Getting Your Board on Board with Safety and Risk Management: A model for how to use safety and risk management as a metric for evaluating performance

I. Incidence data
   o Examine the organization's current year's incidence data in relation to the previous year and 5-year average.
      ▪ Are senior staff intimate with these data?
      ▪ What's the trend? Positive? Negative?
      ▪ Do the incident trends meet or exceed the organization's safety/risk management goals?
      ▪ Are there any trends or specific incidents that stand out and need to be addressed?
      ▪ Have control measures been implemented to address negative incident trends?
      ▪ Have recommendations from the analysis of serious incidents and Near Misses been completed?
      ▪ Are Near Miss incidents taken seriously?
   o Examine the organization's current year's incidence data in relation to other similar organizations.
      ▪ How does your organization's data compare?
      ▪ Can the senior staff explain negative trends or performance that is below that of similar organizations?

II. Internal and/or External Safety/Risk Management Reviews
   o Has your organization conducted an internal or external review?
   o How does the most current review compare to previous ones?
      ▪ How does the magnitude of the recommendations compare year/year?
      ▪ How does the number of recommendations compare year/year?
      ▪ Are there similar recommendations from previous reviews?
      ▪ Have recommendations been addressed in the agreed upon time frame?
      ▪ Are there any outstanding or unmet recommendations?

III. Progress towards annual safety goals/objectives and development of following year's goals.
   o Have goals/objectives been met?
   o Did the annual goals appropriately address areas of deficiency?
   o Has the senior leadership been appropriately engaged in the development of the future year's goals?

IV. Culture
   o Does the organization have a vibrant culture of safety?
      ▪ Do staff report that the ED/CEO is seen as a safety leader?
      ▪ Does the ED/CEO and senior staff "walk the talk?"
      ▪ Do staff report that the senior staff are accessible to discuss safety concerns?
      ▪ Do staff report that the ED/CEO is engaged in discussions regarding safety?
      ▪ Are there adequate resources and support for safety management practices?
      ▪ Are there channels through which staff can discuss safety concerns directly with the Board?

V. Board engagement
   o Is safety a topic on the agenda of all Board meetings?
   o Does senior staff engage the Board in relevant discussions regarding Safety?
   o Is the Board appropriately informed about school safety performance?
   o Is there a Board Safety/Risk Management Committee, does it meet on a regular basis, and is it appropriately engaged in safety governance and safety management oversight?

National Safety Standards: Governance

A. Governance		
B. Operations / Program Design	**C.** Operations / Program Delivery	**D.** Operations / Program Review

<u>Governance</u> is the process of providing strategic leadership through setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, and ensuring overall accountability. It refers to the legal, fiscal, and moral responsibility that the OBUSA National Board of Directors and the individual Schools' Boards of Directors have, and the authority to require compliance with all board directives (e.g., Outward Bound Charter Agreement).

The concept of <u>safety governance</u> is about ensuring that the senior leadership of an organization has the resources, personnel, and safety-management systems in place to maximize the safety performance of the organizations they lead, beyond mere compliance with relevant regulatory requirements. In this context, safety governance is defined as the relationship between board members and senior leadership in the safety leadership of an organization. Importantly, safety governance provides the structure through which the vision and commitment to safety is set, the means of attaining safety objectives are agreed upon, the framework for monitoring performance is established, and compliance with the relevant regulations is ensured.

<u>Safety Leadership</u> refers to the behaviors and attitudes exhibited by senior leaders of an organization to support and influence staff and hold themselves and others accountable for achieving organizational safety goals.

A <u>safety management</u> system involves systematic, explicit, and comprehensive processes for managing safety risks. A safety-management system identifies hazards and controls measures risks, while at the same time works to ensure that these control measures are effective.

Standard Title	A1. Roles and Responsibilities Standard	
Standard Definition	This Standard articulates a continuum of safety roles and responsibilities for governance and administrative levels of Outward Bound. The Safety and Risk Management structure at Outward Bound has been constructed with clear lines of authority and responsibility. At the same time, a vibrant culture of safety, in which all staff and Directors should feel empowered to speak with anyone else within Outward Bound in regard to safety and risk management, is required.	
SPA	*Person A*	
Audience	*Team A*	*Team C*
	Team B	*Team D*

OBUSA Board Level - Roles and Responsibilities			
Key Principles	*Key Principles describe the essential outcomes.*	**Performance criteria**	*Performance criteria describe the requirements necessary to demonstrate achievement of the Key Principles and compliance with the Standard.*
A. The **OBUSA Board of Directors** (BOD) provides safety governance and oversight over OBUSA and all OB Schools in the US.			1. Establishes the Safety Committee of the Board (of qualified individuals) through which safety governance and oversight are directly monitored. 2. Holds the OBUSA ED accountable for safety responsibilities (see Key Principle C). 3. Approves the NSS following recommendation by the SCB.

B. The **OBUSA Safety Committee of the Board** (SCB) provides oversight of the safety culture and safety management practices of OBUSA and all OB Schools in the US.			1. Monitors safety management practices and safety performance of OBUSA and all OB Schools in the US.
			2. Communicates salient safety concerns and policy changes to the OBUSA BOD.
			3. Provides support and feedback to the OBUSA ED on matters related to the safe operation of OB programs.
			4. Provides feedback on the NSS and submits to OBUSA BOD for approval.
			5. The **OBUSA SCB Chair** leads safety governance for OB in the US and is accountable for the leadership and management of the SCB:
			    a. Acts as a conduit to and link between the OBUSA BOD, the SCB, the OBUSA ED, and the VP of Safety.
			    b. Serves as an advisor to the National Safety Directors Committee, as appropriate.
			    c. Intervenes on behalf of the OBUSA BOD to authorize and direct the OBUSA ED to enforce safety-related actions when required.
			    d. Hosts biannual meetings with School Safety Committee Chairs to discuss and address current, systemic safety issues and events.
			    e. Mediates a resolution between the National Safety Director and the OBUSA ED in the event of a substantive disagreement on a safety matter.

OBUSA Staff Level - Roles and Responsibilities	
C. The **OBUSA Executive Director** (ED) provides safety leadership and maintains Single Point Accountability for safety management practices, and safety culture of all OB Schools in the US.	1. Takes emergency action in safety matters. 2. Initiates and organizes safety-related investigations. 3. Regularly convenes the School EDs to discuss safety performance and safety management. 4. Convenes the School EDs to formally seek feedback on proposed changes to the NSS. 5. Signs the NSS into action and oversees their implementation and compliance. 6. Presents Trimester and Annual Safety Report to the OBUSA BOD. 7. Approves permanent exceptions to NSS.

D. The **OBUSA Safety Department** leads safety management at OB in the US and monitors the safety management practices of all OB operations in the US.	1. Oversees and supports all Schools in meeting OBUSA Safety Objectives.
	2. Advises the OBUSA ED regarding the safety performance of individual Schools and of the OB system as a whole.
	3. Leads Incident Investigations when directed by the OBUSA ED.
	4. Analyzes incidents and identifies incident trends in order to establish avoidance and mitigation plans.
	5. Monitors Safety Audit compliance with the NSS throughout the OB system.
	6. Leads the review and updating of the National Safety Standards (NSS), OB Field Policies and Procedures (OBFPP), and the Emergency Response Plan Template (with input from School EDs and Safety Directors).
	7. Leads the review and updating of Medical Screening Guidelines to support the consistent delivery of Medical Screening among all Schools.
	8. Convenes Trimester calls and annual meetings of the National Safety Directors Committee.
	9. Convenes an annual meeting of School Medical Screeners.
	10. Serves on the OBUSA Crisis Response Team and assists in the management and coordination of OBUSA resources during critical incidents.
	11. The **OBUSA National Safety Director** leads Safety Management at OB in the US and is accountable for the leadership and management of the Safety Dept.:
	  a. Represents OBUSA Safety Department to the OBUSA SCB.
	  b. Co-chairs the National Safety Directors Committee (with a School Safety Director.
	  c. Represents the National Safety Directors Committee to the School EDs and the OBUSA SCB.
	  d. Approves temporary exceptions to NSS.

E. The **Risk Management Officer** (RMO) manages the financial risk for all OB operations in the US.	1. Informs the OBUSA ED of issues pertaining to system insurance, claims, and litigation, including anything that might require public relations management. 2. Establishes contractual relationships to ensure compliance with national risk management policies, and insurance practices and policies. 3. Serves as OB primary liaison with insurance brokers (as well as with individual insurers) and crisis communication firm. 4. Chairs the Risk Management Committee and schedules quarterly and ad hoc meetings (to convey information about claims, insurance, and incidents of note, and to respond to potential claims and incidents with public relations implications). - The **OBUSA Risk Management Committee (RMC)** supports the Risk Management Officer in monitoring management of significant incidents, operational risk, and contractual relationships, and ensure compliance with National risk management policies and insurance practices and policies.

		5. Serves as resource to the schools for issues pertaining to system insurance, claims, and litigation, including anything that might require public relations management. 6. In coordination with the Schools, the Risk Management Officer directly manages all insurance claims.
F.	The **National Safety Directors Committee** (NSDC) monitors safety performance and promotes effective safety management systems across all OB Schools in the US.	1. Convenes no less than four times each year. 2. Co-chaired by the OBUSA National Safety Director and an elected Safety Director. 3. Reviews system-wide safety management practices and performance. 4. Identifies, addresses and resolves safety issues of common interest to OB Schools in the US. 5. Advises (as a committee and individual SD's) the OBUSA National Safety Director in (a timely manner) on significant safety issues within OB in the US and proposes resolution to such issues. 6. Provides support and guidance on safety issues to Schools and individual Safety Directors.

School Roles and Responsibilities			
Key Principles	*Key Principles describe the essential outcomes.*	**Performance criteria**	*Performance criteria describe the requirements necessary to demonstrate achievement of the Key Principles and compliance with the Standard.*
G. The **School Board of Directors** provides safety governance and oversight at their School.		1. Establishes a Board Safety Committee (of qualified individuals) through which safety governance and oversight is directly monitored. 2. Holds the School ED accountable for safety responsibilities (see Key Principle I) and utilizes safety as a metric in reviewing ED performance.	

H. The **School Board Safety Committee** (BSC) provides oversight of and support to the safety culture and safety management practices at their School.		1. Monitors School safety management practices and safety performance and reports to the Board.
		2. Establish and support open lines of communication with both senior management and program staff.
		3. Collaborates with the School SD to draft measurable annual safety goals.
		4. Provides support and feedback to the School ED on matters related to safety at the School.
		5. Advises on COPPs, and participates in Safety Audits and Reviews as needed.
		6. Reviews Trimester and Annual Safety Reports, NPPs, significant incidents, Safety Audits, and Safety Reviews.
		7. Meets no less than three times per year.
		8. **BSC Chair** leads safety governance at their school and is accountable for the leadership and management of the BSC:
		  a. Acts as a conduit to and link between the School BOD, the BSC, the School ED, and the Safety Director.
		  b. Participates in biannual telephonic meetings with all other School Safety Committee Chairs (hosted by the SCB Chair - and intended to discuss and address current, systemic safety issues and events).	

I. The **School ED** provides safety leadership and maintains Single Point Accountability for safety management practices, and safety culture and performance at their School.		1. Sets expectations for organizational safety culture.
		2. Recommends to OBUSA changes to the NSS.
		3. Recommends to OBUSA substantive system-wide action in response to critical safety concerns.
		4. Effectively and clearly defines organizational structures and procedures for accomplishing safe program delivery and continuous improvement, including:
		  a. Ensures accurate and efficient School safety monitoring systems.
		  b. Reviews School safety performance.
		  c. Clearly defines staff performance expectations and ensures accountability.
		  d. Approves annual safety goals.	

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e. Develops and implements strategies to achieve long-range safety objectives.
f. Convenes teams for specific safety initiatives, as necessary.
g. Assigns Single-Point Accountability (SPA) responsibilities to individuals for particular locations, standards, or activities.
h. Ensures provision of adequate resources to Field Staff in support of program safety and quality.
i. Ensures the School BSC remains active, engaged and involved.
j. Approves all NPPs.
k. Signs off on all Trimester Safety Reports.
5. Ensures that School management and operations conform to the NSS, OB Field Policies and Procedures (OBFPPs), and Charter Operating Policies and Procedure (COPPs). And:
   a. Certifies on an annual basis that their School is in compliance with the NSS (or in the process of meeting the recommendations of their School Safety Audit).
   b. Appears before the OBUSA SCB to address any areas of significant, unaddressed non-compliance with the NSS, and to review possible strategies for remediation.
6. Participates as required in Safety Audits of other Schools.

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J. The **School Safety Director** leads safety management and monitors safety management practices and safety culture and performance for all operations at their School.

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1. Manages and supports the School in meeting OB Safety Objectives and School annual safety goals.
2. Drafts measurable annual safety goals and submits to ED for approval.
3. Leads the School's efforts to continuously improve safety management practices.
4. Provides staff with resources, communications, training, guidance, and assistance with incident investigations, audits, and reviews.
5. Provides program administrators and field staff the proper training, and resources necessary to properly assess risks and implement effective countermeasures (rules, procedures, standards, communications, etc.) to manage risk to an acceptable level.
6. Uses School safety reviews, incident investigations, and National Safety Audits as a means to measure effectiveness of risk assessments and countermeasures and to ensure staff, procedures, training and resources are effectively in place.
7. Manages Incident Reporting: reviews all incident reports and analyses, ensures accuracy of data and root cause analyses, and collaborates on generating Trimester and annual safety reports based on data, significant incidents, and identified trends.
8. Participates in the National Safety Directors Committee Meetings and other meetings to address safety-related issues when required.
9. Participates as required in Safety Audits of other Schools.

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