

GETTING YOUR BOARD ON BOARD

with Risk and Safety Management



WELCOME

Presenters:

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Which board do you have?

Rubber Stampers?

Wanna be managers?

Governance pros?



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How many here are nonprofits with boards?

How many have a governance structure that provide oversight for safety and risk management.

What is it called?

Can someone give a definition of governance?

Striking the right balance through roles

Governance

- Who? The Board
- What? Safety Governance
- How? ED Evaluation

Leadership

- Who? The Staff
- What? Safety Management
- How? Training, Accountability, etc...



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Governance is the process of providing strategic leadership through setting direction, making policy and strategy decisions, overseeing and monitoring organizational performance, and ensuring overall accountability.

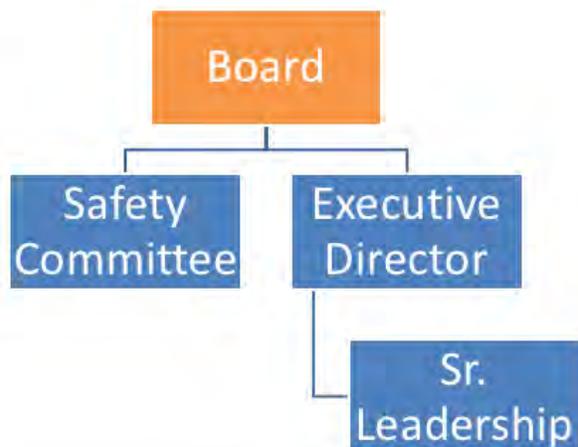
The concept of safety governance is about ensuring that the senior leadership of an organization has the resources, personnel, and safety-management systems in place to maximize the safety performance of the organizations they lead, beyond mere compliance with relevant regulatory requirements.

Safety Leadership 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 safety management 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.

ROLE OF A BOARD

- Establishes a Safety Committee through which safety governance and oversight are directly monitored.
- Holds the CEO/ED accountable for safety management.
- Approves the Standards/Policies following recommendation of the Safety Committee.



ROLE OF SAFETY COMMITTEE

- Provides oversight and stays out of operational details.
- Monitors safety management practices and performance; reports to the Board.
- Provides support and expertise.
- Establishes and supports open communication with senior management and program staff.
- Advises on Policies, and participates in Safety Reviews as needed.
- The committee **Chair leads safety governance** and is accountable for the leadership and management of the committee.



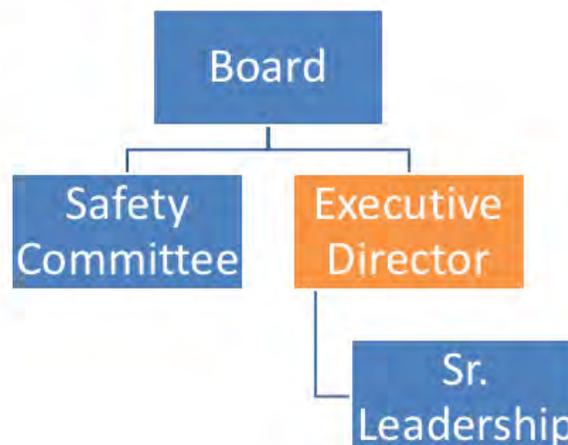
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Explain OB Board and management structure – Parallel construction at National and School level

- National Board + All schools have a board
- Safety Committee of National Board + Safety Committee on each School's Boards
- ED of OBUSA + ED of each School
- National Safety Director + Safety Director at each School
- Composition of safety committee

ROLE OF EXECUTIVE DIRECTOR

Provides **safety leadership**, maintains Single Point Accountability for safety management practices, safety culture and performance.



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- Sets expectations for organizational safety culture.
- Recommends to OBUSA changes to the NSS.
- Recommends to OBUSA substantive system-wide action in response to critical safety concerns.
- Effectively and clearly defines organizational structures and procedures for accomplishing safe program delivery and continuous improvement, including:
 - Ensures accurate and efficient School safety monitoring systems.
 - Reviews School safety performance.
 - Clearly defines staff performance expectations and ensures accountability.
 - Approves annual safety goals.

Develops and implements strategies to achieve long-range safety objectives.

Convenes teams for specific safety initiatives, as necessary.

Assigns Single-Point Accountability (SPA) responsibilities to individuals for particular locations, standards, or activities.

Ensures provision of adequate resources to Field Staff in support of program safety and quality.

Ensures the School BSC remains active, engaged and involved.

Approves all NPPs.

Signs off on all Trimester Safety Reports.

Ensures that School management and operations conform to the NSS, OB Field Policies and Procedures (OBFPPs), and Charter Operating Policies and Procedure (COPPs). And:

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).

Appears before the OBUSA SCB to address any areas of significant, unaddressed non-compliance with the NSS, and to review possible strategies for remediation.

Participates as required in Safety Audits of other Schools.

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ROLE OF SENIOR LEADERSHIP

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



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- Manages and supports the School in meeting OB Safety Objectives and School annual safety goals.
- Drafts measurable annual safety goals and submits to ED for approval.
- Leads the School's efforts to continuously improve safety management practices.
- Provides staff with resources, communications, training, guidance, and assistance with incident investigations, audits, and reviews.
- 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.
- 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.
- 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.
- Participates in the National Safety Directors Committee Meetings and other meetings to address safety-related issues when required.
- Participates as required in Safety Audits of other Schools.

DEVELOP A CULTURE OF SAFETY

- Demonstrate that you value transparency and openness.
- View incidents as an opportunity to learn – not a time to blame someone.
- Timing and frequency of safety reports at board meetings/calls.
 - Start board meetings with a safety/risk management report.
 - Regularly scheduled calls/meetings with safety/risk committee.
 - Agenda with pre-reads.
 - Regularly scheduled safety/risk management reports.



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Social behavior and norms of a group

HELP YOUR BOARD BE SUCCESSFUL

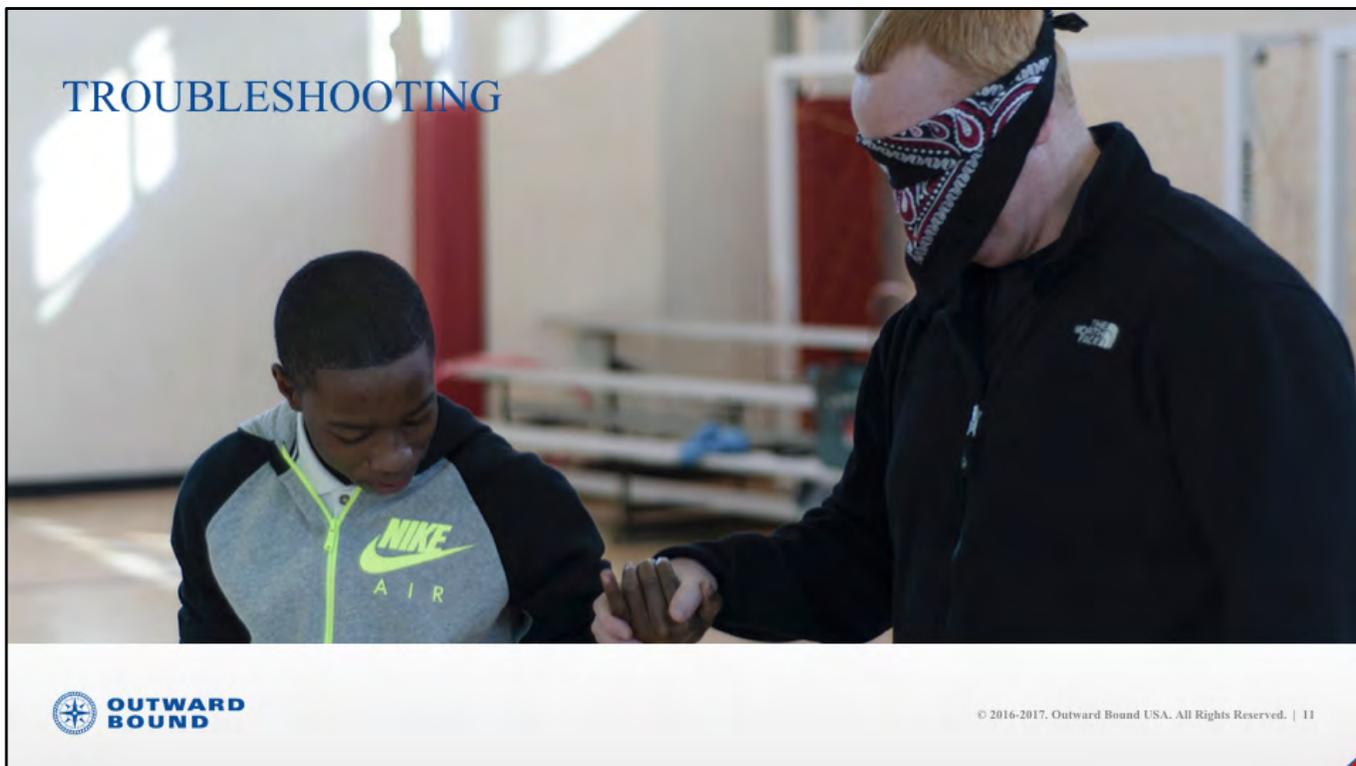
- Performance metrics for your next review.
 - Incidence data
 - Internal/External Review performance
 - Progress towards annual safety goals
 - Culture
 - Board engagement
- See handout for a sample.



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
 - 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 incidence 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?
 - 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
 - Has your organization conducted an internal or external review?
 - 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?





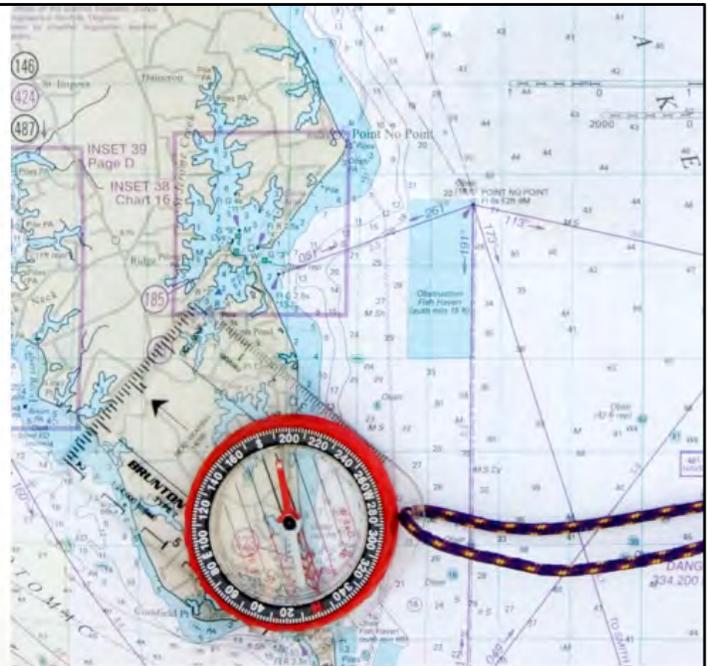
My board doesn't do annual review.

My board only wants to talk about finances, programs, our annual gala...

My board gets so far in the weeds that I can't get them to talk about the big picture and trends.

ACTION STEPS

- Examine your board and staff roles and responsibilities. Is it adequate to provide safety and risk management oversight?
- Determine if your safety and risk management committee has necessary skill sets.
- Provide your board with tools to evaluate safety and risk management performance.



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