

DE&S SAFETY AND ENVIRONMENTAL PROTECTION LEAFLET 09/2015

DE&S' CONTRIBUTION TO MITIGATING RISK TO LIFE ACROSS MOD		
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1. Introduction

1.1. This SE&P Leaflet defines the arrangements adopted by DE&S to discharge its Duty Holder (DH) responsibilities in relation to Risk to Life as set out in [Joint Service Publication \(JSP\) 815 Volume 2 Element 5](#), and to provide safe material and support to Military Commands in its role as a DH facing organisation. It should be read in conjunction with that document as well as the domain-specific instructions issued by Regulators.

2. Background

2.1. The DH construct was introduced into MOD safety policy as a specific adaptation of the normal employers' duty of care responsibilities. At a MOD level, it is based on the set of ten principles attached at Annex A – DH Distilled Key Principles and applies where non-standard military activities are judged to pose a Risk to Life (RtL). Introduction of the DH concept (and the contents of this leaflet) does not alter or remove the legal and common law duties of care including those resultants from the Health & Safety at Work Act 1974 (HSWA). It recognises that many defence activities have high consequences and, should a failure occur, the risk of fatality amongst MOD personnel (military or civilian) or harm to members of the public are both credible and foreseeable (hence the term Risk to Life). As such, it is necessary to introduce arrangements to formally define the safety responsibilities and accountabilities of named individuals who manage and control those activities.

2.2. By putting in place mechanisms which control Risk to Life to levels which are Broadly Acceptable or As Low As Reasonably Practicable (ALARP) and Tolerable, MOD DHs ensure that all persons to whom MOD owes a common law and statutory duty of care are protected, namely:

- a. The personnel under their command or management (either directly or via third parties, e.g., where Risk to Life activities are undertaken on behalf of MOD via contract action) including those temporarily involved in MOD's activities and;
- b. Others (e.g., public) who could be affected by such activities.

2.3. Most DHs within MOD are in the Military Commands. DE&S DHs only need to be appointed where Defence activities that lead to a Risk to Life that requires management through enhanced safety management arrangements are carried out within DE&S areas of responsibility (i.e., where DE&S provides the "controlling mind" for that activity). Through compliance with the relevant instructions and principles in this Leaflet, DE&S will identify the relevant roles and appoint named individuals as DHs. It is the responsibility of the DE&S DH to:

- a. Put in place appropriate arrangements to discharge their DH responsibilities, including the identification of roles and appointment of named individuals as DHs, where DE&S activities give rise to Risk to Life;
- b. Where necessary, escalate Risk to Life up the DH chain, ultimately to the Secretary of State for Defence (SofS).

2.4. Roles, responsibilities, and accountabilities for DE&S DHs are described at Annex B - DE&S DH Roles, Responsibilities, and Accountabilities.

3. Principles For the Appointment and Operation of DHs within DE&S

3.1. Within DE&S, DHs shall be appointed where there is a credible and reasonably foreseeable Risk to Life (including to those not directly involved in the activity, such as members of the public) from the operation of a platform, a non-standard Defence activity or a significant exercise.

4. 3-Tier Structure

4.1. DE&S has developed a 3-tier DH structure. These tiers are equivalent to those set out within [JSP 815](#), DSA regulatory publications and extant Military Command governance arrangements, which comprise of:

- a. Senior DH (the CEO)
- b. Operating DH (see Annex C - Operating Duty Holder (ODH) Assignment Specification)
- c. Delivery DHs (see Annex D - Delivery Duty Holder (DDH) Assignment Specification)

4.2. The CEO, as the Senior DH, is accountable to the SofS for discharging this role effectively and ensuring that appropriate ODHs and DDHs are appointed. The CEO is formally appointed and empowered as Senior DH through a letter of authority, signed by the Permanent Secretary. The CEO shall appoint Operating DHs through formal letters of authority that set out the delegated role of each ODH, explain what is expected of them and define what support they will receive to enable them to fulfil their obligations. Delivery DHs shall be appointed through similar letters, which may be issued by either the CEO or the

appropriate ODH. Below this level, less formal mechanisms such as Assignment Specifications and Success Profiles are to be in place that set out the support that individuals will provide to delegated DHs.

5. Control of Risk to Life

- 5.1. Nominated DHs within DE&S have responsibility and accountability to demonstrate that Risk to Life within their area of responsibility is either Broadly Acceptable or ALARP & Tolerable in accordance with extant policy. Should this not be achievable then risks shall be escalated upwards, including where necessary, to the SofS. DHs at all levels shall also ensure that a consistent approach to establishing criteria for ALARP and tolerability decision making and is applied when mitigating Risk to Life within their areas of responsibility and, where appropriate, throughout their subordinate DH structure, in accordance with [JSP 375 Volume 1 Chapter 8](#).
- 5.2. In discharging their responsibilities, DHs shall work within an appropriate and proportionate safety management system that is resourced and followed. Through their letters of Authority, DHs have delegated responsibility, accountability, and authority to enable them to discharge their duties and are to comply with all extant safety policies and instructions (e.g., JSPs, DSA Regulatory publications, ASEMS, etc.).

6. Equipment Released to Service & In Service

- 6.1. DE&S, as part of the fabric of its safety culture, takes responsibility and accountability for the material state and standards of the equipment it supplies to Military Commands and ensures that the Defence Lines of Development (DLODs) within its control contribute to mitigating Risk to Life. Additionally, DE&S personnel are responsible for managing safety-related certification and release-to-service activities, making decisions, and taking responsibility at levels commensurate with formally appointed DHs whilst delivering crucial elements of MOD's safety arrangements. Those undertaking such vital work are not in DH roles because they are not accountable for the operation of the equipment nor the personnel at risk. However, DE&S ascribes a significant safety status to such roles, and appointment to them is via bespoke safety Letters of Delegation (LoDs). Furthermore, DE&S has adopted a taxonomy against which all individuals with formally delegated system safety responsibilities shall be mapped (see S&EP Leaflet 17/2023). This provides additional clarity of the scope and extent of those delegated responsibilities and enables DE&S to monitor and manage the allocation of resources to these key positions more accurately. These roles include, for example, those undertaking duties as Type Airworthiness Authorities, Maritime Platform, System and Equipment Authorities, and others who provide certification outputs. However, within the DE&S DH construct, those individuals are not defined as DHs and are described as being in 'DH facing' roles.
- 6.2. When equipment is in service, the DH role will normally reside with the respective Military Command or other client, and DE&S will act as a DH-facing Enabling Organisation directly supporting those DHs. Accordingly, the DE&S Delivery Teams shall ensure that the DHs they face are:
 - a. Supported and supplied with products, systems and services where risks have been assessed to be Broadly Acceptable or ALARP and Tolerable and;

- b. Provided with suitable and sufficient information to enable the risks associated with use of products, systems and services to be appropriately operated and maintained.

6.3. As the senior person within DE&S the DE&S CEO is accountable to the SofS for all aspects of support provided by DE&S to its clients. This includes assurance roles performed by DE&S personnel who are involved in the certification of equipment based on the review of technical submissions. DE&S personnel who discharge such duties shall do so under bespoke (to their role) safety LoD (e.g., Letters of Airworthiness Authority). In accordance with the DE&S DH construct, personnel performing these roles are not routinely identified as DHs.

6.4. As part of the DE&S holding-to-account arrangements for safety, all LoDs will be subject to continual monitoring.

7. DH Responsibilities Across the DE&S Estate

7.1. On sites where DE&S personnel undertake activities that pose a potential Risk to Life, a single individual shall be nominated to fulfil the Delivery DH role. In most instances, this should be the Head of Establishment. Where it is not possible or appropriate for the Head of Establishment to fulfil this role, another member of DE&S or the wider MOD may be appointed so long as they are able to fully discharge their Delivery DH responsibilities. Effective communication for safety shall be established with suitable escalation processes put in place including, where necessary in the case of infrastructure, up the DH chain. Additional arrangements will be required for sites where activities are undertaken by more than one organisation (including contracted service providers) or delivery of some aspects of safety rests with others (e.g., the Defence Infrastructure Organisation). In such cases, responsibilities are required to be agreed with all key stakeholders and clearly documented (for example, within contracts or in the form of Service Level Agreements). Arrangements shall be invoked to ensure that interfaces are identified and risks across them can be appropriately managed.

8. Delegation of Responsibilities to Non-MOD Personnel

8.1. Whilst contractors who undertake work or provide services directly in support of DE&S shall comply with the requirements of current legislation and contractual obligations, only Crown Servants can be DHs or hold Acquisition Safety LoDs. Where Risk to Life activities are undertaken by contractors on behalf of DE&S, safety responsibilities shall be discharged through the implementation of robust contracting arrangements. These shall clearly define and document the contractor's duty of care obligations within their Areas of Responsibility, interfaces and boundaries including their ability to, and responsibility for, controlling, escalating and, where necessary, stopping activities.

9. Competence, Resources, and Support

9.1. It is the responsibility of the Duty Holder appointing an ODH or DDH to ensure that the candidate is competent, suitably qualified and experienced to enable them to discharge their role effectively. Wherever possible, this assessment shall be undertaken prior to assignment. Where that is not possible, and a less formal assessment has established the individual is deemed likely to be competent when formally assessed, it is imperative that the individual be made aware that continued deployment in the assignment is dependent on the outcome of that formal assessment.

9.2. The assessment of competence shall take the form of a formal interview at which all aspects may be evaluated to verify that appropriate levels of competence have been attained. The competence of ODHs shall be assessed by Director Engineering & Safety (D ES) who shall advise the SDH whether it is appropriate to issue the individual with a formal delegation. The competence of DDHs shall be assessed by the relevant ODH, supported by the Head of QSEP.

9.3. The assessment shall categorise individuals as either:

- **Competent:** Fully satisfies all requirements in terms of academic and professional achievement, formal training and relevant experience. For an individual to be deemed 'Competent', they must have provided sufficient evidence to demonstrate their ability to discharge the full set of responsibilities for their assignment and satisfied the interviewer(s) that they are competent to do so. The assessment will be valid for a maximum of 5 years or move of assignment, whichever is sooner, after which there will need to be a revalidation to ensure continued demonstrable competence.
- **Competent with Caveat(s):** the individual may not be able to demonstrate full compliance with all aspects, but their shortcomings are not sufficient to preclude them from discharging their safety responsibilities in an effective and efficient manner. For example, while individuals may not have completed essential training, the interview panel is able to satisfy itself that the individual has an acceptable understanding of the subject to hold a formal delegation. In such instances, the individual may be issued with a caveated delegation. The caveats, which shall be determined by the interview panel, may include the need for key outputs to be peer reviewed by competent individuals or for the delegation holder to complete specified training within a stated timescale. A recommended approach to improving these areas, together with appropriate timescales, should also be recorded. All caveats are to be time limited, at which point the individual's competence shall be re-assessed and a decision made on whether the caveats may be removed.
- **Not Yet Competent:** Where it is evident that the individual has significant gaps in competence and/or knowledge and skills, this should be recorded as 'Not Yet Competent'. Individuals assessed as Not Yet Competent shall not be issued formal delegations. In such instances, the interview panel shall clearly record why they have reached their decision, and define the action required to achieve the required level of competence. As with 'Competent with Caveats', a recommended approach to improving capability should be recorded and an additional recommendation on how the safety aspects of the assignment should be discharged. The panel's findings are to be reported to the individual responsible for issuing the delegation, who shall decide how to manage the consequences (for instance, replacing the incumbent with a safety competent individual or requiring temporary delegations to be issued to other members of the team who can demonstrate the necessary attributes).

9.4. Assessments and outcomes are assignment specific. When individuals move from one assignment to another, or when the safety responsibilities of an assignment alter significantly, a new assessment of competence should be considered. In addition to formal competence reviews, the DE&S Senior DH convenes six-monthly reviews with all Operating DHs to ensure their DH responsibilities are being effectively discharged.

9.5. The Senior DH shall also ensure that the delegated DHs and others have sufficient authority, resources and support to enable them to discharge their responsibilities and should hold them to account for their actions and omissions.

9.6. Competence requirements may be agreed with the appropriate regulator. DHs shall, as necessary, require the support of Subject Matter Experts (SMEs), both technical and, from an operating perspective, in carrying out their role.

10. Interfaces

10.1. When developing DH roles, it is essential that interfaces between responsibilities and organisations are identified so that risks across them can be appropriately managed and effective communication to safeguard safety established.

11. Implementation

11.1. The principles and instructions in this Leaflet should be applied immediately.

12. Queries

12.1. For further information and clarification please contact: [DES EngSfty-QSEP SEP TL](#).

Annex A – DH Distilled Key Principles

The following key principles are inferred from those previously published in DSA 01.1, and align to the policy in [JSP 815](#) and the [Health Safety & Environmental Protection \(HS&EP\) Function Operating Model](#):

Principle 1
Duty Holding should only be implemented for military activities which present a justified, credible and reasonably foreseeable RtL and where the Duty of Care and other statutory arrangements are shown to be inadequate for owning, assuring or escalating the risk.
Principle 2
DHs should be appointed at three levels: Senior DH (SDH), Operating DH (ODH) and Delivery DH (DDH). These positions do not have to sit within the chain of command.
Principle 3
DHs should be competent and adequately prepared for Duty Holding, by means of formal training, in order to understand and discharge their responsibilities and accountabilities.
Principle 4
Duty Holding is not rank related, and a DH should have direct access to a superior DH.
Principle 5
DHs should be empowered through appropriate delegations in the letters of authority that appoint them.
Principle 6
DH responsibility, accountability and budgetary power (on behalf of the SofS) for the activity are to be aligned, to ensure RtL is mitigated to ALARP and Tolerable. Where this may not be possible for organisational reasons, the SDH must ensure that DHs have the necessary influence to allow the mitigation of the RtL.
Principle 7
DHs must have the authority, if appropriate, to pause or cease activities within an Operating Envelope where an operating risk is no longer ALARP and Tolerable.
Principle 8
Where a DH is unable to mitigate a RtL to both ALARP and Tolerable, a mechanism should exist for it to be escalated up the DH chain.
Principle 9
DHs always retain their duties towards people in their area of responsibility. These people may also be owed a duty of care by the local managers or commanders in charge of an activity.
Principle 10
When DE&S supports DHs in other Defence Organisations by providing platforms, equipment or infrastructure that are designed, manufactured and maintained to be “safe to operate”, or services supporting the mitigation of RtL, it is recognised as DH-facing. (NOTE: whilst DE&S predominately performs a DH-facing role, it remains a DH for those non-standard military, Risk to Life activities that are under its direct control (i.e., for which it is the controlling mind)).

Annex B - DE&S DH Roles, Responsibilities, and Accountabilities

1. Senior DH

As the Senior DH, the CEO shall have arrangements in place to ensure:

- a. Promotion of a positive safety culture exists and is promulgated for the protection of all personnel.
- b. Risk is owned and managed to ensure that it is Broadly Acceptable or ALARP & Tolerable, and where necessary, escalated upwards to the SofS.
- c. All DHs receive appropriate training and have at their disposal adequate resources to deliver high standards of performance. All other personnel are suitably trained, qualified and experienced, and thus competent for their role to discharge their duties effectively and safely.
- d. Equipment, platforms, systems, services, and facilities are subject to regular review, maintenance, inspection, testing and servicing, so it remains capable of meeting their design requirements through life.
- e. Equipment, platforms, systems, services, and facilities are operated within the limits of appropriate, relevant, current and proportional safety cases for the operating envelope. Where equipment, platforms and facilities are operated outside their design envelopes for justified operational reasons, sufficient and suitable risk assessments are carried out and risks appropriately mitigated.
- f. Risk management activities comply with legislation and MOD regulation/policy.
- g. All injuries, incidents, accidents and near misses are recorded, collated, analysed and investigated to ensure lessons are identified, learnt and shared with all relevant stakeholders.
- h. To ensure that the delegations from Perm Sec are met, a written Organisation and Arrangements statement is produced setting out a Safety & Environment Management System and adequate arrangements for safety.
- i. DHs are held to account for the adequate performance of their role.

The Senior DH shall also have in place suitable arrangements for escalating risks, where necessary to the SofS.

2. Operating DH

The Operating DH will have arrangements in place to ensure that:

- a. Sufficient resource is available to ensure safety-related activities are undertaken by a requisite number of competent and suitably qualified and experienced people (SQEP). Where this cannot be achieved and there are safety implications, consideration shall be given to constraining any associated activity in conjunction with advice from the relevant subject matter experts.
- b. Those undertaking activities including operating and maintaining equipment, platforms, systems, services and facilities shall be provided with suitable documentation, instructions and training to discharge their responsibilities in a safe manner. The DH shall implement arrangements to ensure these processes and procedures are understood and followed.
- c. Accidents, incidents, near misses and hazards are fully reported. Accidents, incidents and near misses are investigated properly to identify any human factors, immediate, root and systemic causes. These findings must be analysed, and any lessons identified must be implemented and promulgated as appropriate.
- d. Where a safety case mandates specific training and procedural requirements, these shall be formally acknowledged and implemented as necessary.
- e. Equipment, platforms, systems, services and facilities, and the procedures for their use, shall not be modified without assessing and managing the changing risk profile.
- f. Equipment, platforms, systems, services and facilities shall not be operated outside the safety-assessed design envelope without sufficient and suitable risk assessment and mitigation, conducted in concert with the Delivery DH, subject to the operational circumstances.
- g. In some instances, achieving a safe working environment relies on the interaction between multiple DHs. Where this occurs, interfaces between the various DHs shall be explored, understood and formalised prior to delegations being issued to, and accepted by, the relevant Delivery DHs. Stakeholder responsibilities are required to be agreed and clearly documented (for example in the form of Service Level Agreements); and suitable escalation processes put in place.

3. Delivery DH

When equipment, platform, activity or establishment is under the control of DE&S, the Delivery DH shall ensure:

- a. Safety roles, responsibilities and accountabilities are defined clearly and promulgated.
- b. Safety risks are identified and managed, including escalation through the DH chain where it is not possible to mitigate a risk to ALARP & Tolerable locally.
- c. Equipment, platforms, systems, services and facilities are used and maintained in accordance with operating procedures and safe systems of work.
- d. Equipment and platform material state and performance is monitored and reviewed, and appropriate action taken where it deviates from prescribed levels.
- e. Injuries, incidents and near misses are reported and investigated.
- f. Safety information and procedures are published and communicated to all personnel, visitors and contractors where appropriate.
- g. Equipment, platforms, systems, services and facilities are operated within the limits of appropriate, relevant, current and proportional safety cases for the operating envelope. Where equipment, platforms and facilities are operated outside the design envelopes for justified operational reasons, sufficient and suitable risk assessments are carried out and risks mitigated.
- h. Contractual arrangements clearly and explicitly define safety management arrangements which shall be implemented to ensure both MOD and the third-party provider fully and effectively discharge their safety responsibilities.

Annex C - Operating Duty Holder (ODH) Assignment Specification¹

ODH Assignment Specification {Insert ODH Assignment}	
SECTION 1: Assignment Overview	
Why the assignment exists?	This Assignment Specification relates to the specific safety duties of a DE&S Operating Duty Holder. It is intended to be additional to the other functional and organisational responsibilities of their assignment, and should be read in conjunction with the Letter of Authority appointing them.
SECTION 2: The Individual	
This Assignment needs to be fulfilled by an individual aligned to the {insert relevant success profile} and assessed as competent to discharge the specific responsibilities associated with the {insert ODH Assignment}.	
Certification / Qualifications / Registrations Required for this Assignment	
{Insert any relevant Certification/Qualification/Registration requirements or state "There are no specific Certification, Qualification or Registration requirements for this assignment".}	
Professional Engineering Disciplines	
Discipline	Requirement
{As appropriate, insert Primary, Secondary and Tertiary disciplines from those listed below} Maritime Platforms/systems; Mechanical Engineering; Electrical Engineering; Systems Engineering & Integration; Sensors and Electronic Systems; Software and Missions Systems; Nuclear; QA; Safety and Environment; Aero Engineering; Science; WOME	{Identify Primary (Foundation), Secondary (Main Area of Expertise) and Tertiary (Additional relevant areas of expertise) relevant to this assignment.}
Training Relevant to this Assignment	Essential / Desirable
DE&S System Safety and Environmental Executive Module	Essential
Generic DH Course (GDHC)	Essential
{Insert Domain/Assignment specific training requirements}	

¹ Editable version can be found in [GMP00](#).

Assignment Specific Experience	
<ul style="list-style-type: none"> • Knowledge and understanding of the Law, Regulations and MoD Policy, both general and those specific to {Insert ODH Assignment}. • Understanding of the goals of the organisation, and the means by which it recognises and manages risk. • Demonstrable ability to provide leadership and take a proactive approach in ensuring a high level of Safety performance during {Insert high-level activities associate with the specific ODH Assignment}. 	
Assignment Specific Competence	
System Safety	
Competence	Minimum Level
SYSSAF 1 - Compliance with MOD policy and instructions, legislation and procedures for system safety management.	Awareness
SYSSAF 2 - Complies with the principles of System Safety management.	Awareness
SYSSAF 3 - Complies with MOD requirements for System Safety Management through life, monitoring arrangements, and required documentation.	Awareness
SYSSAF 4 - Adoption of a safety risk management process consistent with the level of safety risk.	Awareness
SYSSAF 5 - Applies engineering and scientific knowledge within a domain and complies with applicable specialist safety requirements, procedures and regulations.	Awareness
Systems Thinking and Integration	
Area of Competence	Required Level
Systems Theory - Applying Systems Theory in Practice.	Competent
Relationships - Taking account of relationships between equipment, systems and people when taking safety decisions.	Competent
Perspectives - Examining systems from multiple perspectives.	Competent
Systems Thinking – Applying appropriate management styles for the safety system issue being considered.	Competent
Application Area Competences	
Area of Competence	Required Level
{Insert relevant application area competence framework(s)/competences/minimum levels}	

Health, Safety, and Environmental Protection ²	
Competence	Minimum Level
SE 1.1 – Fundamentals	Experienced Practitioner
SE 1.2 – DH	Experienced Practitioner
SE 1.3 – Defence Regulation	Experienced Practitioner
SE 1.6 - Risk	Experienced Practitioner

SECTION 3: The Activities
<p style="text-align: center;">Key Activities and Tasks</p> <ul style="list-style-type: none"> • Key responsibilities and activities of the {Insert ODH Assignment} are defined in JSP 815, the HS&EP Function Operating Model, {Insert relevant Domain Regulations} and DE&S S&EP Leaflet 09/2015 – DE&S' Contribution to Mitigating Risk to Life across MOD. • {Insert assignment specific tasks} • Additional specific responsibilities are described in the associated Letter of Authority.
<p style="text-align: center;">Delegation/Direction/Authorisation</p> <ul style="list-style-type: none"> • The {Insert ODH Assignment} is subject to a Letter of Authority from the DE&S Senior DH, DE&S CEO. • The {Insert ODH Assignment} is authorised to define and approve assignments that are deemed to have Delivery DH responsibilities, through the use of Delivery DH Assignment Specifications and associated Letters of Authority. • {Insert assignment specific authority}
<p style="text-align: center;">Accountability and Authority</p> <ul style="list-style-type: none"> • The {Insert ODH Assignment} is accountable to the DE&S Senior DH (DE&S CEO) for assuring compliance with JSP 815, the HS&EP Function Operating Model, {Insert relevant Domain Regulations} and DE&S S&EP Leaflet 09/2015.

² Taken from the MoD Health, Safety and Environmental Protection Competence Framework.

Annex D - Delivery Duty Holder (DDH) Assignment Specification³

DDH Assignment Specification {Insert DDH Assignment}	
SECTION 1: Assignment Overview	
Why the assignment exists?	This DDH Assignment Specification relates to the specific safety duties of {Insert DDH Assignment}. This DDH Assignment Specification should be read in conjunction with the associated Letter of Safety Delegation.
SECTION 2: The Individual	
This Assignment needs to be fulfilled by an individual aligned to the {insert relevant success profile} and assessed as competent to discharge the specific responsibilities associated with the {insert DDH Assignment}.	
Certification / Qualifications / Registrations Required for this Assignment	
{Insert any relevant Certification/Qualification/Registration requirements or state "There are no specific Certification, Qualification or Registration requirements for this assignment".}	
Professional Engineering Disciplines	
Discipline	Requirement
{As appropriate, insert Primary, Secondary and Tertiary disciplines from those listed below} Maritime Platforms/systems; Mechanical Engineering; Electrical Engineering; Systems Engineering & Integration; Sensors and Electronic Systems; Software and Missions Systems; Nuclear; QA; Safety and Environment; Aero Engineering; Science; WOME	{Identify Primary (Foundation), Secondary (Main Area of Expertise) and Tertiary (Additional relevant areas of expertise) relevant to this assignment.}
Training Relevant to this Assignment	Essential / Desirable
DE&S System Safety and Environmental Executive Module	Essential
Generic DH Course (GDHC)	Essential
{Insert Domain/Assignment specific training requirements}	
Assignment Specific Experience	
<ul style="list-style-type: none"> Knowledge and understanding of the Law, Regulations and MoD Policy, both general and those specific to {Insert DDH Assignment}. Understanding of the goals of the organisation, and the means by which it recognises and manages risk. 	

³ Editable version can be found in [GMP00](#).

- Demonstrable ability to provide leadership and take a proactive approach in ensuring a high level of Safety performance during {Insert high-level activities associate with the specific DDH Assignment}.

Assignment Specific Competence

System Safety

Competence	Minimum Level
SYSSAF 1 - Compliance with MOD policy and instructions, legislation and procedures for system safety management.	Awareness
SYSSAF 2 - Complies with the principles of System Safety management.	Awareness
SYSSAF 3 - Complies with MOD requirements for System Safety Management through life, monitoring arrangements, and required documentation.	Awareness
SYSSAF 4 - Adoption of a safety risk management process consistent with the level of safety risk.	Awareness
SYSSAF 5 - Applies engineering and scientific knowledge within a domain and complies with applicable specialist safety requirements, procedures and regulations.	Awareness

Systems Thinking and Integration

Area of Competence	Required Level
Systems Theory - Applying Systems Theory in Practice.	Competent
Relationships - Taking account of relationships between equipment, systems and people when taking safety decisions.	Competent
Perspectives - Examining systems from multiple perspectives.	Competent
Systems Thinking – Applying appropriate management styles for the safety system issue being considered.	Competent

Application Area Competences

Area of Competence	Required Level
{Insert relevant application area competence framework(s)/competences/minimum levels}	

Health, Safety, and Environmental Protection⁴

Competence	Minimum Level
SE 1.1 – Fundamentals	Experienced Practitioner
SE 1.2 – DH	Experienced Practitioner

⁴ Taken from the MoD Health, Safety and Environmental Protection Competence Framework.

SE 1.3 – Defence Regulation	Experienced Practitioner
SE 1.6 - Risk	Experienced Practitioner
SECTION 3: The Activities	
Key Activities and Tasks	
<ul style="list-style-type: none"> • Key responsibilities and activities of the {Insert DDH Assignment} are defined in JSP 815 and HS&EP Function Operating Model, {Insert relevant Domain Regulations} and DE&S S&EP Leaflet 09/2015 – DE&S' Contribution to Mitigating Risk to Life across MOD. • {Insert assignment specific tasks} • Additional specific responsibilities are described in the associated Letter of Safety Delegation. 	
Delegation/Direction/Authorisation	
<ul style="list-style-type: none"> • The {Insert DDH Assignment} is subject to a Letter of Safety Delegation from the DE&S Senior DH, DE&S CEO. • {Insert assignment specific authority} 	
Accountability and Authority	
<ul style="list-style-type: none"> • The {Insert DDH Assignment} is accountable to the DE&S Senior DH (DE&S CEO) for assuring compliance with JSP 815 and HS&EP Function Operating Model, {Insert relevant Domain Regulations} and DE&S S&EP Leaflet 09/2015. 	

Annex E – Table of Operating and Delivery DH

Operating DH	Delivery DH	Duties/Area of Responsibility
Head of Salvage & Marine Operations	Deputy Head (Salvage Operations)	Maritime Interdiction and Salvage Operations where SALMO personnel are mobilised as Sponsored Reserves. ⁵
Head of Salvage & Marine Operations	Deputy Head (Seabed Operations)	Seabed Operations where Salmo personnel are mobilised as Sponsored Reserves. ⁵
Head of Weapons Support	Head of Establishment, DM Crombie	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Crombie and of members of the public affected by the activities conducted at the site.
Head of Weapons Support	Head of Establishment, DM Glen Douglas	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Glen Douglas and of members of the public affected by the activities conducted at the site.
Head of Weapons Support	Head of Establishment, DM Gosport	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Gosport and of members of the public affected by the activities conducted at the site.
Head of Weapons Support	Head of Establishment, DM Plymouth	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Plymouth and of members of the public affected by the activities conducted at the site.

⁵ Routine Salvage and Seabed Operations are managed under separate Accountable Person delegations.

Head of Weapons Support	Head of Establishment, DM Beith	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Beith and of members of the public affected by the activities conducted at the site.
Head of Weapons Support	Head of Establishment, DM Longtown	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Longtown and of members of the public affected by the activities conducted at the site.
Head of Weapons Support	Head of Establishment, DM Kineton	Responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Kineton and of members of the public affected by the activities conducted at the site.
Head of Weapons Support	Head of Establishment, DM Wulfen	DM Wulfen is a Lodger Unit in a German Army (Bundeswehr) administered ammunition depot. HoE DM Wulfen is responsible for ensuring the health and safety of all personnel (employees and visitors) at DM Wulfen and members of the public affected by DM activities conducted at the site.