



LET'S TALK SAFETY

JULY 2021



Within an organization for health and safety to be truly effective it needs to come down from the top of the organization and filter through all levels of a business. It is both a 'top down and bottom up' approach for HS&E and the message from the board needs to be strong so that HS&E is adopted by all and taken seriously within an organization.

Failure for this to occur potentially leads to HS&E effectiveness being eroded further down in an organization, therefore everyone throughout the organization has responsibilities for health and safety.

The following breaks down some key responsibilities for individuals throughout the organization. This is a general guide which would be acceptable in most regions of the world. Please check with local legislation for compliance.

Included at the end of each point within a position classification, there will be a **RACI** identification.

## **RACI Definitions**

**Responsible:** This team member does the work to complete the task. Every task needs at least one Responsible party, but it's okay to assign more.



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**Accountable:** This person delegates work and is the last one to review the task or deliverable before it's deemed complete. On some tasks, the Responsible party may also serve as the Accountable one. Just be sure you only have one Accountable person assigned to each task or deliverable.

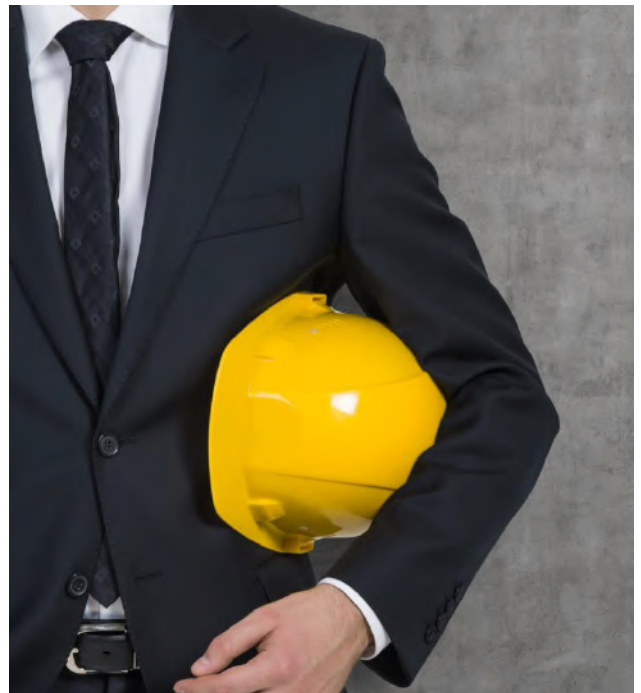
**Consulted:** Every deliverable is strengthened by review and consultation from more than one team member. Consulted parties are typically the people who provide input based on either how it will impact their future project work or their domain of expertise on the deliverable itself.

**Informed:** These team members simply need to be kept in the loop on project progress, rather than roped into the details of every deliverable.

### Chief Executive Officer

Part of the role is very much to promote health and safety and many companies now ensure that a Chief officer on the board has the direct responsibility for HS&E for the organization and who's duty it is to report back to the CEO.

- Shall actively promote a positive health and safety culture through leadership. **RACI**
- Shall ensure there is a health, safety & environment policy in place and that it is communicated to the business. **RACI**
- Must ensure that overall health, safety & environment performance is reviewed on a regular basis and appropriate action taken, where required. **RACI**
- Provide a visible leadership for risk management. **RACI**



### General Managers

The responsibility for the Health, Safety, Environment and welfare of all who work at a site is the responsibility of the General Manager who in turn report up to the board and either the



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CEO or the delegated Chief Officer with regards HS&E issues and activities. A common practice within companies is that an HS&E 'competent' person is hired to ensure that HS&E matters are managed at places of work.

- Shall actively promote a positive health and safety culture through leadership. **RCI**
- Shall implement the Health, Safety & Environment Policy and other HSE procedures within their business. **RCI**
- Must ensure the allocation of sufficient resources (time, manpower, material and money) to ensure safe operations. **RCI**
- Must regularly review health & safety performance to ensure the business meets desired standards. **RCI**
- Must take timely action to address under performance. **RCI**
- Shall liaise with relevant health & safety colleagues and review information as appropriate to agree required action and future objectives. **RCI**

### Directors and Heads of Department

Following on with the cascade process, Directors and HOD's are ultimately responsible for their departments/divisions and report into their respective GMs on HS&E matters. Invariably a similar pattern will follow from the main board in that a Manager will be made responsible for HS&E within the department and report in to their Director.

- Shall actively promote a positive health and safety culture through leadership. **RCI**
- Shall effectively manage all matters relating to health & safety within their area of control. **RCI**
- Must allocate sufficient resources to ensure all relevant standards and policies are fully implemented. **RC**
- Must ensure that all persons under their area of control are sufficiently trained and comply with all relevant policies. They shall take disciplinary action and improvement action as





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necessary when deficiencies are identified. **RC**

- Shall ensure good housekeeping standards are maintained in the areas they are responsible for. **RC**
- Shall undertake regular inspections and monitoring activities within their area. **R**
- Shall ensure all accidents and incidents are immediately reported in accordance with business policies. **RC**
- Receive and review incident, audits, observations and inspections reports. **RAC**



### Site Health, Safety & Environment Managers

The role of the HS&E Manager is that of being the 'competent person' for a place of work and the point of contact on all matters related to HS&E who reports into the General Manager (see above).

- Shall actively promote a positive health and safety culture through leadership. **RACI**
- Shall provide professional advice and technical information where appropriate to directors, heads of department and all Colleagues to enable the business to ensure the highest standards of health & safety are being met. **CI**
- Must keep fully up to date with relevant legislation and standards of best practice. **RCI**
- Shall prepare annual plans and objectives to progressively improve health & safety performance. **R**
- Shall develop health & safety systems to ensure compliance with all relevant legislation and standards. **R**
- Shall monitor and review health & safety performance. **R**
- Verify incidents are reported to regulatory bodies in accordance with local legislation **R**
- Verify persons holding positions that require formal training (such as first aiders and emergency personnel) are provided with the necessary training as required by regulatory legislature and organization policies and procedures. **RCI**
- Liaise with relevant authorities and audit teams along with compliance relevant departments. **CI**



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### All Colleagues

The expectation is that all colleagues follow the policy and procedures of a company, and this includes all HS&E policies and processes. A strong HS&E awareness within the colleagues leads to a strong positive culture within the workplace and this is the 'bottom up approach' as colleagues are actively engaged in ensuring the standard of HS&E remains high in the workplace.



- Must comply with all health & safety procedures and all reasonable management requests. **RC**
- Must not intentionally or recklessly interfere with or misuse any item provided in the interest of health & safety. **RC**
- Shall take reasonable care of themselves, fellow Colleagues & guests, and any other people who may be affected by their acts or omissions. **RC**
- Must report any accident, incident or unsafe situation to the relevant line manager as soon as possible once it comes to their attention. **RC**
- Must be aware of all emergency procedures in relation to the environments or building(s) in which they work, including evacuation routes & procedures and details of first aid provision. **RC**
- To show their commitment to safe working and healthy working conditions through their personal actions and behavior. **RA**

**Author Credit:** This article is contributed by Mr. Ross Pattison, HSE Manager, Warner Bros World Abu Dhabi, UAE

**Disclaimer:** The advice shared above is based on a high-level view of best practices when implementing Roles and Responsibilities in relation to HSE within an organization. It is however important that you speak with and follow the recommendations of the local authorities and regulations in the countries that you operate. Their guidelines will help you to create your own Roles and Responsibilities in relation to HSE within an organization to ensure your Rules and Responsibilities outlined meet the requirements of your individual country, the regulations and recommendations of your local authorities.