



**DE&S SAFETY AND ENVIRONMENTAL
PROTECTION LEAFLET 11/2017**

ACQUISITION SAFETY DELEGATIONS IN DE&S		
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ISSUE

1. This leaflet sets out the principles to be followed for the delegation of acquisition safety authority in DE&S in a balanced matrix organization. The principles are to be adopted with immediate effect.

BACKGROUND

2. The DE&S Safety Committee has decided that in a Balanced Matrix acquisition safety delegations in DE&S will continue to be vested in delivery Team Leaders (TLs) irrespective of function, where;

- a. The TL is a Suitably Qualified & Experienced Person (SQEP) to hold such a delegation and;
- b. The TL has the capacity to discharge his or her delegated authority effectively.

3. Since delivery TLs will be aligned to either the PM or iLogs functions¹ and acquisition safety decisions are in the scope of the Engineering function as detailed in Division of Responsibility (DoR) agreements, this TL acquisition safety delegation is an instance of multi-function assignment, i.e. individuals aligned to a role in one function but undertaking activity (notably the decision making) associated with a role in another function. This is not a unique situation and multi-function assignments will exist elsewhere in DE&S, hence a common approach is needed.

IMPLEMENTATION

4. The approach identified at Fig 1 is now endorsed as the DE&S acquisition safety delegation model utilizing a set of organizational delegation principles set out below to deliver and effectively manage delegations. Within

¹ As detailed in page 25 of the “DE&S Way”

Fig 1 the 2 options endorsed identify where (1) The TL has been identified as suitably qualified and experienced to hold a safety delegation and (2) where the TL is either not suitably qualified and experienced or where the TL does not have the capacity or is unable to undertake this delegated authority effectively.

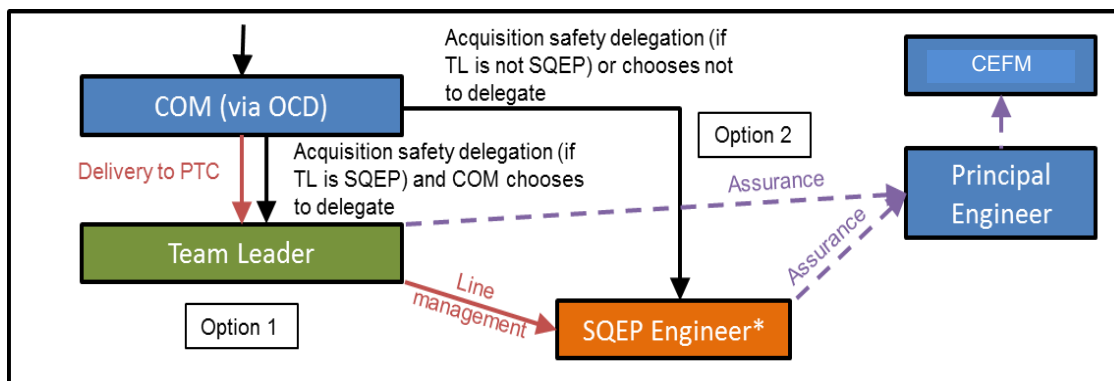


Fig 1 – Endorsed delegation model

5. The term SQEP Engineer in Fig 1 includes such roles as: Type Airworthiness Authority (TAA), Nuclear Authorisee, Platform Authority, Equipment Authority and Safety Case signatory.

Principles

6. To ensure that the approach to safety delegations across the organization is standardized and that there is no degradation to safety decision making and no disruption to business as usual the following supporting principles shall be adopted and cascaded across all functions with individuals holding safety delegations:

- a. Delegations shall flow down the delivery axis.
- b. There shall always be an identifiable individual accountable for acquisition safety.
- c. TLs shall retain overall accountability for all aspects of delivery, even if the safety delegation is held by a separate SQEP Engineer.
- d. Delegations shall only be held by SQEP individuals.
- e. The DE&S safety delegation model shall be applicable across all domains.
- f. The Principal Engineer assurance link shall provide general assurance of the safety and professionalism of standards and practice.

7. If the acquisition safety delegation is held by a TL not aligned to the Engineering Function a formal SQEP assessment must be undertaken and monitored by the Acquisition Safety & Environmental Protection (ASEP) sub function (within the Engineering Function). This will ensure that a suitable and sufficient auditable chain of competent individuals is maintained and that the SQEP declaration is appropriate to the task or assignment being delivered.

8. The delegation should safeguard engineering decisions by making the extent of authority clear in the letter of delegation (LOD) and require recipients to acknowledge acceptance of those responsibilities and/or to seek advice where they have insufficient knowledge to deal with problems or unusual/complex issues.

9. In the DE&S balanced matrix, the CEFM is accountable for the “who and the how”, including governance, assurance and improvement of function policies and processes. D S&EQT supports the CEFM under formal agreement, providing typical acquisition safety and environmental services, including audit and assurance. The need for these arrangements will be reviewed as the Engineering Function and the corporate approach to function management matures.

QUERIES

11. For further information and clarification please contact: DES TECH-QSEP-SEP-DepHd.