



# Abu Dhabi Environment, Health and Safety Management System Regulatory Framework (EHSMS)

Guidance Documents

## EHSMS Organizational Structure in Sectors

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# 1. Introduction

## 1.1 Background

On 6<sup>th</sup> December 2006, the Executive Council issued a Decree (*Committee Decree 2-Session 31/2006*) approving "Abu Dhabi Emirate EHS policy" and nominated the Environment Agency–Abu Dhabi (EAD) as the Authority responsible for supervising the implementation of the EHS Management System (EHSMS) at Abu Dhabi Emirate level in cooperation and coordination with all concerned parties.

The objective of the policy is to achieve excellence in the management and protection of the environment, health, and safety, through partnership between all government and private sectors to ensure activities within Abu Dhabi Emirate are undertaken in a responsible, safe, and sustainable manner.

To follow up the development and implementation of the Abu Dhabi Emirate EHSMS Framework, the Executive Council established the "EHS Higher Committee" by a Decree issued on 11<sup>th</sup> June 2007.

## 1.2 Purpose of this Guideline

The development and implementation of an EHSMS requires sectors and entities within a sector to assign the responsibility for implementing EHSMS to either a person (EHS Specialist), an EHS Department, or a Committee.

This report has been prepared to provide guidance on the organisation structure that may be required, the role of the EHSMS Management team, and how to integrate EHSMS within a sector or an entity's structure.

In addition to sectors, the report recognises that the implementation of EHSMS depends on an entity's capacity and resources and therefore presents options for three entity sizes:

- Large entities (annual turnover greater than AED 50,000,000);
- Medium-size entities (annual turnover between AED 5,000,000 and AED 50,000,000); and
- Small entities (annual turnover less than AED 5,000,000).

Each sector and entity will have to assess the advantages and disadvantages of each option as it applies to it and select the most suitable and applicable structure.

## 2. Sector Regulatory Authority – EHS Management Structure

### 2.1 Overview

For effective implementation of EHSMS within each sector, the authority regulating that sector is expected to provide a central EHS management organisation in the form of either a committee or (more preferably, whenever possible) a dedicated unit/department (referred to as department in the rest of the document).

The administration of the EHSMS Framework at the sector level would involve a number of important administrative, advisory, and support functions that include:

- Approval of the sector entities EHSMS;
- Ensuring implementation of the system within the sector;
- Independent auditing of entities within the sector; and
- Reporting to the Competent Authority (EAD).

It is therefore proposed that each sector develop a central coordinating body to provide the functions described in the Abu Dhabi Emirate EHSMS Guidance Documents – Mechanism for Implementation of Abu Dhabi Emirate EHSMS Framework.

The structure, size, staffing, and resourcing for the sector administration will depend on the sector activities and is to be investigated further by each sector.

To assist and guide sectors the following section describes an organisation structure and staffing options for a Sector Regulatory Authority.

### 2.2 EHS Department at the Sector Regulatory Authority – Conceptual Model

#### 2.2.1 Functions

A manager must head the EHS department at the Sector Regulatory Authority. This position will assume responsibility for ensuring that Abu Dhabi Emirate EHSMS requirements are implemented throughout the sector within the implementation timeframe.

The manager will be required to ensure the Sector Regulatory Authority fulfils three (3) primary functions, namely:

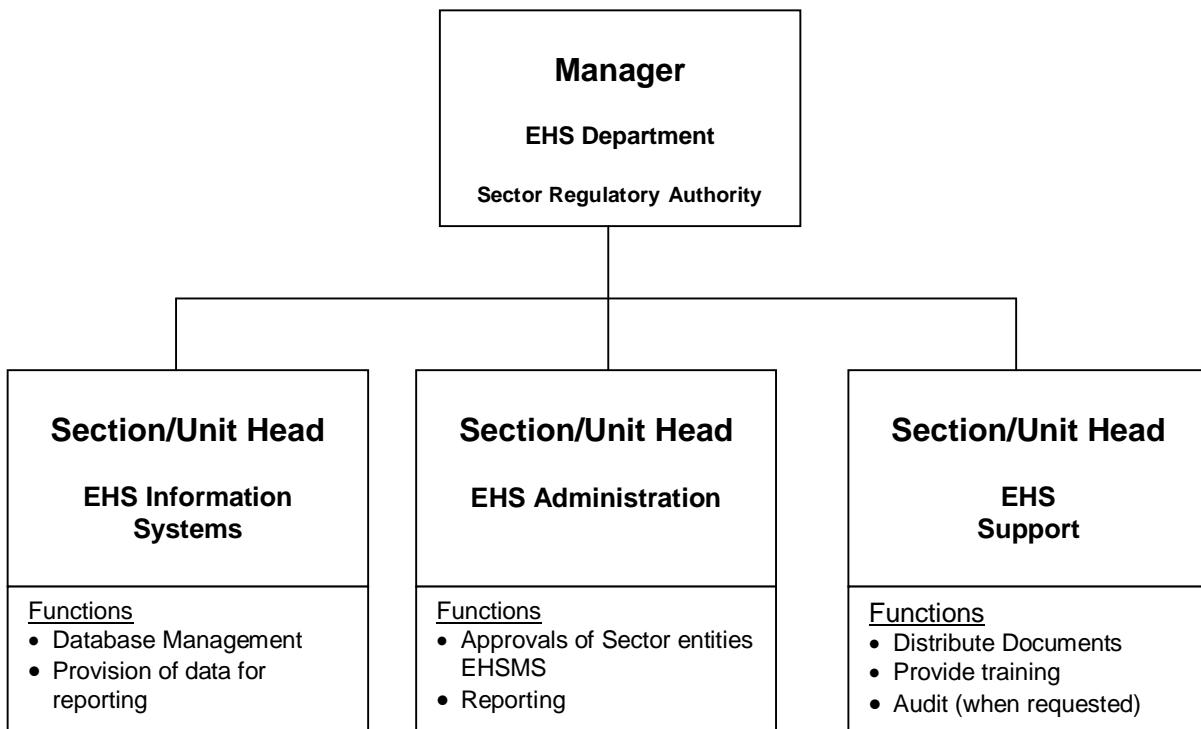
1. EHSMS Administration – providing approval for entities EHSMS and reporting functions;
2. EHSMS Support – providing documentation, support, training, and independent auditing functions; and

3. EHSMS Data Management – providing necessary EHSMS database management.

### 2.2.2 Organisational Options:

Establishing sections/units within the EHS department and appointing a section head for each section may be the best course of action to meet these functions in case of sectors involving many entities with diverse/significant environmental, health, and safety aspects.

A conceptual model for such an EHS department at the Sector Regulatory Authority is provided in Figure 2-1.



**Figure 2-1 EHS Department at the Sector Regulatory Authority – EHS Dept Organisational Structure**

An individual who has very good knowledge of EHS management systems, Abu Dhabi EHSMS, and the sector and its entities, must occupy the Manager position. This should be a full time job given the many requirements of Abu Dhabi Emirate EHSMS and the requirement of Abu Dhabi government strategic plan for quarterly reporting of key performance indicators.



All other management positions and associated functions can be met using either full-time or part-time appointments depending on sector size, complexity of operations, and magnitude and likelihood of environmental, health, and safety impacts.

### 3. Entity - EHS Department Structure

#### 3.1 Overview

The roles and responsibilities for both entities and individuals are described in some detail in the *k Code of Practice – Roles and Responsibilities*.

The ultimate responsibility for an entity EHSMS lies with top management (CEO, Board or equivalent). The role and responsibility of an entity to establish and maintain EHSMS is often assigned to an EHS Specialist or Manager who may be responsible for an EHS section or EHS department to administer and manage environmental, health, and safety issues at an operational level.

#### 3.2 Entity EHS Department – Conceptual Model

All entities will need to demonstrate that systems and structures are in place to effectively manage and monitor EHSMS. To assist entities with understanding the type of organisation structure required to implement EHSMS, a conceptual model showing a preferred organisation structure is provided in figure 3-1.

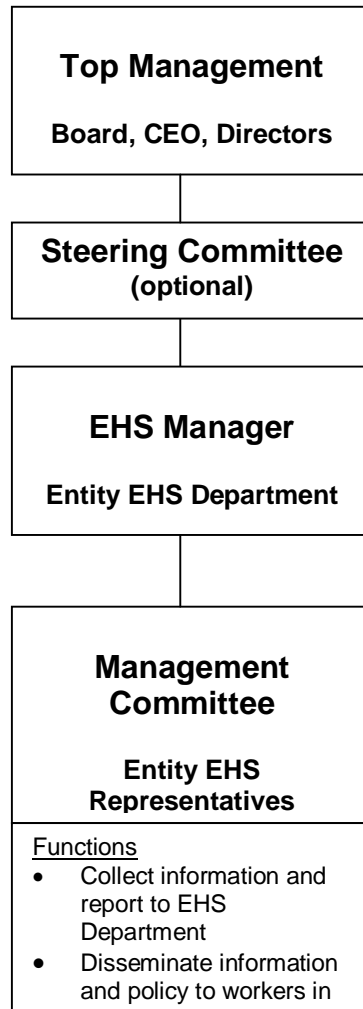
As shown in the figure, the core responsibility for EHS rests with the EHS Department managed by the EHS Manager. The EHS Department may comprise of one or several officers depending on the size of the entity.

The development of EHSMS policies and procedures will also be the responsibility of the EHS Manager. These policies and procedures will need to be developed in compliance with the Abu Dhabi EHSMS Manual.

As is often the case when introducing any Management System, the establishment of an EHS Management Committee is recommended with the role of facilitating the development and implementation of the EHSMS throughout the entity.

For very large entities liaison between the EHS Management Committee and top management can be done through a Steering Committee. This committee is optional and only necessary for very large organisations.

The roles of these committees are discussed further in the following sections.



**Figure 3-1 Conceptual Models – Entity EHSMS Organisation Structure**

### 3.3 EHS Management Committee

The EHS Management Committee should include the following representatives:

- ▶ CEO, General Manager, or similar;
- ▶ Manager of EHS Department;
- ▶ Health and Safety representative;
- ▶ Environment representative;
- ▶ Operational Management representative; and
- ▶ Staff representative

Committees should meet at least four times per year. One meeting should agree and finalise annual targets which should then be passed to the Top Management (Board) for budget approvals.

The Agenda for each Committee meeting should include:

- ▶ Attendance and apologies;
- ▶ Acceptance and finalisation of minutes from the previous meeting;
- ▶ Matters arising from and action items outstanding from the previous minutes;
- ▶ Minutes and reports received from other committees;
- ▶ Discussion of incidents reports for the period and approval of corrective actions to prevent further similar incidents; and
- ▶ The Safety Officer's report on the findings of a Work Area Safety Inspection (also conducted quarterly) for the previous quarter. The Safety Officer should present the completed inspection checklist.

As part of the management review that needs to be conducted for the EHSMS, the final meeting of the year should also include the following items:

- ▶ Review and preparation of an annual summary of EHSMS issues including report on performance and general document review (e.g., EHSMS manual);
- ▶ Confirmation that Committee Members, Chair, and relevant EHSMS personnel have been appointed for the next year;
- ▶ Setting dates for meetings, work inspections, internal audits, external reporting, and other EHSMS events for next year; and
- ▶ Review of organisational EHS training needs.

Minutes of committee meetings shall be sent to the EHS Steering Committee and the Managing Director and be made available to all staff within the department.

An internal audit schedule and monitoring and reporting requirements will be determined by the EHS Management Committee, however, the audits and data collection will be undertaken by the EHS Department.



Internal reporting and reporting to the Regulatory Authority of the Sector is an important aspect of the EHS Department. This can form part of the annual reporting to the entity's management or as a separate reporting system.

### **3.4 EHS Steering Committee**

For large entities it may be necessary to establish an EHS Steering Committee.

The EHS Steering Committee acts on behalf of management and directs the EHS Department and EHS Management Committee.

The role of the committee is also to review EHSMS policies and procedures and sign-off on finalised policies.

## 4. EHS Department - Organisational Structure Options

### 4.1 Large Entities

Many large entities (annual turnover greater than AED 50,000,000) will have systems in place and responsibilities defined for various corporate portfolios. EHS can often be integrated into these structures. The following are some examples of corporate committees that can include EHS with their roles and responsibilities.

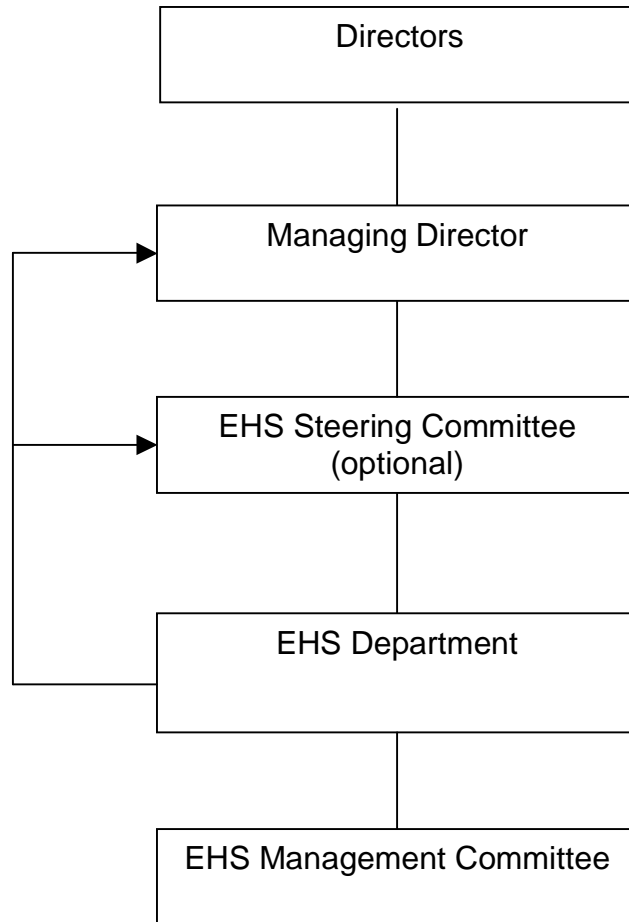
**Risk Committee** – Established by the Board and is responsible for co-ordinating the internal control and risk management activities of the company. EHS can be integrated as it is one of the areas of the business that has the potential for serious adverse consequences if not managed properly.

**Corporate Executive Team** - Often established for specific projects or initiatives and can be used to implement EHSMS. These teams are selected by the Board of Directors to coordinate and evaluate the management and effectiveness of the EHSMS programme.

**Audit Committees** – Again established by the Board of Directors (or equivalent) to review EHS performance to confirm that issues are properly managed and controlled. The Audit Committee can review measures of environment, health, and safety performance and track an entity's progress toward meeting EHS targets. The audit committee can also review the results of EHS audits of an entity's operations and key suppliers.

**Corporate Responsibility Committee** – Often established to advise the Board on social, ethical, and environmental issues that have the potential to seriously impact an entity's business and reputation. This committee can also be used to report on aspects of EHS, e.g., sustainability, that have social implications above UAE regulatory compliance.

A possible structure for large entities is provided in figure 4-1

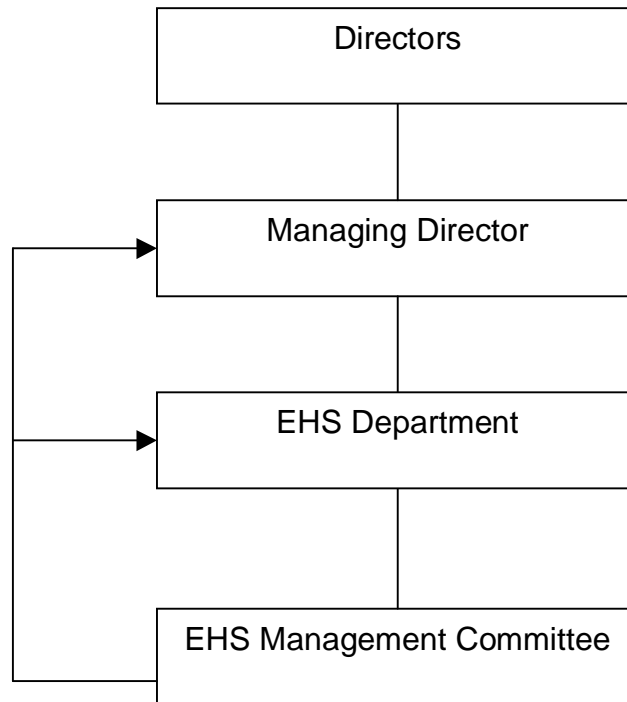


**Figure 4-1 Large Entities – EHS Department Organisational Structure**

## 4.2 Medium-Size Entities

Medium-size entities (annual turnover between AED 5,000,000 and AED 50,000,000) may already have established Environmental or OHS Departments that can be adapted to implement EHSMS. The role of an EHS department will be to coordinate and develop the policies and procedures to integrate and incorporate EHSMS in the management structure and everyday work practices of employees.

A possible structure for medium entities is provided in figure 4-2

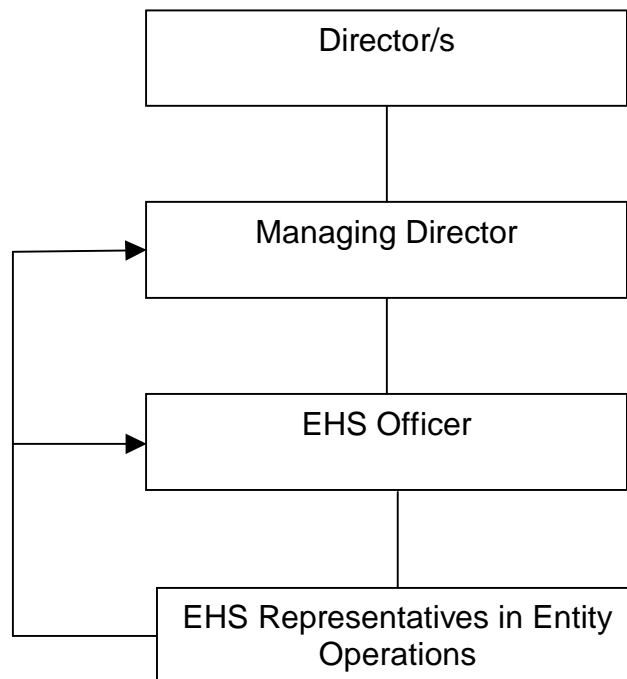


**Figure 4-2 Medium-Size Entities – EHS Department Organisational Structure**

### 4.3 Small Entities

Small entities (annual turnover less than AED 5,000,000) do not have the resources or time to establish committees or teams to implement EHS. For these entities the employment or nomination of a senior staff member with the responsibility to implement and report on EHSMS is possibly the most effective mechanism.

A possible structure for small entities is provided in figure 4-3



**Figure 4-3 Small Entities – EHS Department Organisational Structure**

