

## 2. Leadership & Commitment

SMS Webinar Series for heavy vehicle operations.

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1. Introduction to SMS – what is it, and what does it mean
- 2. Leadership & Commitment**
3. Risk Management – Hazards, Risks and Controls
4. Risk Management – Ongoing Risk Review Incident Management
5. Assurance, Monitoring & Continuous Improvement
6. People
7. Safety Systems
8. Tying it all together with ACAs, MAP and PSOE

## **1. Leadership & Commitment**

### **1.1 Responsibility and Accountability**

### **1.2 Development and Implementation**

### **1.3 Resource Allocation**

### **1.4 Safety Culture**

# Responsibility & Accountability – Scaling it to size



## Small Operator

Owner-operator holds direct accountability for all safety outcomes

Safety responsibilities are discussed with drivers individually and informally

Owner personally reviews incidents, near misses, and vehicle defects

Drivers know they can raise concerns directly with the owner without consequences

## Larger Operator (Multi Site / high risk activities)

Documented org chart or position descriptions include safety accountabilities

Safety committee or regular leadership review of safety performance data

Delegation of safety tasks documented with retained accountability at senior level

Formal incident reporting system with non-reprisal policy communicated to all staff

# Developing and implementing the layered system



**Policies &  
Commitments**

“What we believe and expect”

**Procedures &  
Processes**

“How we do the work safely”

**Tools &  
Instruments**

“What helps people follow the system”

**People &  
Culture**

Where decisions, behaviours, actions and culture are part of everything

All layers must work **together**

# It all works together –

When every step is in place, we manage risks, protect our people and keep our roads safe



# An SMS doesn't run itself – it needs resources



# Safety Culture: The goal is to move in the right direction



## Blame culture

- Incidents hidden
- Fear of consequences
- Reactive

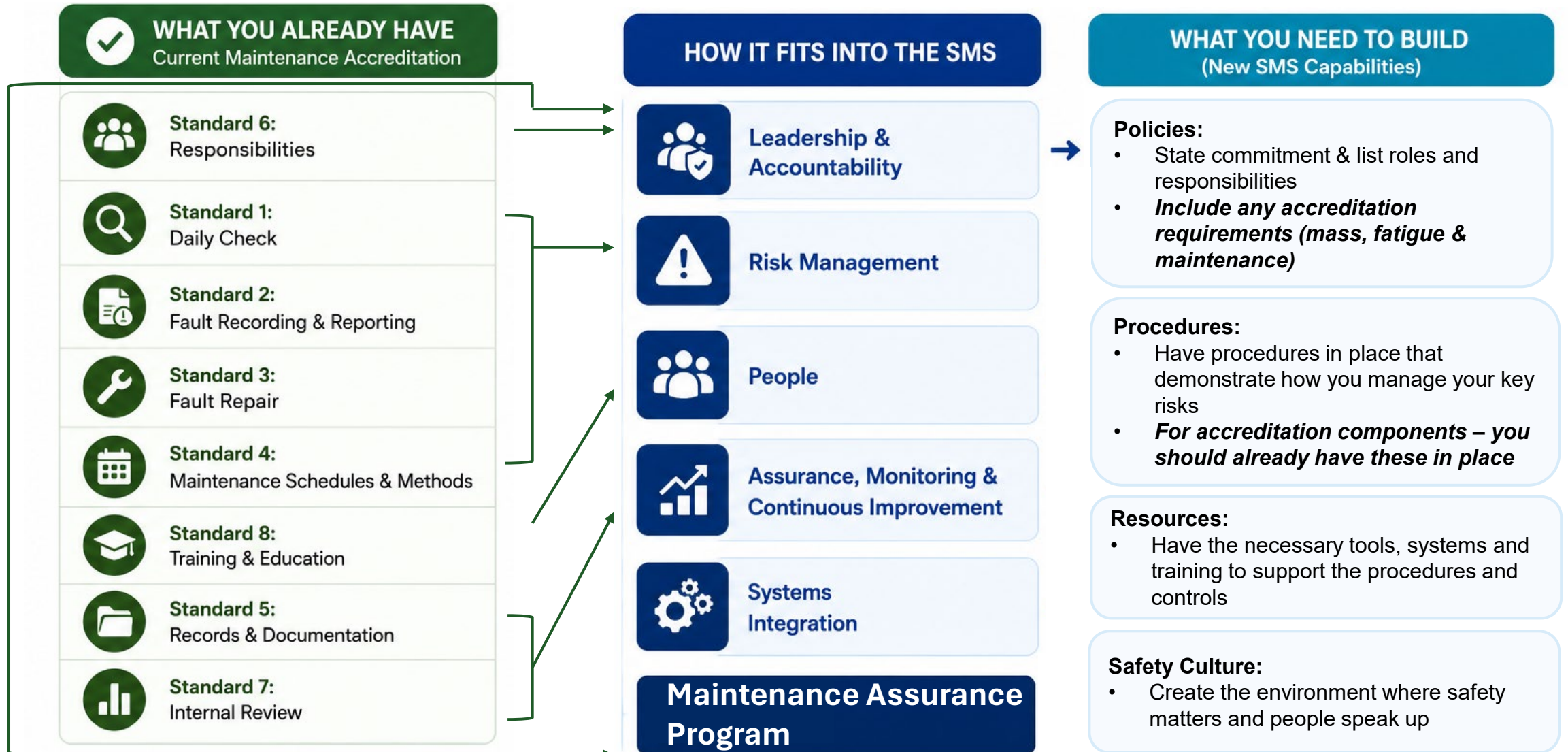
## Learning culture

- Concerns shared early
- Leadership responds
- System improves



Most operators sit somewhere in between

# Bringing this together – Leadership & Accountability



# Putting this into practice



The content on this page includes amendments due to changes to the Heavy Vehicle National Law and Regulations that commence on 1 August 2026 and only relates to the new act. For more information, please see [HVNL reform implementation](#).

SMS KEY COMPONENT	PRESENT AND SUITABLE	OPERATING AND EFFECTIVE	CONTINUOUS IMPROVEMENT
All sections	<ul style="list-style-type: none"> <li><a href="#">SMS Fact Sheet (PDF, 710KB)</a></li> <li><a href="#">Introduction to Safety Management Systems in the Heavy Vehicle Industry (PDF, 964KB)</a></li> <li><a href="#">Safety Management System (SMS) Checklist (DOCX, 87KB)</a></li> </ul>		
Leadership and commitment	<ul style="list-style-type: none"> <li><a href="#">Template - Safety Policy (DOCX, 43KB)</a></li> <li><a href="#">Template - Responsibilities and Accountabilities (DOCX, 77KB)</a></li> <li>Quick Guide - Management Commitment</li> <li>Quick Guide - Developing Procedures</li> </ul>	<ul style="list-style-type: none"> <li>Template - Basic Procedure</li> <li>Meeting Minutes</li> <li>Meeting Agenda</li> <li>Safety Committee Agenda/Minutes</li> </ul>	<ul style="list-style-type: none"> <li>Template - Safety Alert</li> <li>Template - Safety Bulletin</li> <li><a href="#">Quick Guide - How to Run a Toolbox Talk (PDF, 142KB)</a></li> <li>Toolbox Talk - Safety policy</li> </ul>

# Next Series & Questions



DATE	TOPIC	TIME
Wed 17 June	Introduction to Safety Management Systems (SMS) – what they are and why they matter	8am AEST
Wed 24 June	Leadership and Commitment	8am AEST
<b>Wed 1 July</b>	<b>Risk Management – Hazards, Risks and Controls</b>	<b>8am AEST</b>
Wed 8 July	Risk Management – Incident Management and Ongoing Risk Review	8am AEST
Wed 15 July	Assurance, Performance Monitoring and Continuous Improvement	8am AEST
Wed 22 July	People	8am AEST
Wed 29 July	Safety Systems	8am AEST
Wed 5 August	Bringing it all together – Accreditation Compliance Accreditation (ACA), Maintenance Assurance Program (MAP), Present, Suitable, Operating and Effective (PSOE) Audit method	8am AEST

**Scan to register**

