

DE&S SAFETY AND ENVIRONMENTAL PROTECTION LEAFLET 10/2017

**SYSTEM SAFETY & ENVIRONMENTAL PROTECTION
COMPETENCE MAPPING**

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INTRODUCTION

1. This document defines a process for assessing and mapping levels of generic system safety and environmental protection competence for staff assigned responsibilities in these areas. The process is based around a series of generic S&E Competence Maps. These describe the typical activities which staff may be assigned to undertake and the level of S&E competence the assignee shall be expected to demonstrate. The S&E Competence Maps supplement, and are to be read in conjunction with, the Role Profiles for Acquisition Safety and Environmental Protection published by the DE&S Engineering Function which shall always take precedence.
2. The training requirements defined in the S&E Competence Maps are generic across DE&S. Users should review them and assess whether there are additional domain or Operating Centre specific courses that should be recorded. DE&S users have the option of specifying *alternative equivalent* training requirements, but any decision to adopt a strategy that is not based on the specified suite of DE&S courses must be endorsed by the Engineering, ASEP sub function and the QSEP group prior to undertaking the training.

GUIDANCE

3. Each S&E Competence Map includes a list of activities that might be undertaken by the assignee. It also defines minimum levels of generic SQEP 1 safety and environmental competence, and any additional training (SQEP 2) that is relevant to the assignment. The activities are not exhaustive and users should apply a degree of interpretation when applying them.

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Title	SYSTEM SAFETY AND ENVIRONMENTAL SUPPORT COMPETENCE MAP	
Purpose	A member of the acquisition community with no direct safety and environmental management responsibilities but who may be required to undertake tasks in support of their area's safety and environmental activities. Those aligned to the Safety and Environmental Support role include those in finance, commercial and other non-engineering functions.	
Requirements		
Functions		
Relevant Competences	MoD Competence	Minimum Level
1. Compliance with MOD policy and instructions, legislation, and procedures that apply to the management of system safety	SYSSAF 1	Awareness
2. Complies with the principles of System Safety management	SYSSAF 2	Awareness
3. Implementation of policy and procedures, creation of strategies and effective plans for environmental aspects of MOD acquisition cycle.	SYSENV 2	Awareness
Relevant Training	Essential/ Desirable	
GENERIC DE&S REQUIREMENTS		
SYSTEM SAFETY AWARENESS (ON LINE) – DA CMT	E	
ENVIRONMENTAL AWARENESS AND COMPLIANCE IN DEFENCE	D*	
DOMAIN-SPECIFIC REQUIREMENTS (where appropriate)		
Relevant Experience	Essential/ Desirable	
TO BE ESTABLISHED AT DOMAIN LEVEL (where appropriate)		

* A new Environmental awareness level training package is currently being developed to supplement the existing EACD which is primarily aimed at staff who wish to progress to Environmental Practitioner status through the POEMS suite of courses. Until that training package is rolled out, those who require an Awareness level of System Environmental competence may demonstrate it based on completion of the SSIA on-line module and Workshop, supplemented with appropriate, relevant experience.

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Title	SYSTEM SAFETY AND ENVIRONMENTAL STAKEHOLDER COMPETENCE MAP	
Purpose	Responsible for undertaking activities which may have indirect impact on safety. Stakeholders are not routinely involved in key safety-related tasks such as hazard identification, risk assessment or risk management. Those aligned to the Safety and Environmental Stakeholder assignments include project, technical and engineering staff within Project Teams as well as some senior finance and commercial managers.	
Requirements		
1. Stakeholders need to understand their responsibilities and accountability within the law and MoD policy, both general and that specific to their area of work. They should understand how their contribution to the Safety and Environmental Management Programme can impact upon the risk.		
Functions		
1. Understand MoD central and domain specific policy.		
2. Understand TLB goals, instructions and processes.		
3. Understand the principles of System Safety and Environmental management.		
Relevant Competences	MoD Competence	Minimum Level
1. Compliance with MOD policy and instructions, legislation, and procedures that apply to the management of system safety	SYSSAF 1	Awareness
2. Complies with the principles of System Safety management	SYSSAF 2	Awareness
3. Complies with MOD requirements for System Safety Management through life, monitoring arrangements, and required documentation	SYSSAF 3	Awareness
4. Adoption of a safety risk management process consistent with the level of safety risk	SYSSAF 4	Awareness
5. Applies engineering and scientific knowledge within a domain and complies with applicable specialist safety requirements, procedures and regulations	SYSSAF 5	Awareness
6. Formulate Environmental Policy and Procedures	SYSENV 1	Awareness
7. Implementation of policy and procedures, creation of strategies and effective plans for environmental aspects of MOD acquisition cycle.	SYSENV 2	Awareness
8. Technical authority, advice and guidance on environmental issues in the acquisition cycle.	SYSENV 3	Awareness
Relevant Training	Essential/ Desirable	
GENERIC DE&S REQUIREMENTS		
SYSTEM SAFETY IN ACTION (ON LINE) – DA CMT	E	
SYSTEM SAFETY IN ACTION (WORKSHOP) – DA CMT	E	
SYSTEM SAFETY PROCESS MANAGEMENT (ON LINE) – DA CMT	D	
SYSTEM SAFETY PROCESS MANAGEMENT (WORKSHOP) – DA CMT	D	

ENVIRONMENTAL AWARENESS AND COMPLIANCE IN DEFENCE	D*
eCASSANDRA	where appropriate
DOMAIN-SPECIFIC REQUIREMENTS (where appropriate)	
Relevant Experience	Essential/ Desirable
TO BE ESTABLISHED AT DOMAIN LEVEL (where appropriate)	

* A new Environmental awareness level training package is currently being developed to supplement the existing EACD which is primarily aimed at staff who wish to progress to Environmental Practitioner status through the POEMS suite of courses. Until that training package is rolled out, those who require an Awareness level of System Environmental competence may demonstrate it based on completion of the SSIA on-line module and Workshop, supplemented with appropriate, relevant experience.

Title	SYSTEMS SAFETY AND ENVIRONMENTAL OFFICER COMPETENCE MAP	
Purpose	Responsible for undertaking Systems Safety and Environmental management activities in support of System Safety and Environmental Management Systems. System Safety and Environmental Officers routinely have direct involvement in hazard and risk management activities and are likely to be members of safety panels and committees. They may also be responsible for managing contractors who perform safety management activities on their Team's behalf, reviewing and recommending acceptance of safety outputs or endorsing them where appropriate. As Supervised Practitioners, the post holders will predominately be working in a Project Team and are likely to have specific safety and environmental responsibilities defined in their assignment.	
Requirements		
1. Systems Safety and Environmental Officers need to have an understanding and ability to interpret and apply health and safety and environmental legislation and MoD policy as it applies to their project(s).		
2. Their duties include operation and co-ordination of work within an established management system, ensuring it complies with current legislation, policy and TLB instructions, and status of the project.		
3. They should understand the principles and techniques of system safety and environmental management, and be able to apply them under supervision.		
4. They should be able to undertake and develop; basic assessment and analysis of safety and environmental risk, safety and environmental cases, and safety environmental requirements in specifications and changes to the SMS/EMS to ensure it is current.		
5. They should understand the risks associated with the work they manage, be empowered to recommend their acceptance, if within project scope, or refer upwards (both via their own chains of command and with other stakeholder organisations) with supporting recommendations.		
6. They should be able to organise and co-ordinate safety and environmental work within their project area, and work closely with their stakeholder organisations.		
Functions		
1. Understand and apply relevant legislation, MoD central and domain specific policy.		
2. Understand and ensure adherence to TLB goals, instructions and processes.		
3. Understand and apply the principles of system safety and environmental assessment and risk management.		
4. Be able to assess and analyse risks presented by the project and present their case for approval, or referral.		
5. To ensure that Systems Safety and Environmental demands and resource requirements are properly identified in the projects priorities.		
Relevant Competences	MoD Competence	Minimum Level
1. Compliance with MOD policy and instructions, legislation, and procedures that apply to the management of system safety	SYSSAF 1	Supervised Practitioner
2. Complies with the principles of System Safety management	SYSSAF 2	Supervised

		Practitioner
3. Complies with MOD requirements for System Safety Management through life, monitoring arrangements, and required documentation	SYSSAF 3	Supervised Practitioner
4. Adoption of a safety risk management process consistent with the level of safety risk	SYSSAF 4	Supervised Practitioner
5. Applies engineering and scientific knowledge within a domain and complies with applicable specialist safety requirements, procedures and regulations	SYSSAF 5	Supervised Practitioner
6. Formulate Environmental Policy and Procedures	SYSENV 1	Awareness
7. Implementation of policy and procedures, creation of strategies and effective plans for environmental aspects of MOD acquisition cycle.	SYSENV 2	Practitioner
8. Technical authority, advice and guidance on environmental issues in the acquisition cycle.	SYSENV 3	Practitioner
Relevant Training	Essential/ Desirable	
GENERIC DE&S REQUIREMENTS		
SYSTEM SAFETY IN ACTION (ON LINE) – DA CMT	E	
SYSTEM SAFETY IN ACTION (WORKSHOP) – DA CMT	E	
SYSTEM SAFETY PROCESS MANAGEMENT (ON LINE) – DA CMT	E	
SYSTEM SAFETY PROCESS MANAGEMENT (WORKSHOP) – DA CMT	E	
SYSTEM SAFETY PRACTITIONER (ON LINE) – DA CMT	D	
SYSTEM SAFETY PRACTITIONER (WORKSHOP) – DA CMT	D	
SYSTEM SAFETY PRACTITIONER EXAMINATION – DA CMT	D	
ENVIRONMENTAL AWARENESS AND COMPLIANCE IN DEFENCE	E	
POEMS PRACTITIONER	E	
SUSTAINABLE DEVELOPMENT IN DEFENCE ACQUISITION	E	
eCASSANDRA	WHERE APPROPRIATE	
DOMAIN-SPECIFIC REQUIREMENTS (where appropriate)		
Relevant Experience	Essential/ Desirable	
Practitioner/Supervised Practitioner 18 months to 2 years. Expert 3 to 5 years	SEE PARA 5 FOR FURTHER GUIDANCE. DOMAIN-SPECIFIC REQUIREMENTS MAY APPLY (where appropriate)	

*The competence set reflects an assignment with responsibilities relating to both safety and environmental protection. An assignee with responsibilities in just one area (i.e. safety or environmental protection) should attain the stated level of competence in that area, but the less relevant competence set may be reduced to Awareness level. For example an Environmental Officer would have Supervised Practitioner level Systems Environmental Competences and Awareness level Systems Safety Competences.

Title	SYSTEM SAFETY AND ENVIRONMENTAL MANAGER COMPETENCE MAP		
Purpose	Responsible for developing, managing and maintaining the Safety and Environmental Management System, overseeing and commissioning work and controlling the Systems Safety and Environmental programme. System Safety and Environmental Management is likely to be the sole or primary activity of an individual in this role, which may be at Project Team or Operating Centre level. Their responsibilities will be clearly defined in their assignment.		
Requirements			
1. Systems Safety and Environmental Managers need to have an understanding and ability to interpret and apply safety and environmental legislation and MoD policy as it applies to their project(s).			
2. Their duties include setting up and tailoring management systems, supervising those systems and arranging, or undertaking, audits to demonstrate that those systems are compliant with policy and TLB instructions, appropriate, and functioning correctly.			
3. They should have a full understanding and be able to apply the principles and techniques of system safety risk assessment and environmental impact analysis, interpret the results and provide informed advice to Executives, Project Team Leaders and stakeholders.			
4. They should be able to commission, manage and control, work to develop safety and environmental cases, set safety and environmental requirements in specifications.			
5. They should understand the risks associated with the work they manage, be empowered to recommend their acceptance, if within project scope, or refer upwards (both via their own chains of command and with other stakeholder organisations) with supporting recommendations.			
6. They should be able to facilitate Safety and/or Environmental Committees.			
Functions			
1. Understand and apply relevant legislation, MoD central and domain specific policy.			
2. Understand and ensure adherence to TLB goals, instructions and processes.			
3. Understand and apply the principles of system safety and environmental assessment and risk management.			
4. Be able to assess and analyse risks/impacts presented by the project and present their case for approval, or referral.			
5. To ensure that Systems Safety and Environmental demands and resource requirements are, on behalf of the Project Team Leader, properly identified in Team's priorities.			
Relevant Competences		MoD Competence	Minimum Level
1. Compliance with MOD policy and instructions, legislation, and procedures that apply to the management of system safety		SYSSAF 1	Practitioner
2. Complies with the principles of System Safety management		SYSSAF 2	Practitioner
3. Complies with MOD requirements for System Safety Management through life, monitoring arrangements, and required documentation		SYSSAF 3	Practitioner
4. Adoption of a safety risk management process consistent with the level of safety risk		SYSSAF 4	Practitioner
5. Applies engineering and scientific knowledge within a domain and complies with applicable specialist safety requirements, procedures and regulations		SYSSAF 5	Practitioner

6. Formulate Environmental Policy and Procedures	SYSENV 1	Awareness
7. Implementation of policy and procedures, creation of strategies and effective plans for environmental aspects of MOD acquisition cycle.	SYSENV 2	Practitioner
8. Technical authority, advice and guidance on environmental issues in the acquisition cycle.	SYSENV 3	Practitioner
Relevant Training	Essential/ Desirable	
GENERIC DE&S REQUIREMENTS		
SYSTEM SAFETY IN ACTION (ON LINE) – DA CMT	E	
SYSTEM SAFETY IN ACTION (WORKSHOP) – DA CMT	E	
SYSTEM SAFETY PROCESS MANAGEMENT (ON LINE) – DA CMT	E	
SYSTEM SAFETY PROCESS MANAGEMENT (WORKSHOP) – DA CMT	E	
SYSTEM SAFETY PRACTITIONER (ON LINE) – DA CMT	E	
SYSTEM SAFETY PRACTITIONER (WORKSHOP) – DA CMT	E	
SYSTEM SAFETY PRACTITIONER EXAMINATION – DA CMT	E	
ENVIRONMENTAL AWARENESS AND COMPLIANCE IN DEFENCE	E	
POEMS PRACTITIONER	E	
SUSTAINABLE DEVELOPMENT IN DEFENCE ACQUISITION	E	
eCASSANDRA	WHERE APPROPRIATE	
DOMAIN-SPECIFIC REQUIREMENTS (where appropriate)		
Relevant Experience	Essential/ Desirable	
Practitioner/Supervised Practitioner 18 months to 2 years. Expert 3 to 5 years	SEE PARA 5 FOR FURTHER GUIDANCE. DOMAIN-SPECIFIC REQUIREMENTS MAY APPLY (where appropriate)	

*The competence set reflects an assignment with responsibilities relating to both safety and environmental protection. An assignee with responsibilities in just one area (i.e. safety or environmental protection) should attain the stated level of competence in that area, but the less relevant competence set may be reduced to Awareness level. For example an Environmental Manager would have Practitioner level Systems Environmental Competences and Awareness level Systems Safety Competences.

Title	SYSTEM SAFETY AND ENVIRONMENTAL ADVISOR/REGULATOR COMPETENCE MAP	
Purpose	A specialist responsible for developing safety and environmental policy and standards, advising on their correct application and measuring compliance across the user community via audit and other means of assurance. The Advisor/Regulator may undertake detailed assessment and critique of Safety and Environmental Protection work, either as part of the sponsor team or independently, or be responsible for ensuring that the technical solutions for managing or controlling Safety and Environmental risk deliver and maintain the technical performance of the project. Those in a System Safety and Environmental Advisor/Regulator role are likely to be part of a team functioning at Operating Centre or corporate level.	
Requirements		
1. Systems Safety and Environmental Advisors / Regulators need to have an understanding and ability to interpret and apply safety and environmental legislation and MoD policy as it applies to projects.		
2. Their duties include peer review of management systems, providing advice and undertaking audits to demonstrate that those systems are compliant with policy and TLB instructions, appropriate, and functioning correctly.		
3. They should have a full understanding and be able to apply the principles and techniques of system safety risk assessment and environmental impact analysis, interpret the results and provide informed advice to Executives, Project Team Leaders and Stakeholders.		
4. They provide advice on issues and actions needed.		
5. They should ensure suitable experience exists within their domain.		
Functions		
1. Understand and ensure adherence to relevant legislation, MoD central and domain specific policy.		
2. Understand and ensure adherence to TLB goals, instructions and processes.		
3. Understand and apply system safety and environmental principles and risk management.		
4. Ensure that Systems Safety and Environmental demands and resource requirements are properly identified.		
Relevant Competences	MoD Competence	Minimum Level
1. Compliance with MOD policy and instructions, legislation, and procedures that apply to the management of system safety	SYSSAF 1	Practitioner*
2. Complies with the principles of System Safety management	SYSSAF 2	Practitioner*
3. Complies with MOD requirements for System Safety Management through life, monitoring arrangements, and required documentation	SYSSAF 3	Practitioner*
4. Adoption of a safety risk management process consistent with the level of safety risk	SYSSAF 4	Practitioner*
5. Applies engineering and scientific knowledge within a domain and	SYSSAF 5	Practitioner*

complies with applicable specialist safety requirements, procedures and regulations		
6. Formulate Environmental Policy and Procedures	SYSENV 1	Practitioner*
7. Implementation of policy and procedures, creation of strategies and effective plans for environmental aspects of MOD acquisition cycle.	SYSENV 2	Practitioner*
8. Technical authority, advice and guidance on environmental issues in the acquisition cycle.	SYSENV 3	Practitioner*
Relevant Training	Essential/ Desirable	
GENERIC DE&S REQUIREMENTS		
INTRODUCTION TO DEFENCE ACQUISITION	E	
SYSTEM SAFETY IN ACTION (ON LINE) – DA CMT	E	
SYSTEM SAFETY IN ACTION (WORKSHOP) – DA CMT	E	
SYSTEM SAFETY PROCESS MANAGEMENT (ON LINE) – DA CMT	E	
SYSTEM SAFETY PROCESS MANAGEMENT (WORKSHOP) – DA CMT	E	
SYSTEM SAFETY PRACTITIONER (ON LINE) – DA CMT	E	
SYSTEM SAFETY PRACTITIONER (WORKSHOP) – DA CMT	E	
SYSTEM SAFETY PRACTITIONER EXAMINATION – DA CMT	E	
ENVIRONMENTAL AWARENESS AND COMPLIANCE IN DEFENCE	E	
POEMS PRACTITIONER	E	
SUSTAINABLE DEVELOPMENT IN DEFENCE ACQUISITION	E	
eCASSANDRA	WHERE APPROPRIATE	
DOMAIN-SPECIFIC REQUIREMENTS (where appropriate)		
Relevant Experience	Essential/ Desirable	
Practitioner/Supervised Practitioner 18 months to 2 years. Expert 3 to 5 years	SEE PARA 5 FOR FURTHER GUIDANCE. DOMAIN- SPECIFIC REQUIREMENTS MAY APPLY (where appropriate)	

*The competence set reflects an assignment with responsibilities relating to both safety and environmental protection. An assignee with responsibilities in just one area (i.e. safety or environmental protection) should attain the stated level of competence in that area, but the less relevant competence set may be reduced to Awareness level. For example an Environmental Advisor/Regulator would have Practitioner level Systems Environmental Competences and Awareness level Systems Safety Competences.

Title	PROJECT TEAM LEADER COMPETENCE MAP	
Purpose	Project Team Leader with responsibilities for delivery and support of military systems.	
Requirements		
<p>1. Project Team Leaders need to understand their responsibilities and accountability within the law and MoD policy, general and that specific to their area of work. They should understand the goals of the organisation, and the means by which it recognises risks and manages them. The ability to provide leadership and take a proactive approach in ensuring a high level of System Safety and Environmental performance within their area of responsibility is essential. They must fully understand Safety and Environmental Protection responsibilities delegated to them via formal Letters of Safety Delegation. These responsibilities can, in exceptional circumstances, be sub-delegated, for example where the Team Leader has not attained the stated safety and environmental competences. In such cases the Letter of Safety Delegation will normally be vested with an Engineer within the team. When sub-delegating safety and environmental responsibilities and accountabilities, the Project Team Leader must understand the extent of the delegation and establish the competence of the person to whom these responsibilities are being delegated. Project Team Leaders have specific responsibility for authorising Safety and Environmental Case Reports.. .</p>		
Functions		
1. Understand relevant legislation, MoD central and domain specific policy.		
2. Understand TLB goals, instructions and processes.		
3. Understand the principles of risk determination and management.		
4. Be able to judge risks presented by conducting the activity and approve their acceptance, or referral.		
5. To prioritise and allocate resources to achieve Systems Safety and Environmental goals within the project budget.		
Relevant Competences	MoD Competence	Minimum Level
1. Compliance with MOD policy and instructions, legislation, and procedures that apply to the management of system safety	SYSSAF 1	Awareness
2. Complies with the principles of System Safety management	SYSSAF 2	Supervised Practitioner
3. Complies with MOD requirements for System Safety Management through life, monitoring arrangements, and required documentation	SYSSAF 3	Awareness
4. Adoption of a safety risk management process consistent with the level of safety risk	SYSSAF 4	Awareness
5. Applies engineering and scientific knowledge within a domain and complies with applicable specialist safety requirements, procedures and regulations	SYSSAF 5	Awareness
6. Formulate Environmental Policy and Procedures	SYSENV 1	Awareness
7. Implementation of policy and procedures, creation of strategies and effective plans for environmental aspects of MOD acquisition cycle.	SYSENV 2	Awareness
8. Technical authority, advice and guidance on environmental issues in the acquisition cycle.	SYSENV 3	Awareness

Relevant Training	Essential/ Desirable
GENERIC DE&S REQUIREMENTS	
SYSTEM SAFETY IN ACTION (ON LINE) – DA CMT	E
SYSTEM SAFETY IN ACTION (WORKSHOP) – DA CMT	E
SYSTEM SAFETY PROCESS MANAGEMENT (ON LINE) – DA CMT	E
SYSTEM SAFETY PROCESS MANAGEMENT (WORKSHOP) – DA CMT	D
ENVIRONMENTAL AWARENESS AND COMPLIANCE IN DEFENCE	D*
DOMAIN-SPECIFIC REQUIREMENTS (where appropriate)	
Relevant Experience	Essential/ Desirable
Practitioner/Supervised Practitioner 18 months to 2 years. Expert 3 to 5 years	SEE PARA 5 FOR FURTHER GUIDANCE. DOMAIN-SPECIFIC REQUIREMENTS MAY APPLY (where appropriate)

* A new Environmental awareness level training package is currently being developed to supplement the existing EACD which is primarily aimed at staff who wish to progress to Environmental Practitioner status through the POEMS suite of courses. Until that training package is rolled out, those who require an Awareness level of System Environmental competence may demonstrate it based on completion of the SSIA on-line module and Workshop, supplemented with appropriate, relevant experience.

Title	EXECUTIVE COMPETENCE MAP	
Purpose	Director, Senior Manager and/or Duty Holder with responsibilities for delivery and support of military systems.	
Requirements		
1. Executives need to understand their responsibilities and accountability within the law and MoD policy, general and that specific to their area of work. They should understand the goals of the organisation, the means by which it recognises risks and manages them. Be able to provide leadership and take a proactive approach in ensuring a high level of System Safety and Environmental performance within their area of responsibility.		
Functions		
1. Understand relevant legislation, MoD central and domain specific policy.		
2. Understand TLB goals, instructions and processes.		
3. Understand the principles of risk determination and management.		
4. Be able to judge risks presented by conducting the activity and approve their acceptance, or referral.		
5. To prioritise and allocate resources to achieve Systems Safety and Environmental goals within the project budget.		
Relevant Competences	MoD Competence	Minimum Level
1. Compliance with MOD policy and instructions, legislation, and procedures that apply to the management of system safety	SYSSAF 1	Awareness
2. Complies with the principles of System Safety management	SYSSAF 2	Awareness
3. Complies with MOD requirements for System Safety Management through life, monitoring arrangements, and required documentation	SYSSAF 3	Awareness
4. Adoption of a safety risk management process consistent with the level of safety risk	SYSSAF 4	Awareness
5. Applies engineering and scientific knowledge within a domain and complies with applicable specialist safety requirements, procedures and regulations	SYSSAF 5	Awareness
6. Formulate Environmental Policy and Procedures	SYSENV 1	Awareness
7. Implementation of policy and procedures, creation of strategies and effective plans for environmental aspects of MOD acquisition cycle.	SYSENV 2	Awareness
8. Technical authority, advice and guidance on environmental issues in the acquisition cycle.	SYSENV 3	Awareness
Relevant Training	Essential/ Desirable	
GENERIC DE&S REQUIREMENTS		
SYSTEM SAFETY & ENVIRONMENTAL EXECUTIVE MODULE	E	
DOMAIN-SPECIFIC REQUIREMENTS <i>(where appropriate)</i>		

Relevant Experience	Essential/ Desirable
TO BE ESTABLISHED AT DOMAIN LEVEL (<i>where appropriate</i>)	