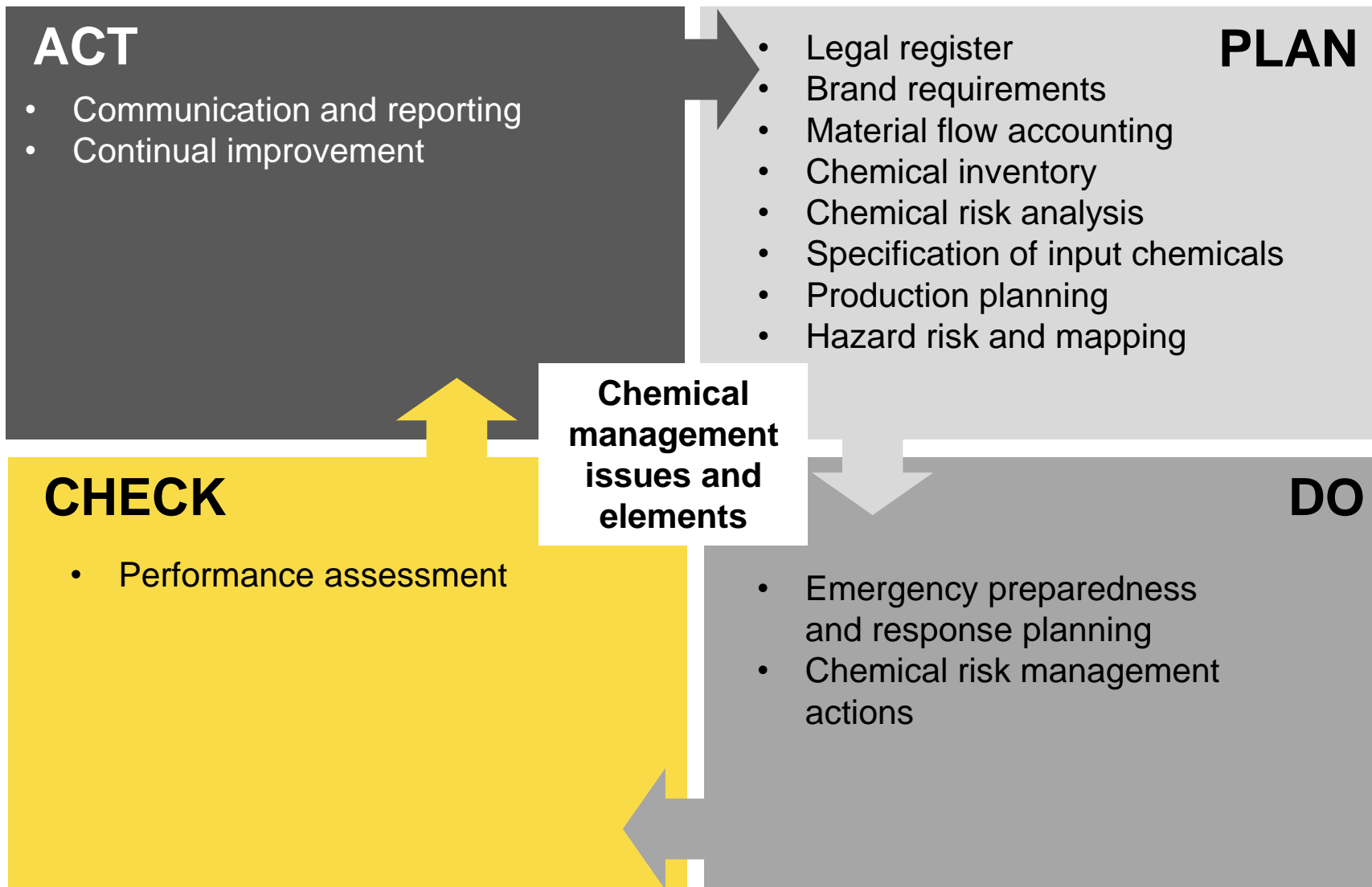
What problems might occur if roles and responsibilities are not clearly defined?



Brainstorm as a group and take notes in your workbook, exercise (7-1).



AREAS OF ATTENTION





DRAFT YOUR MANAGEMENT STATEMENT

Organisations adopting CMS should draft a management statement that:

- Includes a goal of zero discharge of hazardous chemicals throughout a product's life cycle.
- Is documented, implemented and maintained.
- Is communicated widely inside and outside the organisation.
- Endorses sustainable chemistry practices.
- Includes a commitment to comply with requirements and continually improve the CMS effectiveness.
- Is appropriate to the organisation's purpose.
- Is continually reviewed for suitability.



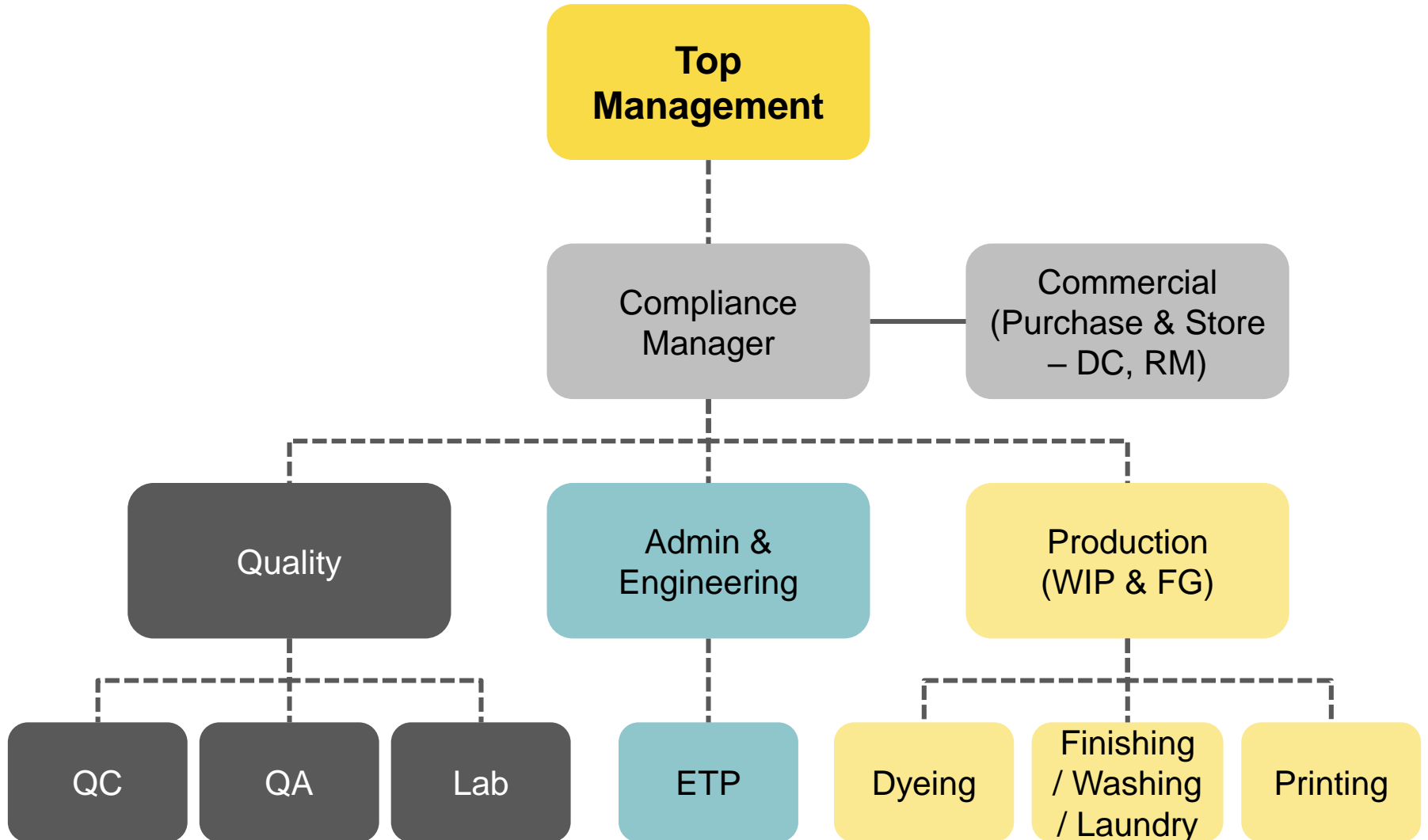


COMMITMENT TO ORGANISATION AND COMMUNICATION

- Establish, document and implement a process for communication about CMS throughout all levels of the organisation.
- Safety Communication/ Hazardous Chemical Placards/Posted PPE Warnings.
- Establishment of systems that allow communication across all levels of an organisation about CMS.
- Establishment of a process that allows the organisation to communicate with external stakeholders about CMS.



EXAMPLE OF AN ORGANISATIONAL SET-UP IN WET-PROCESSING UNITS



ROLES AND RESPONSIBILITIES IN A CHEMICAL MANAGEMENT SYSTEM AND SKILLSET REQUIRED (1/2)



Roles assigned for	Specific responsibilities	Skillset required
CMS oversight	<ul style="list-style-type: none"> • Reports to senior leadership • Responsible for day-to-day management of CMS • Responsible for tracking progress on key performance indicators (KPIs) and goals 	<ul style="list-style-type: none"> • Stakeholder communications • Leadership skills • Understanding and knowledge on chemicals and wet-processing technologies
Regulatory compliance	<ul style="list-style-type: none"> • Systematically monitors applicable regulations on a regular schedule for each applicable legal jurisdiction • Identifies new or changing compliance requirements • Informs team members where relevant 	<ul style="list-style-type: none"> • Comprehensive knowledge about the regulatory requirements • Analytical skills • Strong communications skills
RSL and MRSL oversight	<ul style="list-style-type: none"> • Responsible for RSL and MRSL compliance and communication with supply chain partners 	<ul style="list-style-type: none"> • Comprehensive knowledge on chemicals and wet-processing technologies and processes • Analytical skills • Strong communication skills
Chemical application and management	<ul style="list-style-type: none"> • Responsible for process and product chemical knowledge • Responsible for knowing the contact names of individuals at supply chain partner organisations with the same duties 	<ul style="list-style-type: none"> • Expert knowledge on chemicals and their application • Strong communication skills • People management skills

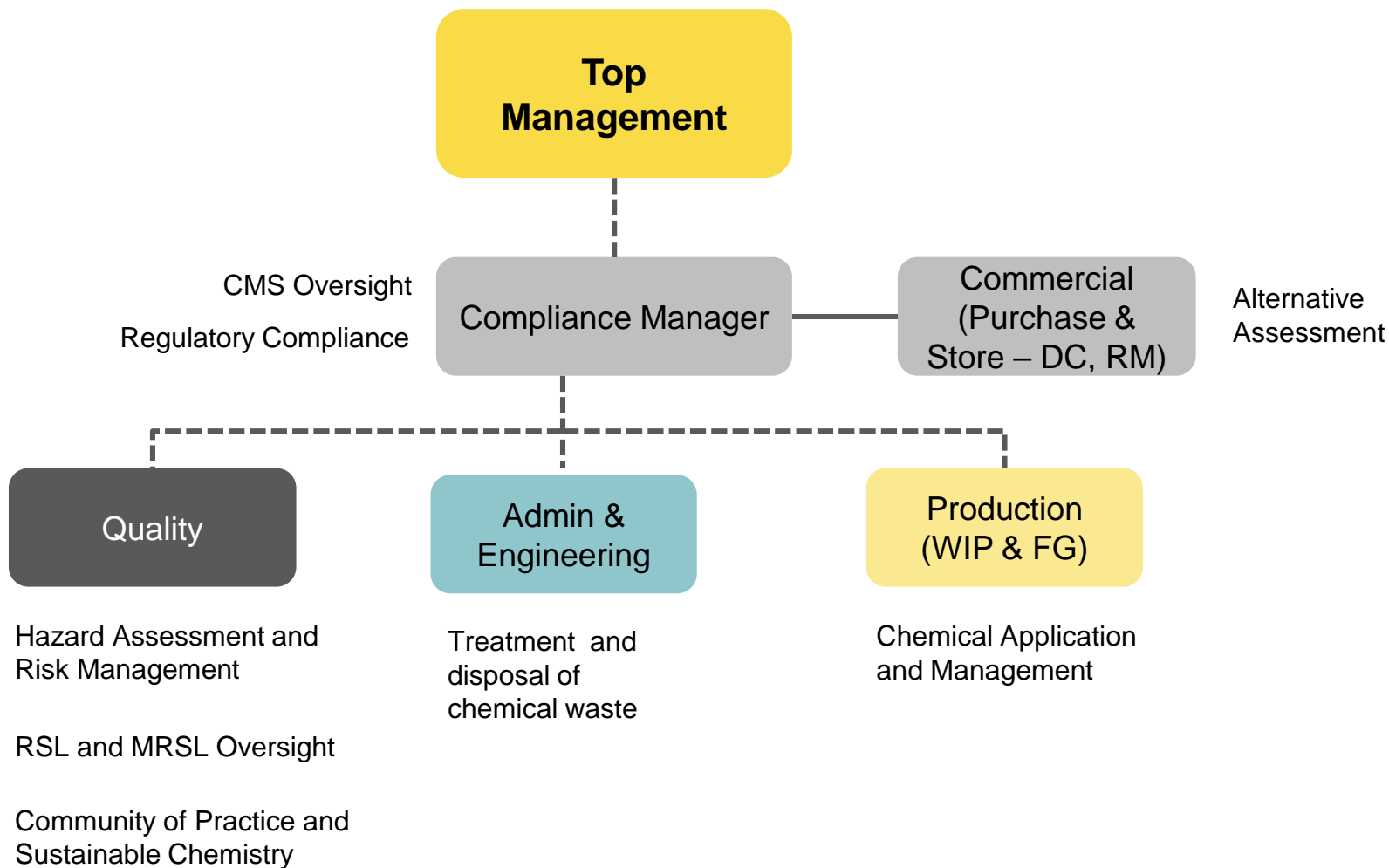
ROLES AND RESPONSIBILITIES IN A CHEMICAL MANAGEMENT SYSTEM AND SKILLSET REQUIRED (2/2)



Roles assigned for	Specific responsibilities	Skillset required
Hazard assessment and risk management	<ul style="list-style-type: none"> • Responsible for activities related to chemical hazard assessment • Responsible for knowing the contact names of individuals at supply chain partner organisations with the same duties • Communication of risk to team members 	<ul style="list-style-type: none"> • Expert knowledge about chemicals, chemical hazards and wet-processing technologies • Analytical skills • Strong communication skills
Alternatives assessment	<ul style="list-style-type: none"> • Responsible for activities related to safer alternative assessment and communicating information to supply chain partners 	<ul style="list-style-type: none"> • Expert knowledge about chemicals, chemical hazards and wet-processing technologies • Analytical skills • Problem solving skills • Strong communication skills
Community of practice and sustainable chemistry	<ul style="list-style-type: none"> • Acts as organisation's representative for Chemical Management Community of Practice (Centre of Excellence) • Responsible for chemicals management and sustainable chemistry metrics 	<ul style="list-style-type: none"> • Comprehensive understanding of chemical management systems • Exceptional communication skills • Leadership skills

Based on ZDHC CMS - 3.1.1 Roles and Responsibilities

LINKING CMS ROLES AND RESPONSIBILITIES TO YOUR ORGANISATIONAL STRUCTURE



LINKING ROLES & RESPONSIBILITIES TO THE FUNCTIONS IN YOUR ORGANISATION: THE RESPONSIBILITY MATRIX



Example responsibility / Internal function	Top Management	Compliance Manager	Purchase Management	Store Management	Quality Control	Quality Assurance	Lab	ETP- in charge	Production Manager	Supervisor	Worker
Draft and communicates Management Commitment to CMS	L	S	S		S				S	S	
Reports to senior leadership		L			S						
Day-to-day management of CMS			S	S	L	S	S	S	S	S	
Tracking progress of KPIs		L	S		S			S	S		
Systematic monitoring of applicable regulations		L			S			S			
Identification of new and changing compliance requirements		L			S			S			
RSL and MRSL compliance and communication with supply chain partners			S		L		S				

L=Lead role, S=Supporting role



SKILLSET GAP ANALYSIS: THE SKILLS MATRIX

Check the current skillset of each CMS team member – compare with the skills required for roles, identify gaps and resulting training needs.

Skill level required / Skill level of internal function	Top Management	Compliance Manager	Purchase Management	Store Management	Quality Control	Quality Assurance	Lab	ETP- in charge	Production Manager	Supervisor	Worker
Add examples from slide 8/9	+++ / +++	++ / +++									
							++ / +				

EXAMPLE

Skill level required is higher than current skill level
 → skills gap → training need

Skill level required +++ expert ++ intermediate + basic
 Current skill level +++ expert ++ intermediate + basic



REFLECTION

Work in groups of 3.
Take notes.
Workbook, exercise
(7-2).

Your company wants to develop a comprehensive chemical management system training programme for the workforce. Your task:

- Define the learning objectives for this training programme.
- Define the target group per learning objective.
- Suggest suitable training delivery mode.

Present your answers to your peers.

Open To Questions

SUMMARY



Each participant to feedback with one key lesson learnt from the session.



Take notes in your workbook, exercise (7-3).



