

# **Module 4**

## **Responsibilities of senior management**

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# Key to the organization's success

It is fundamental to the success of the Management System and to the implementation of continual improvement throughout the organization that senior managers provide

**strong leadership; visible and active support; and, demonstrated commitment.**

# Manager or Leader?

## **Management = a function**

- Planning
- Budgeting
- Evaluating
- Facilitating

## **Leadership = a relationship**

- Selecting talent
- Motivating
- Coaching
- Building Trust

# Comparison of managers and leaders

## Managers tend to ...

- ...stress organization, coordination, and control of resources (e.g., plant, equipment, and people).
- ... focus on the achievement of short-term objectives and goals.

## Leaders tend to ...

- ... stress relationships with others, values and commitment – the emotional and spiritual aspects of the organization.
- ... create and articulate a vision of what the organization could achieve in the long run.

# Comparison of managers and leaders

## Managers tend to ...

- ... concentrate on maximizing results from existing functions and systems.
- ... insist that people check with them on every detail before they act.

## Leaders tend to ...

- ... move the organization in new directions – being unsatisfied with maintaining the status quo.
- ... empower people to act on their own to achieve objectives.

# Comparison of managers and leaders

## Managers tend to ...

- ... enforce fulfillment of agreements and contracts for work.
- ... tend not to push themselves to learn new things.

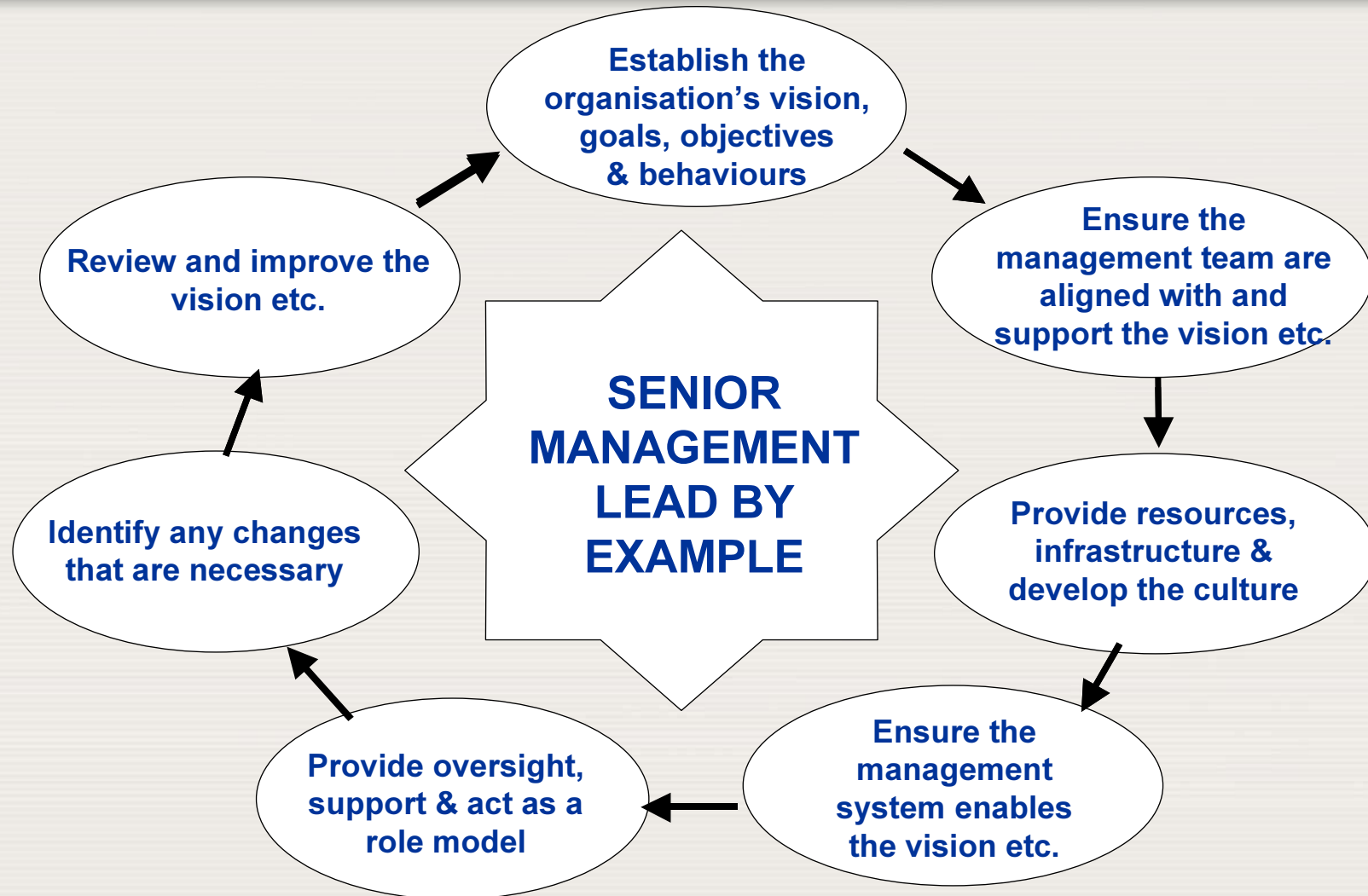
## Leaders tend to ...

- ... generate a feeling of meaning in work – its value and importance.
- ... have an insatiable passion to continuously develop themselves – eager to learn.

# Managers and Leaders

- Managers may be Leaders but Leaders are not necessarily Managers
- Managers 'provide' and 'control'
- Leaders take us to a better place

# Management cycle





# GS-R-3 – Management Commitment

- 3.1. Management at all levels shall demonstrate its commitment to the establishment, implementation, assessment and continual improvement of the management system and shall allocate adequate resources to carry out these activities.
- 3.2. Senior management shall develop individual values, institutional values and behavioural expectations for the organisation to support the implementation of the management system and shall act as role models in the visible promulgation of these values and expectations.
- 3.3. Management at all levels shall communicate to individuals the need to adopt to these individual values, institutional values and behavioural expectations as well as to comply with the requirements of the management system.
- 3.4. Management at all levels shall foster the involvement of all individuals in the implementation and continual improvement of the management system.
- 3.5. Senior management shall ensure that it is clear when, how and by whom decisions are to be made within the management system.

# GS-R-3 – Organisational policies

3.7. Senior management shall develop the policies of the organisation. The policies shall be appropriate to the activities and facilities of the organisation.

# GS-R-3 - Planning

- 3.8. Senior management shall establish goals, strategies, plans and objectives that are consistent with the policies of the organisation.
- 3.9. Senior management shall develop the goals, strategies, plans and objectives of the organisation in an integrated manner so that their collective impact on safety is understood and managed.
- 3.10. Senior management shall ensure that measurable objectives for implementing the goals, strategies and plans are established through appropriate processes at various levels in the organisation.
- 3.11. Senior management shall ensure that the implementation of the plans is regularly reviewed against these objectives and that actions are taken to address deviations from the plans where necessary.

# GS-R-3 – Responsibility & Authority

3.12. Senior management in the organisation shall be ultimately responsible for the management system and shall ensure that it is established, implemented, assessed and continually improved.

3.13. An individual reporting directly to senior management shall have specific responsibility and authority for:

- Coordinating the development and implementation of the management system, and for its assessment and continual improvement;
- Reporting on the performance of the management system, including its influence on safety and safety culture, and any need for improvement;
- Resolving any potential conflicts between requirements and within the processes of the management system.

# GS-R-3 – Provision of Resources

4.1. Senior management shall determine the amount of resources necessary and provide the resources to carry out the activities of the organisation and to establish, implement, assess and continually improve the management system.

4.2. The information and knowledge of the organisation shall be managed as a resource.

# GS-R-3 – Human Resources

4.3. Senior management shall determine the competence requirements for individuals at all levels and shall provide training or take other actions to achieve the required level of competence. An evaluation of the effectiveness of the actions taken shall be conducted. Suitable proficiency shall be achieved and maintained.

4.4. Senior management shall ensure that individuals are competent to perform their assigned work and that they understand the consequences for safety of their activities. Individuals shall have received appropriate education and training, and shall have acquired suitable skills, knowledge and experience to ensure their competence. Training shall ensure that individuals are aware of the relevance and importance of their activities and of how their activities contribute to safety in the achievement of the organisation's objectives.

# GS-R-3 – Infrastructure and Working Environment

4.5. Senior management shall determine, provide, maintain and re-evaluate the infrastructure and the working environment necessary for work to be carried out in a safe manner and for requirements to be met.

# We need to develop the process of 'how we manage'

The one process that never gets defined yet which is the most critical process of them all

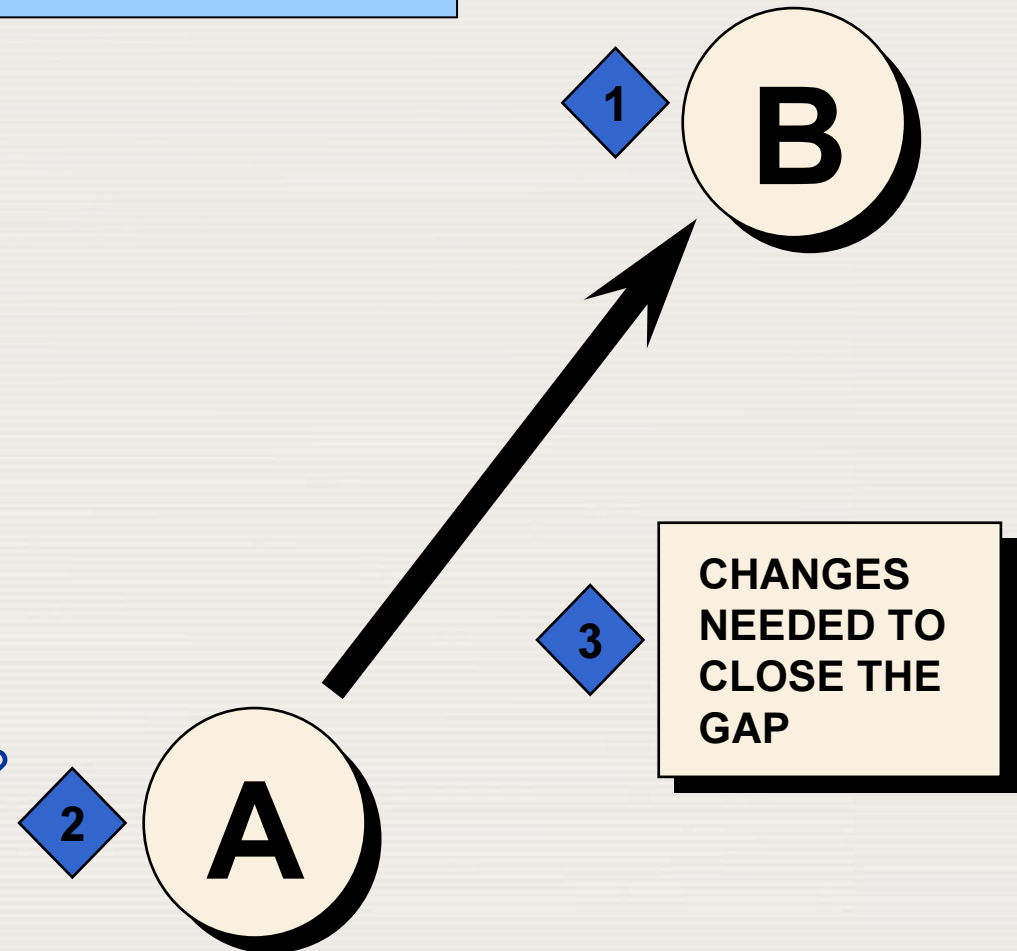
How do the pieces of how we manage fit together?





## MISSION, VISION

- Why are we in business?
- How do we do business?
- What will it be like when we accomplish our mission?
- What are the drivers for our industry?
- What does the environmental scan tell us?
- Where do we want to be?
- Where are we now?
- What changes do we want to make?
- How long will it take us to make the changes?

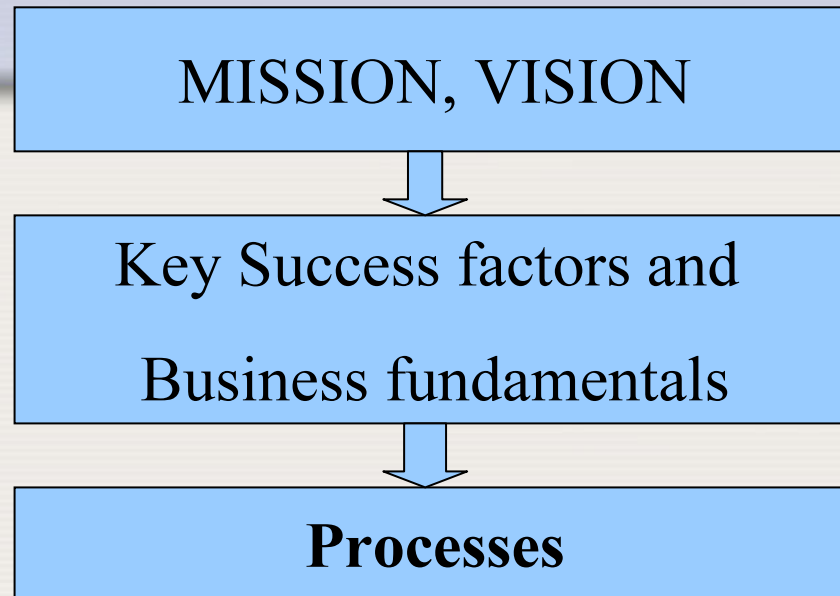


MISSION, VISION

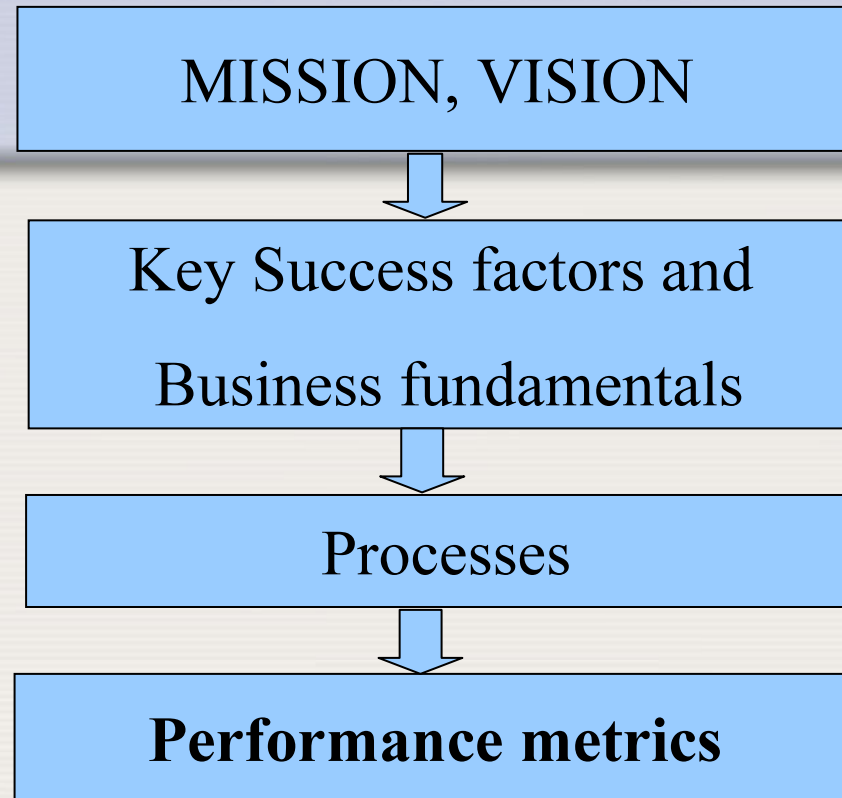


**What are our Key Success factors  
and business fundamentals?**

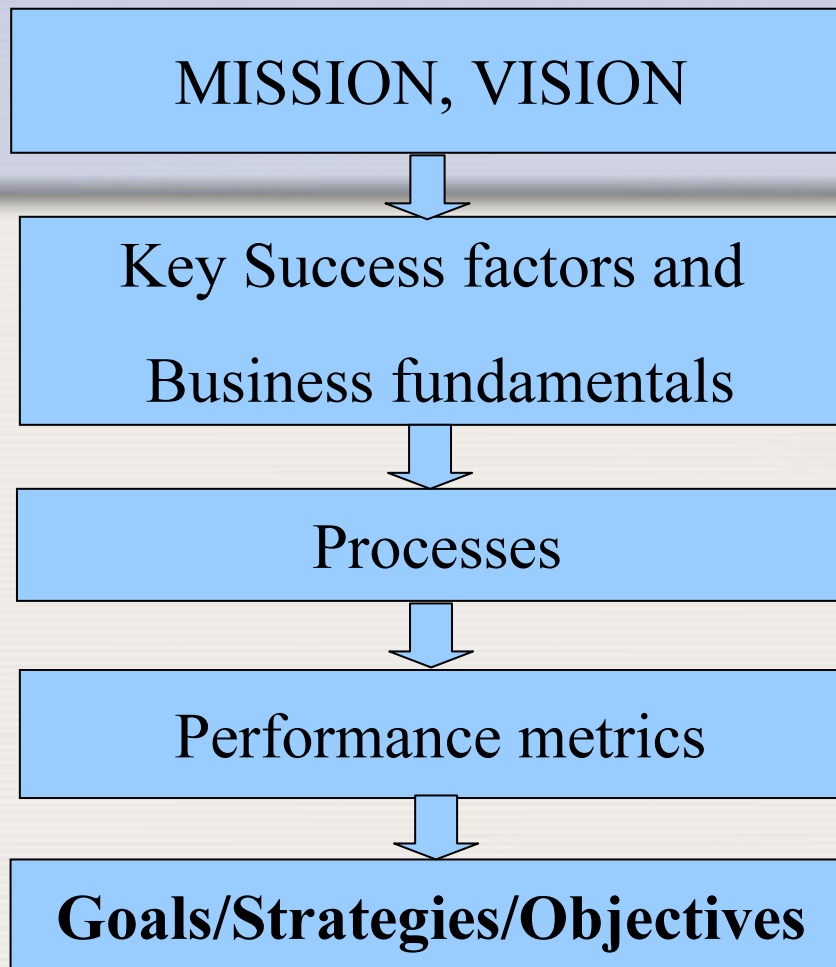
- How would we measure success?
- What do we have to comply with – regulations, laws, etc?
- What do we have to do to operate as a business?



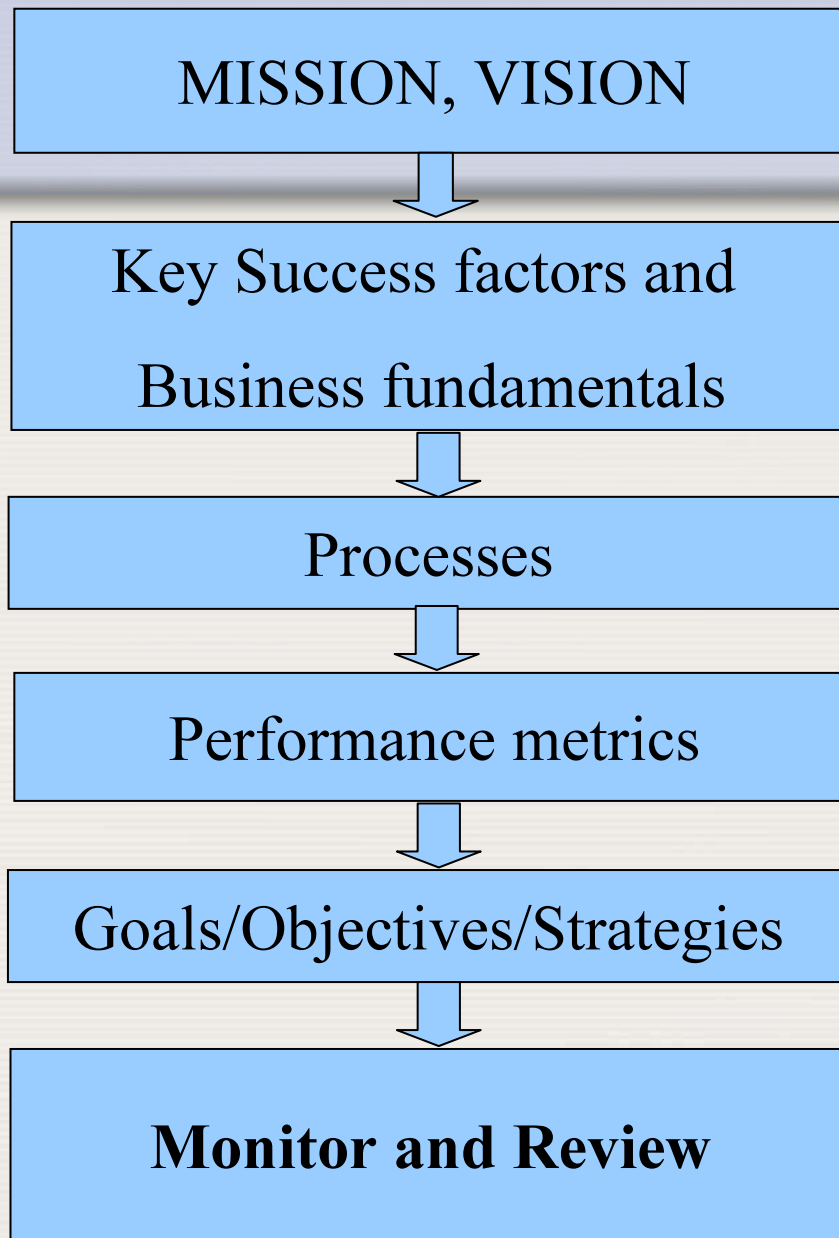
- Have we identified all our processes?
- What processes deliver our success factors?
- What processes enable our key processes to deliver?
- What processes do we need to ensure we comply with external requirements?
- Are process responsibilities defined and clear?
- Do we have process owners?



- What are our process measures?
- How often do we measure performance?
- What do assessments tell us about our processes?
- What processes are not performing?
- Which processes are in need of redesign and why?
- How do we get feedback on process performance?
- What is the process owner responsible for?



- What changes are critical for our success?
- When do we develop the business plan?
- How far ahead does it look?
- Can we achieve our goals/strategies/objectives?
- Is the route map clear?
- How do we communicate the plan?
- When do we conduct a resource capability analysis? (\$ and † )
- How do we make sure we can do what we intend?



- How do we monitor the plan?
- How do accountability reviews input to management oversight?
- What management oversight meeting infrastructure do we need?
- Where are decisions made?
- How are changes/ideas reviewed and aligned against the mission/vision/strategies?
- Does the business plan need revision/adjustment?
- How do we assess resource implications of changes?