

Expect Performance

Ready for Level 2?

	YES (✓)	NO (X)
You have identified roles and responsibilities for managers, supervisors, and workers	<input type="checkbox"/>	Visit Assign Roles and Responsibilities (1ML_4a)
You have given people the authority they need to carry out their responsibilities	<input type="checkbox"/>	Visit Assign Roles and Responsibilities (1ML_4a)
You have set and are monitoring specific expectations for safety and health assignments	<input type="checkbox"/>	Visit Set Expectations and Monitor Performance (1ML_4b)

To-Do

- Review the roles and responsibilities you have assigned.
- Interview managers and workers to evaluate how successful they are in fulfilling assigned responsibilities.
- Identify and remove obstacles that prevent fulfillment of responsibilities.
- Update and expand responsibilities.

Review roles and responsibilities and monitor performance

For a safety and health program to be successful, everyone in the organization should have:

- Clearly assigned roles and responsibilities in the program
- The resources they need to fulfill them
- The authority they need to carry them out

As your safety and health program matures, so do roles and responsibilities. When you are just starting out, responsibilities might focus on reacting to problems and “putting out fires.” Now they can expand to become planned activities integrated into the organization, just like activities that support quality and productivity.

To update and expand roles and responsibilities, start by reviewing current assignments. Interview people across a range of job categories and safety and health responsibilities—for example, managers, leaders, engineers, purchasers, contractor oversight staff, and frontline workers. Ask them questions such as:

- Can they describe their role or responsibility in the safety and health program?
- Do they think their role needs to be better defined or changed?
- What do they consider success in their role in the program?
- What do they need to be successful in their role (time, resources, authority, etc.)?
- How could the organization better support them in fulfilling their role?

Use the table on page 4 to document the input you receive.

Expanding roles and responsibilities: an example

Initial roles (Level 1)	Expanded roles (Level 2)
<p>Company leaders</p> <ul style="list-style-type: none"> • Ensure that a safety and health policy is created • Assign responsibility and provide resources for: <ul style="list-style-type: none"> ○ The reporting system ○ Inspections ○ Incident investigations ○ Associated improvements • Ensure that there are processes to support worker participation in safety and health activities 	<p>Company leaders</p> <p>All Level 1 roles and responsibilities, plus:</p> <ul style="list-style-type: none"> • Lead the transition to a proactive (rather than reactive) safety and health program • Support efforts to improve goals, policies, procedures, job hazard analysis development, risk assessments, inspections, audits, reporting near misses, feedback mechanisms, and training • Give engineers, planners, and trainers the resources, time, and training to support safety and health • Direct managers to support the safety and health program

Identify and correct obstacles and shortcomings

Having clear roles and responsibilities is the key to accountability for meeting safety and health goals. Don't just look at accountability at the personal level. Consider it as a function of how the whole program is working within your organization. If someone is not succeeding in their role, find out why. Does the task need to change or be made more specific? Are resources lacking? Is training inadequate? The idea is to identify obstacles and find solutions, not blame or punish, which would lead to people taking less responsibility, not more.

Use what you have learned to make changes as you plan work schedules and training activities for the coming year. Remember that active participation at all levels is a key part of the organization's culture and the way it meets expectations for its safety and health performance.

Pro Tip: Roles and Responsibilities for Support Staff

As you update and expand roles and responsibilities, start to consider what role support staff can play in your program. This includes people like engineers, planners, and trainers:

- Engineers and planners can help you introduce as few new hazards and risks as possible.
- Trainers hear from workers about process obstacles that make it hard to follow procedures and work safely. This means they can provide important feedback.

Make sure support staff know about the program and its goals. Ask them how they might offer their observations and expertise to support a culture of safety. Later, as your program matures, this can become part of their job descriptions.

Case Study: Expect Performance

A small hospital launched an initiative to address safety issues, including for injuries that occurred when staff lifted patients by hand while moving them. These tasks often resulted in injuries to hospital staff; sometimes they caused patient falls. Recognizing that patient falls were both a patient safety and a workplace safety issue, hospital administration asked for a team with both patient safety staff and worker safety staff to lead the initiative.

Team members talked to nurses, nursing assistants, and patient transporters. They also reviewed the past approaches to this issue. They realized past efforts had relied on [low-level controls](#), such as use of safer manual lifting techniques, instead of higher-level controls, such as use of mechanical hoists. The team was expanded to include hospital administration, medical staff, facility engineering, procurement staff, and supervisors. The team recommended the following changes:

- Establish a policy to eliminate manual patient lifting and eliminate patient falls.
- Install mechanical hoists, overhead gantries, and air transfer mattresses. Use them to slide patients to or from gurneys to hospital beds.
- Establish procedures and staffing level requirements, including training.
- Conduct regular rounds to monitor equipment use and procedures.
- Create feedback loops to share results of rounds and worker input on equipment availability, maintenance, procedures, staffing, etc.

Management set a timeline for these changes. They also updated job descriptions for hospital staff to include responsibilities related to the changes. Accountability now focused on activities to deal with the causes of manual lifting injuries and patient falls instead of blaming people for what were really problems in the system.

The team even worked to apply this culture of learning and collective action to other areas of patient and worker safety at the hospital. They discussed safety and health during team meetings and work area inspections. Individual performance reviews began to include expectations about safety responsibilities.

Role or responsibility	How successful are you in this role? (5 = very successful, 1 = not at all successful)	Obstacle(s) to success	What is needed to improve
Example: Manager assigned to oversee incident investigation	2	<ul style="list-style-type: none"> • I'm busy with my responsibilities for new hires • I don't get enough help from others (for example, maintenance is too busy) • Supervisors are reluctant to redirect personnel and resources because of cost/production pressures • I'm not trained on how to investigate incidents 	<ul style="list-style-type: none"> • Top management needs to make incident investigation a priority by: <ul style="list-style-type: none"> ○ Ensuring I have time in my schedule to investigate incidents promptly ○ Telling maintenance to support me and ensuring they can take the time without reprisal ○ Giving supervisors support/resources to diagnose and fix problems ○ Encouraging communication at all levels ○ Providing training for me and others