

FIVE KEY ACTIONS FOR DIRECTORS

WITH EXAMPLES

1

PERSONALLY AND PROACTIVELY ACQUIRE AND MAINTAIN KNOWLEDGE

You don't need to be a subject matter expert, but you should understand key operations and be able to describe critical risks and controls.

- Request presentations from workers about the risks and controls they encounter.
- Receive director development briefings (e.g., short papers on key operations).
- Establish systems to support candid information flow (e.g., insights into "work as done" for your meetings)

2

UNDERSTAND WORK AS DONE V WORK AS IMAGINED

You can't rely solely on information provided to you; you must be proactive and seek out real-world practices (beyond policy and procedure):

- Engage directly with workers (or their representatives) to understand their day-to-day work.
- Conduct assisted operational observations (with subject matter experts).
- Request unfiltered information from your health and safety (H&S) professionals.

3

ENSURE THERE IS SUFFICIENT INVESTMENT IN CRITICAL CONTROL MANAGEMENT

You should ensure adequate systems and investment for critical risk controls.

- Set an expectation that critical risks will have hard controls in place.
- Conduct deep dives into the effectiveness of critical risk controls.
- If hard critical risk controls are not implemented, request written information detailing the decision-making process and criteria (applying the "reasonably practicable" test).

4

VERIFY THE COMPETENCE OF PEOPLE WHO HAVE HEALTH AND SAFETY CRITICAL CONTROL RESPONSIBILITIES

You can rely on the expertise of others (technical and safety professionals), but you must verify their competence:

- Request a process for verifying the competence of roles responsible for critical risk management and H&S obligations.
- Ensure the capability of health and safety advisors is verified (e.g., through the HASANZ register or a similar system).

5

CARRY OUT EFFECTIVE MONITORING AND REVIEW

Use a credible methodology to independently monitor health and safety performance. When you receive a report, ensure it is fully actioned:

- Conduct independent H&S assessments of systems and practices (e.g., using SafePlus or a similar framework).
- Request regular implementation updates on all independent reports.

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