



COIMS Process

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1 Purpose

This document describes the training and **competency** process to be used by leaders to determine if each person with responsibilities for management system processes is competent to fulfil the requirements and accountabilities assigned to them.

This process is intended for:

- leaders who manage workers with HSE **risk** exposure and responsibilities in COIMS
- entity training and competency coordinators and advisors

2 Application

This process applies to the competencies specific to HSE and COIMS for:

- employees, **contractors**, **suppliers**, and **visitors** to Cenovus sites who have exposure to HSE risk
- employees who have responsibilities in COIMS

3 Process

The training and competency process defines:

- **orientation**, **HSE training**, and competency requirements
- steps leaders should follow to ensure individuals at Cenovus are trained and competent for their role

The process uses three terms that are documented and communicated similarly in a training and competency process, but have distinct definitions and activities:

- **Orientation**, also referred to as HSE onboarding, introduces company safety culture, life saving rules, and emergency procedures for Cenovus workplaces, and is mandatory for all Cenovus workers.
- **HSE training** addresses regulatory and internal requirements and educates employees and contractors on the risks and controls for one or more hazards.
- **Competency** is the knowledge, skills, and qualifications required to successfully perform job work duties safely and effectively. Competency is developed through information, instruction, training, supervision, and experience.

This process is concerned with the COIMS competencies in Appendix A, other competencies may also be included in the entity process.

The process has the following four steps:

1. Determine orientation, HSE training, and competency requirements for each worker based on their roles and areas of responsibility.
2. Verify each worker has completed relevant Cenovus corporate and site orientation and HSE training.
3. Evaluate employee competency and address identified gaps.
4. Assure employee competency.

The process has different requirements for employees, contractors, service providers and visitors.

Entities may use an alternate process that meets or exceeds the requirements of this document, e.g., the [Competency Assurance Program](#).

3.1 Determine requirements

Leaders shall assign orientation, HSE training, and competency requirements to visitors, employees, contractors and service providers.

Entities shall document and communicate orientation, HSE training and competency requirements to workers.

3.1.1 Orientation requirements

All sites shall have a site-specific orientation. Completion of orientations shall be recorded, tracked, and made available upon request in alignment with Cenovus documentation retention policies and jurisdictional requirements.

Employees, contractors, and [service providers](#) shall complete the mandatory orientations listed below:

- Cenovus safety orientation
- site specific orientation
- life saving rules

Visitors shall complete the mandatory site-specific orientations.

3.1.2 HSE Training requirements

Leaders shall assign HSE training to employees according to:

- regulatory and Cenovus requirements
- employee HSE risk exposure

3.1.3 Competency requirements

Leaders shall assign competency requirements for employees based on:

- The employee roles and responsibilities in COIMS
- the Safety Critical Roles standard

COIMS element competency descriptions are provided in Appendix A. COIMS competencies are defined using a proficiency scale from 1-3 for elements 2-15 of COIMS. Competencies associated with Element 1 Leadership and Accountability are described in the [Safety leadership capacity program guidance](#) and [Cenovus organizational competencies](#).

Leaders may determine the proficiency level of individuals with a COIMS role based on the nature of the role compared to the level of proficiency described in Table 1. Appendix B provides an example competency matrix using generic positions.

Table 1: Proficiency levels

Level	Proficiency	Individual competency relative to entity COIMS process (cumulative)
N/A	None	<ul style="list-style-type: none"> does not require any COIMS process awareness
1	Awareness – can list or recognize	<ul style="list-style-type: none"> can describe the basic concept of COIMS elements and processes for those elements within their area of expertise can describe when and how the process is initiated
2	Foundational – can explain	<ul style="list-style-type: none"> understands their roles and responsibilities within the process(es) able to perform tasks required within the process with supervision understands objective of process and standard, and can hold informed discussion with experts
3	Advanced – can do	<ul style="list-style-type: none"> able to conduct the work without supervision and be accountable for the outcomes able to independently assist, consult, or lead others in the application of COIMS element, standard, and associated processes and procedures can integrate work across COIMS elements and work effectively with other disciplines can assess entity process(es) against COIMS requirements and associated standards and processes can assess the quality of the process execution and outcome, and adjust within the execution of the process to improve results
4	Expert/Mastery – can analyze and lead	<ul style="list-style-type: none"> able to diagnose and creatively resolve significant, complex, non-routine problems in area of expertise able to adapt practices from industry for Cenovus use able to generate substantial improvements in process performance and drive critical business opportunities sets standards within the organization, and recognized by peers as a SME

The COIMS competencies have been prepared such that:

- awareness is achieved through orientation of staff, computer-based training or peer to peer learning
- foundational proficiency is achieved through a combination of reading, training, and on the job exposure to COIMS processes
- advanced proficiency is achieved through a combination of in-depth reading, on the job experience, entity specific training, and formal education

Entities are not required to assign expert/mastery level of proficiency to their staff; this level of proficiency is not defined in Appendix A.

3.1.4 COIMS training and competency workbook

Where entities do not have a process in place to determine HSE training and COIMS competencies, leaders may apply the **COIMS Training and Competency workbook (CTCW)**. This tool guides leaders in mapping out and pre-populating employee learning profiles with HSE training and COIMS competency requirements. The CTCW tool may also be used by a contract holder to support vendor-provided training requirements within contract agreements.

3.2 Verify orientation and HSE training

Leaders shall verify their employees have completed required orientation and HSE training.

The entity shall maintain a record of HSE training completion and associated certificates or qualifications.

Where applicable, entities shall document HSE training renewal requirements and associated expiry dates of a worker's HSE training.

3.3 Evaluate and develop competency

The leader shall evaluate employees new to their role against the competencies required for that role. The competency evaluation:

- assists the leader in understanding an individual's capabilities and skills relevant to their role
- sets expectations and creates a plan for the individual to address gaps and strengthen competency

Leaders have discretion on how to evaluate an employee for COIMS competencies. Typical approaches to evaluate competency include:

- self-evaluation by the individual followed by a discussion with their leader to review gaps
- evaluation by the leader during 1 on 1 discussion
- dedicated evaluation by the leader and other competent entity staff
- documented evaluation by an independent assessor

Leaders should focus competency evaluations on those elements where an advanced level of proficiency is expected. Awareness and foundational levels of competency are typically developed through peer-to-peer learning, orientation, training, and on the job exposure.

Leaders have discretion in how to close employee gaps in COIMS competencies. A typical approach is to apply the **Cenovus 3E model: education, exposure, experience**.

Table 2 provides guidance for the typical competency development methods for each proficiency level.

Table 2: Methods to develop competencies

Proficiency Level	Methods to develop COIMS competencies
Awareness	<ul style="list-style-type: none"> • orientation • peer to peer learning • awareness training • attending new process or procedure rollout
Foundational	<ul style="list-style-type: none"> • process/procedure review by individual • on-job exposure • discipline specific training
Advanced	<ul style="list-style-type: none"> • discipline-specific advanced development and training • on-job experience • advanced application of COIMS standards, e.g., using standards to close gaps to COIMS
Master/Expert	<ul style="list-style-type: none"> • formal higher education specific to subject area • on-job experience in multiple entities and/or supporting functions

3.4 Assure employee competency

Leaders assure competency of employees through coaching and mentorship to the competencies in Appendix A.

An entity may have a documented assurance process for COIMS competencies where the risk, complexity, or size of the entity warrant it.

4 References

Table 3: References

Document title or link	Relevance
Cenovus 3E model: education, exposure, experience	Model to use to develop competency
COIMS Framework	Refer to the requirements of Element 2 COIMS Policy – COIMS-000001
Competency Assurance Program Standard	The requirements for workers in CAP COIMS Standard - COIMS-000011
Competency Assurance Program SharePoint	Additional information about CAP
Employee development	Cenovus employee development model
Organizational competencies	Cenovus organizational competencies
Safety Critical Roles Standard	The requirements for workers in safety critical roles COIMS Standard - COIMS-000024
Safety leadership capability descriptor table	Leadership capacity statements

Appendix A: COIMS competency descriptions

1. Leadership, commitment, and accountability

Leadership competencies are documented in:

- Safety leadership capacity program guidance
- Cenovus organizational competencies

2. Training and competency

For each competency category, a competent individual will be able to:

- | | |
|---------------------|--|
| Awareness | <ul style="list-style-type: none">• maintain personal training requirements• describe ways to become a competent worker |
| Foundational | <ul style="list-style-type: none">• describe the training and competency requirements for self and team and how to find them in the entity learning management system• assess the competency of others and manage team competencies |
| Advanced | <ul style="list-style-type: none">• explain how the entity meets internal and external HSE & OI training and competency requirements• develop, implement, sustain, and improve entity training and competency practices and processes• apply the entity learning management system |

3. Risk management

For each competency category, a competent individual will be able to:

- | | |
|---------------------|---|
| Awareness | <ul style="list-style-type: none">• describe the hazards in their workplace• recall the major accident hazards (MAH) and what barriers are in place to protect them in their workplace• describe how they know the barriers are healthy• recall that there is a Cenovus risk matrix |
| Foundational | <ul style="list-style-type: none">• describe the barrier health system process including components of a safety critical element (SCE) performance standard• apply Cenovus risk matrix to evaluate risks in their area of responsibility• describe operational scenarios that should be added to entity risk register including excursions and abnormal conditions risk• describe entity risk register, occupational safety hazards, process safety hazards, and associated controls relevant to their role |
| Advanced | <ul style="list-style-type: none">• explain how the entity meets the requirements of the COIMS Risk Management Standard• facilitate the PHA process, including HAZID, HAZOP, LOPA, bowtie, and operational risk assessments• develop SCE performance standards• lead barrier health processes and describe degradation factors for barriers |

4. Process safety information

For each competency category, a competent individual will be able to:

- | | |
|---------------------|--|
| Awareness | <ul style="list-style-type: none">• describe what process safety information (PSI) is relevant to their role• access current PSI• read and apply PSI relevant to role |
| Foundational | <ul style="list-style-type: none">• list the categories of PSI used in the entity• describe how PSI is used and kept current in the entity |
| Advanced | <ul style="list-style-type: none">• describe how the entity processes and tools meet the requirements of Element 4 and regulatory requirements |

5. Operating and maintenance procedures, policies, and standards

For each competency category, a competent individual will be able to:

- | | |
|---------------------|--|
| Awareness | <ul style="list-style-type: none">• apply relevant procedures to conduct work• apply entity process to:<ul style="list-style-type: none">○ access and understand source for controlled procedures○ provide feedback on existing procedures○ request a new procedure when one does not exist |
| Foundational | <ul style="list-style-type: none">• apply entity process to:<ul style="list-style-type: none">○ write, review, and approve procedures and management processes○ assess criticality of procedures○ assess if a procedure is required to be in hand○ communicate new and changed procedures to affected parties |
| Advanced | <ul style="list-style-type: none">• administer entity procedure management process• troubleshoot and improve entity procedure management application• apply entity and corporate requirements for procedures |

6. Management of change (MoC)

For each competency category, a competent individual will be able to:

- | | |
|---------------------|---|
| Awareness | <ul style="list-style-type: none">• recall the purpose of MoC and when a change may require MoC• identify who to speak to initiate the MoC process |
| Foundational | <ul style="list-style-type: none">• explain the types of MoC (personnel/organization, asset, procedure, process)• differentiate between MoC durations (permanent, temporary, emergency)• describe the entity MoC workflow including their role within the workflow• determine pre-requisites for implementation of a change• perform a change in the MoC software relevant to their role• conduct a risk assessment related to MoC• communicate change relevant to the impacted persons |
| Advanced | <ul style="list-style-type: none">• demonstrate how the entity MoC process meets the COIMS MoC standard and requirements• troubleshoot the entity MoC software tool• assess the effectiveness and quality of MoC process using KPIs and metrics, and make necessary changes |

7. Emergency management

For each competency category, a competent individual will be able to:

- | | |
|---------------------|---|
| Awareness | <ul style="list-style-type: none">• activate emergency alarms, evacuate the facility, and proceed to the muster point• describe scenarios that would require an emergency response activation |
| Foundational | <ul style="list-style-type: none">• explain the Incident Command System (ICS) structure• use the emergency response plan and ICS processes and tools relevant to their role• apply business continuity plans relevant to their role• utilize emergency response equipment relevant to their role |
| Advanced | <ul style="list-style-type: none">• activate emergency response, business continuity, or security plan as required• identify and validate that the response equipment is relevant to the entities' hazards• explain how the entity complies with element 7 standards and regulatory requirements• plan, execute, and evaluate emergency response exercises and drills• identify updates to ERP, BCP, and security plans |

8. Incident management

For each competency category, a competent individual will be able to:

- | | |
|---------------------|--|
| Awareness | <ul style="list-style-type: none">• describe what an HSE & OI incident is and why they should be reported• report an incident to frontline leader |
| Foundational | <ul style="list-style-type: none">• apply the incident management process for incidents including:<ul style="list-style-type: none">○ secure the scene○ classification○ identify impact category○ record incident specifics in Intelex○ conduct low complexity incident investigations○ prepare incident learning summaries (ILS)• apply ILS and significant ILS from other parts of Cenovus to their circle of influence• summarize an incident, its learnings, and corrective actions• use dashboards to understand current performance, identify visible trends in incidents, and take necessary action |
| Advanced | <ul style="list-style-type: none">• lead investigations on high severity or complex incidents• write incident reports and associated presentations• describe criteria for reporting incidents to the entity's regulators |

9. Safe control of work (COW)

For each competency category, a competent individual will be able to:

- | | |
|---------------------|--|
| Awareness | <ul style="list-style-type: none">• explain the CoW process and its use in controlling work-related hazards• identify work that requires authorization or permitting |
| Foundational | <ul style="list-style-type: none">• apply the CoW process as required for:<ul style="list-style-type: none">◦ issuing permits and performing work (per the issuing and performing authority responsibilities)◦ the work scope inclusive of planning, work execution, and return to service including controls and permits relevant to their role• explain the roles of the area authorities, issuing authorities, isolating authorities, and performing authorities• explain when reassessment of controls is required, including when to stop work |
| Advanced | <ul style="list-style-type: none">• apply COW processes for complex work including simultaneous operations and turnarounds• ensure entity processes meet the requirements of the following standards: safe control of work, energy isolation, confined space entry, hot work, work at height, cranes lifting and hoisting, and ground disturbance• assess the effectiveness and quality of COW processes using KPI's and metrics, and make necessary changes |

10. Facility design, modification, and construction

For each competency category, a competent individual will be able to:

- | | |
|---------------------|--|
| Awareness | <ul style="list-style-type: none">• know that COIMS applies to project scope |
| Foundational | <ul style="list-style-type: none">• describe the Project Delivery System (PDS), including:<ul style="list-style-type: none">◦ roles and responsibilities◦ the ten core PDS components, and explain them in general◦ the project stage gates and key decision points• describe how the risk management process is applied to a project• develop project deliverables to meet COIMS requirements |
| Advanced | <ul style="list-style-type: none">• apply and evaluate the entity project management processes against the PDS• assess the quality of project deliverables to meet COIMS requirements• defend project readiness to progress through gate reviews |

11. Supply chain and contractor management

For each competency category, a competent individual will be able to:

- | | |
|---------------------|---|
| Awareness | <ul style="list-style-type: none">• recall that there is a standard for managing materials and third-party suppliers• recall that there is a process to contract and manage suppliers, and who to contact to initiate the process |
| Foundational | <ul style="list-style-type: none">• recall the four phases of supply chain and contractor management• explain how to prepare a scope of work• determine level of HSE risk for contract scope• describe roles and responsibilities for contract holder, contract owners, safety, other subject matter experts• apply supplier HSE verification tools for competency and contractual obligations• describe contracted scopes of work relevant to their role• manage gaps or risk identified with the contractual requirements |
| Advanced | <ul style="list-style-type: none">• lead the entity's Supply Chain and Contractor Management Process• administer Cenovus contractual requirements and the site operational practices and procedures• design and execute an assurance program for contracted activities or supplied materials |

12. Safe operating envelopes

For each competency category, a competent individual will be able to:

- | | |
|---------------------|---|
| Awareness | <ul style="list-style-type: none">• generally explain safe operating envelope concepts and how to report nuisance and standing alarms• describe safe operating limits relevant to their role, and be able to access and use them in running operation• identify scenarios that trigger the bypass process• relevant to their role, explain excursions and act to put the plant in a safe state |
| Foundational | <ul style="list-style-type: none">• explain system/plant/unit design and operation relevant to their role• describe the alarms that require operator intervention, and any credits assumed during PHA for trips and shutdowns relevant to their role• apply the process for overrides of safety critical systems and alarms |
| Advanced | <ul style="list-style-type: none">• relevant to their role, explain the design basis, applicable standards, codes, and acts of a system/plant/unit to develop, modify, or optimize the design and operation• create, remove, or modify safe operating envelopes for the entity• explain the equipment cause and effects/shutdown key, and how to troubleshoot and modify shutdown procedures based on change to design• create and maintain site level procedure for bypassing, alarm management, and safe operating limits• assess, adjust, and improve performance outcomes based on assurance and KPI metrics• perform excursion analysis and apply learnings |

13. Reliability and integrity

For each competency category, a competent individual will be able to:

- | | |
|---------------------|---|
| Awareness | <ul style="list-style-type: none">• recall that there is an integrity management program at site• recall the SCE relevant to their role• monitor equipment and report on deviations/excursions• recall that there are requirements to verify equipment readiness prior to restart |
| Foundational | <ul style="list-style-type: none">• establish specific plan and schedule to meet the maintenance or integrity management strategy• execute the maintenance planning, inspection, and turnaround processes at site, and incorporate SCE classification into prioritization within the process• apply the integrity program, including roles, responsibilities, and accountabilities within the program relevant to role• participate in a pre-startup safety review (PSSR) to verify equipment readiness prior to restart |
| Advanced | <ul style="list-style-type: none">• interpret and report on SCE non-conformances and barrier degradation, and implement mitigation measures to manage risk to an acceptable level• analyze trends associated with equipment performance, and take corrective action to meet integrity and reliability requirements• investigate failures associated with safety and production critical equipment, and engage SMEs to establish equipment integrity prior to restart• explain how the entity meets the codes, standards, and regulations for the integrity program |

14. Legal and regulatory compliance

For each competency category, a competent individual will be able to:

- | | |
|---------------------|--|
| Awareness | <ul style="list-style-type: none">• recall that HSE & OI regulatory requirements are incorporated in processes and procedures |
| Foundational | <ul style="list-style-type: none">• describe HSE & OI regulatory requirements and how the entity complies with them• explain that changes or new activities may require a review to evaluate HSE & OI regulatory impacts• describe conditions that require notification to regulators |
| Advanced | <ul style="list-style-type: none">• describe the legal framework that underlies the HSE & OI regulatory requirements applicable to their entity• relate legal and regulatory requirements to operational risks• describe how entity process for managing regulatory and compliance tasks is fit for purpose• prepare a submission or notification for HSE & OI regulators |

15. Assurance, performance, and improvement

For each competency category, a competent individual will be able to:

- | | |
|---------------------|--|
| Awareness | <ul style="list-style-type: none">• support the evaluation, measurement, and continuous improvement of work processes |
| Foundational | <ul style="list-style-type: none">• know that an annual assurance plan exists and how to access the schedule• access and use tools for verification and KPIs relevant to their role• perform verification and assurance activities• communicate opportunities in the areas of their expertise/knowledge• create effective actions |
| Advanced | <ul style="list-style-type: none">• explain how COIMS assurance fits in the overall Cenovus governance processes• develop assurance program to support entity and business strategic objectives• analyze and trend entity wide KPIs and LOD findings; use results to design continuous improvement initiatives and action• assess the effectiveness of continuous improvement processes |

Appendix B: Example COIMS competency matrix

Entity leaders assign competency to their workers according to the worker's responsibilities in COIMS. Figure 1 provides an example of a COIMS competency matrix using a typical set of operational positions.

For each position, the competency for each element of COIMS is indicated by the proficiency level. The numbers in the matrix correspond to the proficiency level defined in Table 1. For reference:

- “-” indicates: Not Applicable
- “1” indicates: Awareness
- “2” indicates: Foundational
- “3” indicates: Advanced

For example, a field operator has:

- no competency expectations for elements 10, 11
- An awareness level competency in elements 2, 3, 4, 5, 6, 7, 8, 13, 14, and 15
- A foundational level of competency in elements 9 and 12

Table 4: Example COIMS competency matrix

COIMS competency matrix			1 - Leadership and Accountability	2 - Training and Competency	3 - Risk Management	4 - Process Safety Information	5 - Operating and Maintenance procedures	6 - Management of change	7 - Emergency Management	8 - Incident Management	9 - Control of Work	10 - Facility design, modification, and construction	11 - Contractor and supply management	12 - Safe operating envelopes	13 - Reliability and integrity	14 - Legal and regulatory compliance	15 - Assurance, performance and improvement
Entity staff	Operations & maintenance	Field Operators	1	1	1	1	1	1	1	2	-	-	2	1	1	1	1
		Control Rm Operators	1	1	1	1	1	1	1	2	-	-	2	1	1	1	1
		Maintainers	1	1	1	1	1	1	1	2	-	1	1	1	1	1	1
		Schedulers & planners	1	1	1	1	1	1	1	2	-	1	-	2	1	1	1
		Inspectors	1	1	1	1	1	1	1	2	-	-	1	2	1	1	1
		Front line coordinators / supervisors	2	2	1	2	2	2	2	2	1	1	2	2	1	2	2
		Superintendents / managers	2	2	2	2	2	2	2	3	1	1	2	2	1	3	3
	Engineers	Engineer / Senior Engineer	1	2	2	2	2	1	1	1	2	1	3	2	1	1	1
		Staff Engineer and above	2	2	2	2	3	1	1	1	2	1	3	3	1	1	1
	Projects	Project Manager	-	2	1	-	1	1	1	1	3	2	-	-	2	2	2
		Project Engineer / Project QA advisor	-	2	2	1	1	1	1	1	2	1	1	-	2	1	1
		Project Process Engineers	1	2	3	2	1	1	1	1	2	1	3	-	2	1	1
		Construction & Commissioning coordinators/supervisors	1	1	1	2	2	2	2	3	2	2	1	-	1	1	1
	Entity Support Staff	Training and Competency Advisor	3	1	1	2	1	1	-	1	1	-	-	-	1	2	2
		Document control	1	1	1	3	1	1	-	-	1	-	-	-	1	1	1
		Fire Chiefs, Emergency Response Advisor, Deployed Security Advisor	2	2	1	2	1	3	1	1	-	2	-	-	1	1	1
		SCM Advisor	-	-	-	-	-	-	-	-	2	3	-	-	-	-	-
		HR Business Partners	2	-	-	-	2	2	-	-	-	-	-	-	-	-	-
		Environmental Advisor	1	1	-	-	-	1	1	1	1	1	-	-	3	-	-
		Deployed Safety Advisors	2	2	1	2	1	1	2	2	1	2	1	1	2	2	2
	Deployed Safety	Process Safety Engineers	2	3	3	2	3	1	3	2	2	1	2	2	2	2	2
		Deployed Safety leadership	2	2	1	2	2	2	3	2	-	2	2	2	2	2	3
	Entity Leaders	General managers / Directors / VP	2	2	1	2	2	2	2	2	2	2	2	2	1	2	3