TEAM ROLES & RESPONSIBILITIES AND EXPECTATIONS

November 2017
LEARNING OUTCOMES & RESOURCES

Learning Outcomes

• Comprehensive understanding of roles and responsibilities and the skillset needed in WPUs 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 exercises 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

**ACT**
- Communication and reporting
- Continual improvement

**CHECK**
- Performance assessment

**PLAN**
- Legal register
- Brand requirements
- Material flow accounting
- Chemical inventory
- Chemical risk analysis
- Specification of input chemicals
- Production planning
- Hazard risk and mapping

**DO**
- Emergency preparedness and response planning
- Chemical risk management actions

**Chemical management issues and elements**
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

Top Management

Compliance Manager

Commercial (Purchase & Store – DC, RM)

Quality

Admin & Engineering

Production (WIP & FG)

QC  QA  Lab

ETP

Dyeing  Finishing / Washing / Laundry  Printing

### Roles and Responsibilities in a Chemical Management System and Skillset Required (1/2)

<table>
<thead>
<tr>
<th>Roles assigned for</th>
<th>Specific responsibilities</th>
<th>Skillset required</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CMS oversight</strong></td>
<td>• Reports to senior leadership &lt;br&gt;• Responsible for day-to-day management of CMS &lt;br&gt;• Responsible for tracking progress on key performance indicators (KPIs) and goals</td>
<td>• Stakeholder communications &lt;br&gt;• Leadership skills &lt;br&gt;• Understanding and knowledge on chemicals and wet-processing technologies</td>
</tr>
<tr>
<td><strong>Regulatory compliance</strong></td>
<td>• Systematically monitors applicable regulations on a regular schedule for each applicable legal jurisdiction &lt;br&gt;• Identifies new or changing compliance requirements &lt;br&gt;• Informs team members where relevant</td>
<td>• Comprehensive knowledge about the regulatory requirements &lt;br&gt;• Analytical skills &lt;br&gt;• Strong communications skills</td>
</tr>
<tr>
<td><strong>RSL and MRSL oversight</strong></td>
<td>• Responsible for RSL and MRSL compliance and communication with supply chain partners</td>
<td>• Comprehensive knowledge on chemicals and wet-processing technologies and processes &lt;br&gt;• Analytical skills &lt;br&gt;• Strong communication skills</td>
</tr>
<tr>
<td><strong>Chemical application and management</strong></td>
<td>• Responsible for process and product chemical knowledge &lt;br&gt;• Responsible for knowing the contact names of individuals at supply chain partner organisations with the same duties</td>
<td>• Expert knowledge on chemicals and their application &lt;br&gt;• Strong communication skills &lt;br&gt;• People management skills</td>
</tr>
</tbody>
</table>

Based on ZDHC CMS - 3.1.1 Roles and Responsibilities
# ROLES AND RESPONSIBILITIES IN A CHEMICAL MANAGEMENT SYSTEM AND SKILLSET REQUIRED (2/2)

<table>
<thead>
<tr>
<th>Roles assigned for</th>
<th>Specific responsibilities</th>
<th>Skillset required</th>
</tr>
</thead>
</table>
| Hazard assessment and risk management           | • 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                                                             | • Expert knowledge about chemicals, chemical hazards and wet-processing technologies  
• Analytical skills  
• Strong communication skills                                                                             |
| Alternatives assessment                         | • Responsible for activities related to safer alternative assessment and communicating information to supply chain partners                                                                                          | • Expert knowledge about chemicals, chemical hazards and wet-processing technologies  
• Analytical skills  
• Problem solving skills  
• Strong communication skills                                                                             |
| Community of practice and sustainable chemistry | • Acts as organisation’s representative for Chemical Management Community of Practice (Centre of Excellence)  
• Responsible for chemicals management and sustainable chemistry metrics                                 | • 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

Top Management

Compliance Manager

Quality
- Hazard Assessment and Risk Management
- RSL and MRSL Oversight
- Community of Practice and Sustainable Chemistry

Admin & Engineering
- Treatment and disposal of chemical waste

Production (WIP & FG)
- Chemical Application and Management

Commercial (Purchase & Store – DC, RM)

CMS Oversight
- Regulatory Compliance

Alternative Assessment
<table>
<thead>
<tr>
<th>Example responsibility</th>
<th>Top Management</th>
<th>Compliance Manager</th>
<th>Purchase Management</th>
<th>Store Management</th>
<th>Quality Control</th>
<th>Quality Assurance</th>
<th>Lab</th>
<th>ETP-in-charge</th>
<th>Production Manager</th>
<th>Supervisor</th>
<th>Worker</th>
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<tbody>
<tr>
<td>Draft and communicates Management Commitment to CMS</td>
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<td>Reports to senior leadership</td>
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<tr>
<td>Day-to-day management of CMS</td>
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<tr>
<td>Tracking progress of KPIs</td>
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<td>Systematic monitoring of applicable regulations</td>
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<td>Identification of new and changing compliance requirements</td>
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<tr>
<td>RSL and MRSL compliance and communication with supply chain partners</td>
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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.

<table>
<thead>
<tr>
<th>Skill level required</th>
<th>Top Management</th>
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</thead>
<tbody>
<tr>
<td>Skill level of internal function</td>
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Add examples from slide 8/9

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

Work in groups of 3. Take notes. Workbook, exercise (7-2).
Open To Questions
Each participant to feedback with one key lesson learnt from the session.

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