

Setting expectations for leadership

TOOL FIVE

Guidance:

Review the following leadership expectations and evaluate them against the existing roles and responsibilities the organization outlines in its safety management system or safety and health policy. Ensure that leaders at all levels understand and express commitment to upholding the expectations identified for their employment level. Make modifications to roles and responsibilities as needed to best support the organization's serious incident and fatality prevention strategy and related activities.



Executive and senior leadership-expectations

- » Officers of the company or high-ranking leaders will set the tone for safety and assign responsibility for the overall safety management system.
- » Leaders will establish acceptable risks for the organization.
- » Leaders will establish appropriate metrics to drive continuous improvement that reduce risk associated with high-severity outcomes to levels that the organization accepts.
- » Leaders will set the tone for a psychologically safe work environment with a culture of learning and improvement.
- » Leaders will listen to each elevated concern to understand the opportunities for improvement and provide feedback that is timely and actionable.
- » Leaders will provide the necessary resources to address high-severity hazards, including assessment of risk and appropriate defenses to control or mitigate outcomes of events and incidents.
- » Leaders will drive accountability for risk reduction through reviews and metrics.
- » Leaders will understand the potential serious incident and fatality activities and drivers within their business.

Managers, front-line supervisors and health and safety professionals expectations

- » Refusal to accept that deviation from procedures is normal.
- » Refusal to accept substandard processes and procedures.
- » Promotion and use of critical controls to eliminate or mitigate serious incident and fatality risk and high-severity hazards.
- » Maintenance of critical controls to prevent serious incidents and fatalities.
- » Understand the challenges that workers face while performing expected work activities.
- » Understand that traditional metrics such as total recordable injury rate and historical performance do not accurately predict or imply risks of serious incidents or fatalities existing within their operation.
- » Understand that risk is influenced by culture, management systems, process conditions and human factors.
- » Understand that mitigating risk requires not only identifying the hazards and assessing the controls, it also requires addressing related organizational and human factors.
- » Create a learning environment. Ask open-ended questions to understand the context and contributing factors of events and learn from successes and failures.

