Good Practice Health and Safety Governance

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Legislating for Effective Leadership

- Dutyholders are required to provide the highest level of protection to workers.

- Officers are required to provide direction and verify results.

- **This is a major change from previous legislation and practice.**

Health and Safety at Work Act 2015

Legislating for Effective Leadership

- Positive duty on officers to exercise <u>due diligence</u> .

- Take reasonable steps to:

  o Know about work health and safety matters.

  o Understand the operations of the PCBU and generally, its hazards and risks.

  o Ensure that the PCBU has appropriate resources to eliminate or minimise risks.

  o Receive information about compliance, hazards and incidents.

  o Verify resources and processes.

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Leadership Beyond Compliance

"… it is the leaders of an organisation who determine how it functions, and it is their decision-making which determines in particular, whether an organisation exhibits the practices which go to make up a culture of safety."

" … Leaders create cultures by what they systematically pay attention to".

Hopkins, A (2005). Safety, Culture and Risk: The Organisational Causes of Disasters. CCH Australia Ltd. Pages 5, 8.

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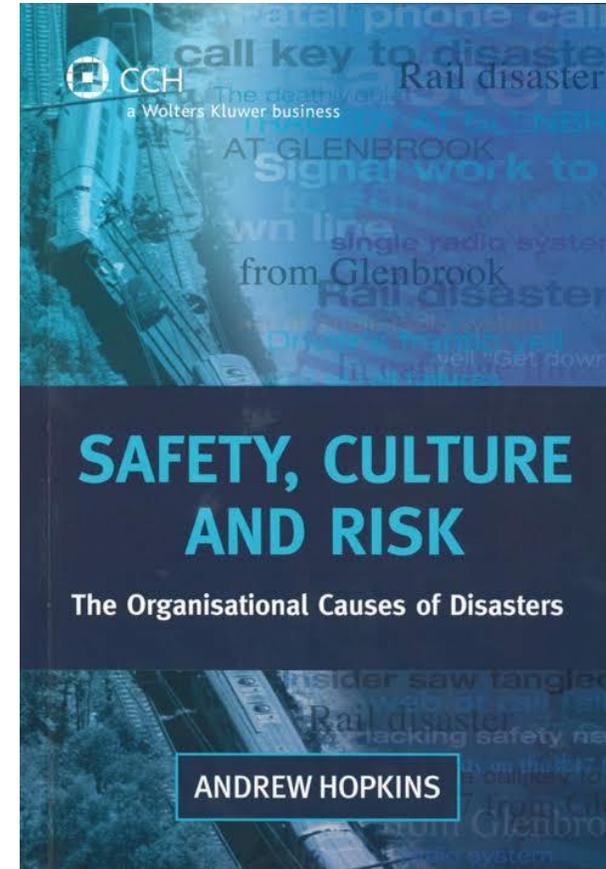
Current Leadership

Directors and managers are not sufficiently held to account for health and safety …". .

Report of the Independent Taskforce on Workplace Health and Safety, (2013, page 18)

http://hstaskforce.govt.nz/documents/report-of-the-independent-taskforce-on-workplace-health-safety.pdf

"…Board engagement with health and safety is high. … However, board discussion tends to focus on incidents and risk management. Less attention is paid to worker engagement.

"CEOs express a strong commitment to health and safety. … But some are not using (and might not know about) the full range of practices that can help lift performance.

Deloitte and Business Leaders' Health and Safety Forum (2016). Are We As Safe As We Want to Be? 2016 Health and Safety Leadership Survey. http://www2.deloitte.com/content/dam/Deloitte/nz/Documents/risk/nz-en-2016-NZ-health-and-safety-survey-report.pdf

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Enabling Directors and Senior Managers to Lead

- Develop strategy

- Delegate the strategy to operational managers

- Monitor performance

- Hold managers accountable

- Integrate health and safety with other elements of governance and leadership.

"The principles underpinning health and safety governance are no different than any other aspect of a governance role. …

It is the role of directors to provide leadership by driving policy, including setting the direction for health and safety management and performance.

Directors create expectations and exercise due diligence by holding management to account for meeting them".

Institute of Directors, and WorkSafe New Zealand (2016). Health and Safety Guide: Good Governance for Directors. https://www.iod.org.nz/Portals/0/Governance%20resources/Health%20and%20Safety%20Guide_Good%20Governance%20for%20Directors.pdf

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Enabling Directors and Senior Managers to Lead

- Personal Commitment and Visibility. Understanding the workplace of front-line workers and supervisors.

- Capability and Knowledge: Risk management, most significant risks and controls, understanding how to balance conflicting objectives, safety culture, incident causation.

- Direction and Planning: Programmes to reduce workplace risk and improve culture.

- Monitoring: Progress of risk reduction programme, significant incidents and failed risk controls, safety climate.

- Authority: Holding managers to account.

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Challenges For H&S Managers

- Enabling role.

- Understand organisational context.

- Develop influence through all levels.

- Provide evidence-based direction and monitoring.

- Overcome fallacies, rhetoric and slogans.

- Overcome climate of compliance and bureaucracy.

"OHS professionals should work closely with their CEO and board on getting reporting right. It is essential that health and safety reporting focus on the right metrics and commentary, since the discussion that follows will reflect the report.

….., if your reporting focuses primarily on lag indicators then the conversation will most likely focus on minor personal injuries including slips, trips and falls, rather than the significant near miss that also happened during the month …."

Ferguson, K (2015). How to Engage Boards in Safety. OHS Professional. December 2015, Page 29.

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