

Worksheet #				
1a	1b	1c	2a	2b
3a	3b	<b>4a</b>	4b	

## Expect Performance

Take these steps to begin showing you expect performance:

1. Assign roles and responsibilities for achieving program goals (Worksheet 4a).
2. Set specific expectations for safety and health assignments and monitor performance (Worksheet 4b).

### To-Do

- Identify roles and responsibilities for managers, supervisors, and workers.
- Give people the authority they need to carry out their responsibilities.

### Assign roles and responsibilities for achieving program goals

Top management leads the safety and health program. But for the program to work, **everyone** should have:

- A voice in setting expectations.
- Clearly assigned roles and responsibilities.
- The resources they need to fulfill them.

This means everybody owns the program. It also means less work for your safety champions, who can spend more time monitoring progress and keeping the program on track.

Some safety roles and responsibilities might go along with job roles. In an autobody shop, the paint line manager might be responsible for finding, implementing, and following up on options to control harmful exposure to paint overspray.

Others might come from roles you assign. For example, you might assign an emergency response coordinator, training director, or supervisor designated to receive incident reports for a shift.

Set roles and responsibilities that make sense for your business and workers. Define them well and set clear expectations for performance (see Worksheet 4b). You can put them in writing and include them in job descriptions. You'll likely revise and update them as you implement the program.

Also make sure people have the authority they need. This might mean getting access to certain resources, spending work time in a certain way, or being in charge of certain activities by other workers. For example, managers might need the authority to choose workers to serve on a safety and health committee during their working hours.

As you assign responsibilities, explain what you're doing and listen for responses. Don't just give people more tasks, which could cause resentment or be ignored. Instead, tie new roles and responsibilities to the benefits everyone will gain from the safety and health program (see Worksheet 1a).

### Pro Tip

When you assign people responsibilities, give them authority as well. Make sure they have the power to act without being second-guessed.

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Circle or highlight items that you would like to implement at your business.

**Example Roles/Responsibilities for Top Management, Supervisors, and Workers in a Safety and Health Program**

Top management	Supervisors	Workers
<ul style="list-style-type: none"> <li>• With company-wide input, develop program requirements and tell managers, supervisors, workers, visitors, and contractors about them.</li> <li>• Make safety part of decisions and daily conversations.</li> <li>• Set up an effective way for workers to report injuries, illnesses, incidents (close calls/near misses), and concerns.</li> <li>• Respond to reports promptly.</li> <li>• Develop a process for assessing safety and health risks.</li> <li>• Determine whether units/departments are making progress toward program goals.</li> <li>• Include safety and health responsibilities in job descriptions.</li> <li>• Learn what training workers need and make sure they get it.</li> <li>• Before making major changes to the workplace, work organization, equipment, or materials, consult with workers to identify safety and health issues.</li> <li>• Periodically inspect work areas and/or facilities.</li> <li>• Ask for and respond to workers' ideas and suggestions.</li> <li>• Identify foreseeable emergencies and develop instructions for each one.</li> <li>• Establish and serve on a safety and health committee.</li> <li>• Set improvement goals and review the performance of the program.</li> </ul>	<ul style="list-style-type: none"> <li>• Put the requirements you assign them into practice.</li> <li>• Require the workers they lead to complete program-related training.</li> <li>• Help workers get that training.</li> <li>• Get data you need for the program.</li> <li>• Collect ideas on, recommend, and make safety and health improvements.</li> <li>• Make sure that the equipment and work areas in their units are safe, clean, and in compliance with regulations and program requirements.</li> <li>• Make sure there are procedures for safely using hazardous substances and doing hazardous jobs.</li> <li>• Hold regular safety talks.</li> <li>• Carry out or arrange for workplace inspections.</li> <li>• Investigate incidents.</li> <li>• Make sure that their units' safety and health needs are met (for example, engineering controls, training, personal protective equipment, corrective measures).</li> <li>• Respond to reports of safety and health concerns.</li> <li>• Serve on a safety and health committee.</li> </ul>	<ul style="list-style-type: none"> <li>• Carry out the program tasks assigned to them.</li> <li>• Complete required training.</li> <li>• Report injuries, illnesses, near-misses, hazards, and any other concerns.</li> <li>• Participate in regular safety talks.</li> <li>• Suggest safety and health improvements.</li> <li>• Give input on the design of a reporting process.</li> <li>• Help in inspections of their work areas.</li> <li>• Help investigate incidents.</li> <li>• Serve on a safety and health committee.</li> </ul>

Top management	Supervisors	Workers
<b><i>What other responsibilities would you like to include in your program?</i></b>	<b><i>What other responsibilities would you like to include in your program?</i></b>	<b><i>What other responsibilities would you like to include in your program?</i></b>

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