

# **PART TWO**

Effective health and safety  
leadership matrix - a tool  
for Charter signatories

**FINAL REPORT FROM SITE SAFE NZ INC TO  
THE CANTERBURY REBUILD CHARTER LEADERSHIP WORKING GROUP**

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MAPPING EFFECTIVE LEADERSHIP FOR  
CANTERBURY REBUILD SAFETY CHARTER  
SIGNATORIES

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**OCTOBER 2014**

# CREATING A CULTURE OF SAFETY: EFFECTIVE HEALTH AND SAFETY LEADERSHIP AT EVERY LEVEL

## DIRECTORS/OWNERS

### Enable safety strategy

- Clarify vision and focus
- Define and publish safety KPIs that measure safety activities (leading indicators)
- Provide financial resources to enable safety strategy to achieve vision
- Design and implement a safety recognition and rewards system
- Formally review safety policies annually

### Engage with the industry

- Engage in and attend health and safety industry groups
- Work with other organisations to share effective health and safety practices
- Ensure at least one or more directors have appropriate experience/qualifications in health and safety

### Demonstrate commitment

- Get personally involved in safety
- When on site review one safety activity, e.g. TA, SWMS, SSSP\*
- Sign-off on serious harm investigation reports and follow up on recommendations

### Provide resources for safety programme

- Approve sufficient budget to accommodate safety resources
- Monitor budgets to ensure resources are spent appropriately

## A CULTURE OF SAFETY



- ACCOUNTABLE LEADERSHIP ACTIVITIES
- VISIBLE LEADERSHIP ACTIVITIES
- MEASURABLE LEADERSHIP OUTPUTS

\* TA: Task Analysis  
SWMS: Safe Work Method Statement  
SSSP: Site Specific Safety Plan

## SENIOR MANAGERS

### Set and implement safety strategy and communicate expected safety behaviour

- Define safety responsibilities for all levels of the organisation
- Pre-qualify subcontractors based on safety performance
- Define project safety requirements/policies. (Task Analysis/Safety Work Method Statement, Site Specific Safety Plans, etc.)
- Communicate project safety requirements in tender documents
- Collect and publish and assess regional/site safety KPIs that measure safety activities
- Manage safety resources efficiently

### Monitor safety performance of managers, supervisors and subcontractors

- Collect, review and approve all organisational and subcontractor safety plans
- When on site, monitor any safety activity. Record reviews on the "wall chart"
- Review and sign-off on incident/injury reports and follow up with correcting root causes

### Develop, resource, and implement programmes and processes that aim to maximise employee well-being

- Implement development programmes that include leadership development across all levels
  - Self-leadership for workers
  - Team leadership for supervisors
  - Strategic leadership for senior managers
- Ensure employees are consulted and kept well-informed of organisational developments and relevant issues
  - Publish newsletters
  - Find opportunities to talk to employees
- Maintain policies that encourage and educate employees about healthy living including the pursuit of physical activity and good nutrition
  - Establish a well-being committee that makes these issues a key focus
- Ensure employees are able to confidentially access specialist advice and support

### Demonstrate safe performance as a role model

- Always be safe yourself
- Meet with each subcontractor prior to work starting to share the organisation's safety strategy and values
- Chair regular site, regional, national, and subcontractor safety meetings
- Participate in safety-related meetings and activities while on-site
- Actively monitor and assess the organisation's performance against the safety strategy

### Encourage safe performance in others through positive feedback

- Recognise achievement
  - Regularly recognise one manager or supervisor that is achieving or exceeding their safety responsibilities
  - Thank employees and subcontractors for working safely and follow up with letters of thanks
- Review safety performance together with subcontractors at the conclusion of each project

## MIDDLE MANAGERS/SUPERVISORS

### Plan and implement site safety activities

- Complete the SSSP and TA/SWMS
- Conduct each safety activity as required and provide feedback to Senior Management at the conclusion of each
  - Pre-start meetings, inductions, toolbox/tailgate meetings, safety audits, safety recognition
- Keep records of safety activities
  - Meeting minutes, training plans, audit reports, copies of certificates from training courses

### Address on-site at-risk performance

- Stop any unsafe behaviour
- Use a questioning approach to facilitate the process of having workers identify issues
  - What might happen to you if you continue working like this?
  - What are our procedures?
  - How can I help?
- Investigate all incidents
- Identify root cause without blaming workers (i.e. identify safety system breakdown)
- Correct safety system breakdown/root causes

### Be visible about own safety performance

- Always be safe yourself
- Participate in site safety activities
- Listen and act on safety suggestions
- Get to know the people that report to you
- Express your personal concern for the safety and well-being of your team

### Encourage safe performance in others

- Give praise!!
- Involve workers in discussions about safety as part of weekly Toolbox/Tailgate Meetings
- Encourage hazard and incident reporting
  - Thank employees for reporting hazards and incidents
  - Record the hazard where the employee can see it
  - Ask the employee how the issue might be resolved
  - Give feedback to workers in response to the reported hazard or incident within one week

### Manage and evaluate worker competence

- Evaluate worker competence levels through observation and discussion (do not rely solely on training)
- Identify the competency levels of each worker you supervise and record it in a Competency Register
  - Training/years of experience/formal qualifications
- Supervise each worker according to their level of competence
- Provide training, coaching and experience to improve competence levels
- Enable workers to feel a sense of personal achievement and contribution by helping them to understand how the work they do fits into the bigger picture
  - Give employees the opportunity to see and discuss the plan for a specific project or task
- Ensure employees receive feedback on their individual performance.
  - Verbal feedback, documented feedback
- Take time to discuss each individual's performance and collaboratively set development goals
- Provide opportunities for employees to network with people
  - Across the organisation, outside the organisation

### Implement and participate in well-being programmes and development processes

- Demonstrate a healthy work-life balance and allow workers to achieve the same
- Demonstrate a healthy lifestyle through the pursuit of physical activity and good nutrition and encourage workers to achieve the same
- Support the operation of a well-being committee
  - Allow workers to attend meetings and share their ideas
  - Participate in events that are organised by the well-being committee

## WORKERS

### Participate in safety-related activities

- Contribute to the safety plan
- Attend all safety meetings, on-site activities and training
- Always follow the rules to keep yourself and others safe
- Be proactive about participating in the performance review process and look out for training and experiences that could help you to achieve your goals
- Participate in planning including hazard identification, task analysis, etc

### Speak up

- Report risks, hazards and incidents and encourage your workmates to do the same
- If uncomfortable doing any job, tell your foreman / supervisor
- Stop work (your own or a workmates') if you think there is an immediate risk of harm
- Speak up when resources are not available to ensure that the task is done safely

### Look after your workmates

- If you are experienced and respected – you are a role model and mentor so lead by example and always be safe.
  - Always behave as if someone else is watching you and doing what you do
- Give support and praise to workmates who work safely
  - Give a thumbs up, say "well done"

### Participate in and follow well-being programme

- Join the well-being committee and organise some events that will get people together and active outside of the workplace
- Take advantage of the specialist support available to you
  - Health checks/ counselling

## CONTRACTOR/SUBCONTRACTOR

### Plan and implement safety strategy and systems that enable the strategy

- Complete a Site Specific Safety Plan before turning up to work on a project
- Complete a TA/SWMS/SSSP\* for any significantly hazardous or high-risk work
  - Review these during the pre-start meeting with the Principal Contractor
- Conduct weekly Toolbox/Tailgate Safety Meetings with workers on site
- Induct each worker to the safety procedures on the site
- Monitor, encourage, and ensure there is accountability for the performance of each employee
- Keep a record of the above
  - Log safety activities on the "wall chart" as required

### Correct unsafe behaviour

- Stop all unsafe behaviour
- Coach worker when unsafe behaviour occurs and use a questioning approach to identify causes of the unsafe behaviour
- Investigate all incidents to identify root cause without blaming workers (i.e. ID safety system breakdown)
- Correct safety system breakdown/root causes

### Evaluate and manage worker's safety competence

- Evaluate worker competence levels through observation and discussion (do not rely solely on training)
- Identify the competency levels of each worker you supervise and record it in a Competency Register
  - Training/years of experience/formal qualifications
- Supervise each worker according to their level of competence
- Provide training, coaching and experience to improve competency levels
- Take time to discuss each individual's performance and collaboratively set development goals. Document these discussions where possible
- Provide opportunities for employees to network with people
  - Across the organisation, outside of the organisation
- Speak out and share ideas for improvement
  - Additional resources/more efficient processes/ safer ways of working

### Develop own resources for well-being and participate in on-site well-being programmes

- Support the operation of any well-being committee that exists for the project you are working on
  - Allow workers to attend meetings and share their ideas
  - Participate in events that are organised by the well-being committee
- Consult with your employees to find out what motivates them and gives them a sense of pride at work
  - Talk to employees, conduct anonymous surveys
- Ensure your employees are consulted and kept well-informed of likely future developments
- Take advantage of the specialist support available to you and your employees

"Safety leadership is the commitment, attributes and behaviours of people in the construction industry that develop a culture of safety."