PART THREE
Appendices

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

MAPPING EFFECTIVE LEADERSHIP FOR CANTERBURY REBUILD SAFETY CHARTER SIGNATORIES

OCTOBER 2014

APPENDIX A – Electronic Survey

<u>Canterbury Rebuild Charter Safety Leadership Survey</u>

As part of the Canterbury Rebuild Safety Charter, leaders have committed to demonstrate visible safety leadership. This survey is to help identify those best leadership practices in construction for the Canterbury Rebuild.

There are 11 questions, 9 of which relate to categories of safety leadership. Within each category, safety leadership can be demonstrated in different ways depending on the job roles: senior manager, supervisor, worker, and sub-contractor.

For each category, please list <u>two</u> or <u>three</u> practices that demonstrate safety leadership in the space provided FOR YOUR OWN ROLE TITLE or the one that best describes your position in your company. If you are unsure, please leave an item blank.

The survey should take approximately 15-30 minutes to complete.

<u>Instructions for Returning:</u>

Please return by **4.00pm on 9th May 2014** to one of the following:

Mail: Site Safe New Zealand Inc
                      PO Box 160071
                      Hornby
                      Christchurch 8441
                      <u>Attention</u>: R Giddings/Survey

Email: ttapsell@sitesafe.org.nz

**For any queries
please contact:**   Richard Giddings – (03) 3437111
                   rgiddings@sitesafe.org.nz

                   Kyle McWilliams – (03) 337 9524
                   kyle@mcwilliamsconsulting.co.nz

The information gained from this survey will be collated for reporting purposes. No individual information will be used nor will any company or organisation be identified in any way.

<u>Safety Leadership Definition</u>

1.   Describe leadership in safety for the Canterbury Rebuild.
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Safety Leadership Practices

For each category, please list <u>two</u> or <u>three</u> practices that demonstrate safety leadership. If you are unsure, please leave an item blank. **Complete the sections below for your own role title or the one that best describes your position in your company.**

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2.   Role Models: (What role model behaviours and actions could you take to demonstrate safety leadership to others?

Organisation/Senior Management	Supervisor
1. _____ _____	1. _____ _____
2. _____ _____	2. _____ _____
3. _____ _____	3. _____ _____
Worker	Sub-contractor
1. _____ _____	1. _____ _____
2. _____ _____	2. _____ _____
3. _____ _____	3. _____ _____

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3.   Engagement: (What safety leadership practices could/would you undertake to increase engagement in others with safety?)

Organisation/Senior Management	Supervisor
1. _____ _____	1. _____ _____
2. _____ _____	2. _____ _____
3. _____ _____	3. _____ _____
Worker	Sub-contractor
1. _____ _____	1. _____ _____
2. _____ _____	2. _____ _____
3. _____	3. _____

4. Wellbeing: (What leadership practices could/would you undertake to encourage health and wellbeing in others?)

Organisation/Senior Management	Supervisor
1. _____ _____ 2. _____ _____ 3. _____ _____	1. _____ _____ 2. _____ _____ 3. _____ _____
Worker	Sub-contractor
1. _____ _____ 2. _____ _____ 3. _____ _____	1. _____ _____ 2. _____ _____ 3. _____ _____

5. Strategy / Planning: (What leadership practices could/would you undertake to enable safety strategy and planning to occur?)

Organisation/Senior Management (Organisation wide)	Supervisor (Organisation and Site)
1. _____ _____ 2. _____ _____ 3. _____ _____	1. _____ _____ 2. _____ _____ 3. _____ _____
Worker (Site)	Sub-contractor (Organisation and Site)
1. _____ _____ 2. _____ _____ 3. _____ _____	1. _____ _____ 2. _____ _____ 3. _____ _____

6.   Communication: (What communication practices could/should you undertake to ensure effective safety communication?

Organisation/Senior Management
1. _____
   _____
2. _____
   _____
3. _____
   _____

Supervisor
1. _____
   _____
2. _____
   _____
3. _____
   _____

Worker
1. _____
   _____
2. _____
   _____
3. _____
   _____

Sub-contractor
1. _____
   _____
2. _____
   _____
3. _____
   _____

7.   Resources (Providing training and tools/equipment): (What safety leadership practices could/would you undertake to ensure resources are provided for safety?

Organisation/Senior Management
1. _____
   _____
2. _____
   _____
3. _____
   _____

Supervisor
1. _____
   _____
2. _____
   _____
3. _____
   _____

Worker
1. _____
   _____
2. _____
   _____
3. _____
   _____

Sub-contractor
1. _____
   _____
2. _____
   _____
3. _____
   _____

8.   Managing Risks/Hazards: (What leadership practices could/would you undertake to ensure that risks/hazards are managed?)

Organisation/Senior Management (Organisation wide)	Supervisor (Organisation and Site)
1. _____ _____ 2. _____ _____ 3. _____ _____	1. _____ _____ 2. _____ _____ 3. _____ _____
Worker (Site)	Sub-contractor (Organisation and Site)
1. _____ _____ 2. _____ _____ 3. _____ _____	1. _____ _____ 2. _____ _____ 3. _____ _____

9.   Reporting: (What leadership practices could/would you undertake to support safety reporting?)

Organisation/Senior Management	Supervisor
1. _____ _____ 2. _____ _____ 3. _____ _____	1. _____ _____ 2. _____ _____ 3. _____ _____
Worker	Sub-contractor
1. _____ _____ 2. _____ _____ 3. _____ _____	1. _____ _____ 2. _____ _____ 3. _____ _____

10. Incidents: (What safety leadership practices should occur following an incident, and what practices should occur to prevent future incidents?)

Organisation/Senior Management	Supervisor
1. _____ _____	1. _____ _____
2. _____ _____	2. _____ _____
3. _____ _____	3. _____ _____
Worker	Sub-contractor
1. _____ _____	1. _____ _____
2. _____ _____	2. _____ _____
3. _____ _____	3. _____ _____

11. Are there any other safety leadership practices that you would include?
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APPENDIX B – Focus Group and Interviews

1. List the key words that define safety leadership for the Canterbury Rebuild.
2. Below are the categories that make up the Canterbury Rebuild Safety Charter. Please rank the top three categories that you think are most important for safety leadership for each group.

	Senior Management	Supervisor	Worker	Sub-Contractors
Role Model				
Engagement				
Well Being				
Strategy				
Communication				
Resources				
Managing Risks				
Reporting				
Managing Incidents				

3. For Participant's Own Role.

Role Models: What two or three role modelling behaviours and actions could you take to demonstrate safety leadership, and/or what safety leadership behaviours and actions would encourage others in your job to be role models for safety?

Engagement: What two or three safety leadership practices could you undertake to increase engagement in others for safety?

Well-being: What two or three leadership practices could you undertake to encourage health and well-being in others?

Strategy / Planning: What two or three leadership practices could you undertake to enable safety strategy and planning to occur?

Communication: What actions could you take to practice communicating safety effectively?

Resources (Providing training and tools/equipment): What two or three safety leadership practices could you undertake to ensure resources are provided for safety?

Managing Risks/Hazards: What two or three leadership practices could you undertake to ensure that risks/hazards are managed?

Reporting: What two or three leadership practices could you undertake to support safety reporting?

Incidents: What two or three safety leadership practices should occur following an incident, and what practices should occur to prevent future incidents?

4. For Each of Two Other Roles (out of Senior Leader, Supervisor, Worker, Sub Contractor)

   1. What are the one or two safety leadership practices that should occur for your top ranked category?
   2. What are the one or two safety leadership practices that should occur for your second top ranked category?

Interview Questions

1. What are some key words that describe Safety Leadership?
2. What are the three key safety leadership practices performed at a senior level?
3. What are the three key safety leadership practices performed at supervisor level?
4. What are the three key safety leadership practices performed at worker level?
5. What are the three key safety leadership practices performed at sub-contractor level?
6. What are the three key safety leadership practices performed for the Canterbury Rebuild Community?
7. What is the key thing that you feel the Charter safety leadership group should focus on to improve safety for the rebuild?
8. Any other comments?

APPENDIX C – Safety Leadership Definitions and Matrix of Findings

Canterbury Rebuild Safety Leadership Operational Definition

Safety Leadership is the commitment and engagement of the construction industry to best practice health and safety.

Safety Leaders will:
- Be visible with exemplary behaviour
- Provide clear expectations of the vision, safety procedures and behaviours
- Empower people
- Educate people (coaching and mentoring)
- Monitor safety performance
- Provide clear accountability
- Communicate safety
- Demonstrate that safety is a value
- Participate in Charter activities – Active involvement

Definitions

Commitment: Generating worker safety performance above minimal requirements.

Engagement: Participating in safety activities because people want to rather than have to.

Being visible with exemplary behaviour: Participating in safety activities in such a way that people can constantly see and experience the leader engaging in safety in order to increase the leader's safety influence.

Providing clear expectations of the vision, safety procedures and behaviours: Stating clearly what the organisation wants to achieve with safety, what it looks likes, and the procedures and practices required to achieve this.

Empowering people: Providing the resources for people, and allowing them to make decisions to enable them to do their job safely.

Educating people (coaching and mentoring): Providing opportunities for people to gain new knowledge, skills and behaviours in safety in a variety of learning styles (coaching, mentoring, training, on-the-job training etc.)

Monitoring safety performance: Providing on-going follow up for safety performance.

Providing clear accountability: Supporting safety performance by providing on-going consequences for safe performance improvements and, when required, at-risk practices.

Communicating Safety: Communicating in a variety of ways the expectations, procedures, practices, findings, and successes of safety.

Demonstrating that safety is a value: Sharing and showing that safety practices occur regardless of the organisation or job objectives, time constraints or any other factors that may allow an alternative practice to override safety practices.

Participating in Charter activities: Be actively involved in tasks that support the Canterbury Rebuild Safety Charter for the wider Canterbury Rebuild Community.

Practices for Organisation and Canterbury Rebuild Personnel

Charter	Senior Management	Supervisor	Worker	Sub-Contractors
Role Model (Organisation and Canterbury Rebuild Personnel)	Display enthusiasm for Safety Safety actions are visible Develop and follow defined safety procedures (organisational and rebuild charter commitments) - Values - Vision - Set high standards - Planning Monitor organisational safe performance Coach safe performance in others Encourage safe performance in others Address at-risk performance Lead regular organisational and site safety conversations Provide organisational and individual support to develop safety leaders	Display enthusiasm for Safety Safety actions are visible Follow defined safety procedures (organisational, site and rebuild charter commitments) - Values - Vision - Set high standards - Planning Monitor site safe performance Coach site safe performance in others Encourage site safe performance in others Address site at-risk performance Lead regular site safety conversations - Tool Box - 5 x 5 - Pre Start Develop and support other safety leaders	Display enthusiasm for safety Look after your workmates Follow defined safety procedures (organisational, site and rebuild charter commitments) Participate in regular site safety conversations - Tool Box - 5 x 5 - Pre Start Provide safety suggestions Stop work/speak up when unsafe Support safety leaders	Display enthusiasm for safety Safety actions are visible Regular engagement with principals regarding safety Follow defined safety procedures (principals, organisational, site and rebuild charter commitments) - Values - Vision - Set high standards - Planning Monitor organisational and site safe performance Coach organisational and site safe performance in others Encourage organisational and site safe performance in others Address organisational and site at-risk performance Lead and participate in regular organisational site safety conversations Provide support to develop safety leaders

Charter	Senior Management	Supervisor	Worker	Sub-Contractors
Engagement	Visibly model and encourage enthusiasm for safety Lead and participate in positive safety conversations - Community, organisational and site - Tool Box - One-on-one - Safety meetings Listen and act on safety suggestions Consult, coach and encourage safe performance Reward positive safety performance Provide organisational leadership training Consult coach and provide safety feedback	Visibly model and encourage enthusiasm for safety Implement and participate in positive safety conversations - Community, organisational and site - Tool Box - One-on-one - Safety meetings - Inductions - SSSP, TA Listen and act on site safety suggestions or concerns Coach and encourage safe performance Reward positive site safety performance Coach and provide safety feedback	Participate enthusiastically in safety - Organisational and Site - Tool Box - One-on-one - Safety meetings - Inductions - Speak up - SSSP Encourage safe performance in others Provide safety feedback to others	Visibly model and encourage enthusiasm for safety Lead, implement and participate in positive safety conversations - Community, principal, organisational and site - Tool Box - One-on-one - Safety meetings - Inductions - SSSP, TA Listen and act upon site safety suggestions or concerns Coach and encourage safe performance Participate in principal and site safety planning Review performance Interaction with other on-site workers Encourage safe performance in others Consult, coach and provide safety feedback

Charter	Senior Management	Supervisor	Worker	Sub-Contractors
Well Being	Develop, resource and implement well-being programme Participate in well-being programme Encourage participation in well-being programme Monitor organisational well-being and health risks Listen and act on well-being suggestions or concerns Provide external support	Participate in well-being programme Encourage participation in well-being programme Monitor and act upon site well-being and health risks Listen and act on well-being suggestions or concerns	Participate in and follow well-being programme Encourage others to participate and follow well-being programme Speak up about health and well-being concerns	Develop, resource and implement well-being programme Participate in and follow organisational and site well-being programme Encourage others participation in well-being programme Monitor and act on principal, organisational and site well-being and health risks Listen and act on well-being suggestions or concerns Speak up about health and well-being concerns

Charter	Senior Management	Supervisor	Worker	Sub-Contractors
Strategy	Develop, implement and resource clear organisational Health and Safety policy and strategy Develop, implement and resource site specific safety plans Monitor and review plans and strategy Ensure time for planning Encourage organisational participation in planning	Implement organisational Health and Safety policy and strategy Develop, implement and resource site specific safety plans Monitor and review site specific safety plans (including subcontractors) Encourage site participation in planning	Follow organisational Health and Safety policy and strategy Participate and follow site specific safety plans	Develop, implement and resource clear organisational Health and Safety policy and strategy Follow principal's Health and Safety requirements Develop, implement, resource and participate in site specific safety plans Monitor and review site specific safety plans Encourage site participation in planning

Charter	Senior Management	Supervisor	Worker	Sub-Contractors
Communication	Ensure a range of regular Health and Safety communication e.g. - Safety meetings - Tool Box Talks - Newsletters - Posters - Conversations - Agenda item in meetings - Reward safe behaviour Lead and participate in a variety of relevant safety communications Encourage participation through organisational Health and Safety communication	Ensure a range of regular site Health and Safety e.g. communication - Safety meetings - Tool Box Talks - Posters - Conversations - Reward safe behaviour - Up-to-date Hazard boards Lead and participate in a variety of safety communications Encourage participation in organisational and site Health and Safety communication	Participate in Health and safety communications e.g. - Safety meetings - Tool Box Talks - Conversations - Reporting of Hazards - Reporting of safe practices Encourage participation in organisational and site Health and Safety communication	Ensure a range of regular Health and Safety communication e.g. - Safety meetings - Tool Box Talks - Posters - Conversations - Reward safe behaviour - Up-to-date Hazard boards Lead and participate in a variety of safety communications Encourage participation in principal, organisational and site Health and Safety communication
Resources	Provide sufficient safety resource for the organisation Ensure access to resources for workers (PPE, plant and equipment, training) Ensure appropriate safety resource is used Provide sufficient and ongoing training to safety standards (e.g. ACOPs, HSEA) Ensure suitably trained and competent operators use resource Ensure regular updated/certification/ maintenance of resource	Provide sufficient safety resource for the site Ensure access to resources for workers (PPE, plant and equipment, training) Monitor and ensure appropriate safety resource is used Provide sufficient and ongoing training to safety standards (e.g. ACOPs, HSEA) Ensure suitably trained and competent operators are on-site Ensure regular updated/certification/ maintenance of resource	Ensure appropriate safety resources are available Ensure worker is trained and competent to use resource	Provide sufficient safety resource for organisation and site Ensure access to resources for workers (PPE , plant and equipment, training) Monitor and ensure appropriate safety resource is used Provide sufficient and ongoing training to safety standards (e.g. ACOPs, HSEA) Ensure suitably trained and competent operators are on-site Ensure regular updated/certification/ maintenance of resource

Charter	Senior Management	Supervisor	Worker	Sub-Contractors
Managing Risks	Identify organisational risks Participate in and encourage identifying and reporting of risks Provide resource to manage identified risks Monitor ongoing organisational risks	Identify and report organisational and site risks (pre, during and post work) Participate in and encourage identifying and reporting of risks Provide resource to manage identified risks Manage identified risks Monitor ongoing site risks	Identify and report site risks (pre and during work) Manage identified risks Monitor and reporting ongoing site risks	Identify and report principal, organisational and site risks (pre, during and post work) Participate in and encourage identifying and reporting of risks Provide resources to manage identified risks Monitor ongoing site risks

Charter	Senior Management	Supervisor	Worker	Sub-Contractors
Reporting	Develop user friendly organisation reporting procedures and feedback loops Participate and encourage no blame reporting Monitor and provide feedback on reporting levels Reward for reporting Listen, participate and act upon safety feedback loops	Implement user friendly organisation reporting and site procedures and feedback loops Participate and encourage no blame reporting Monitor and provide feedback on reporting levels Reward for reporting Listen, participate and act upon safety feedback loops	Report site safety actions or concerns and suggestions Listen, participate and act upon safety feedback loops	Develop user friendly organisational and site reporting procedures and feedback loops Implement principal, organisational and site reporting procedures and feedback loops Participate and encourage no blame reporting Monitor and provide feedback on reporting levels Reward for reporting Listen, participate and act upon safety feedback loops

Charter	Senior Management	Supervisor	Worker	Sub-Contractors
Managing Incidents	Develop and implement organisational and site procedures for the support of workers as a result of an incident Support workers involved in incident Develop and implement incident reporting feedback loop Participate and encourage reporting of all incidents Provide resources to investigate all incidents - Learn rather than blame Monitor and provide feedback on incident investigation recommendations	Implement procedures for the support of workers as a result of an incident Support workers involved in incident Participate and encourage reporting of all incidents Participate in investigations of all incidents - Learn rather than blame Monitor and provide feedback on incident investigation recommendations Implement investigation recommendations	Support workers involved in incident Report incidents Participate in investigations Follow investigation recommendation procedures	Develop and implement organisational and site procedures for the support of workers as a result of an incident Support workers involved in incident Participate and encourage reporting of all incidents Participate in investigations of all incidents - Learn rather than blame Monitor and provide feedback on incident investigation recommendations Implement investigation recommendations

APPENDIX D – Existing Providers of Leadership Training in the Canterbury Rebuild

Name of Organisation	Description of Leadership Component
Business Leaders H & S Forum	Leadership is one of three key areas receiving focus, with a philosophy towards improving both leadership skills and practice. Their aim is to promote a highly visible safety leadership presence via modelling. This organisation offers a number and variety of training and learning opportunities, for example, workshops, seminars, networking and peer learning events, together with 360 benchmarking assessments and a 10 month leadership development course. **Leadership Level:** Executive/ CEO and MD level.
Canterbury Employers Chamber of Commerce	This not-for-profit organisation offers advice, consultancy, training and publications to support local businesses. They offer a number of specialist Health and Safety courses. Two Leadership programmes are offered from their Human Resource (HR) training section. The first being the Essential Leadership Skills Programme. This is designed for generic Senior Managers and those in roles involving the management of staff. The programme focuses on developing an individual's leadership style together with the necessary skills and attributes. The second programme, Essential Supervision Skills Programme, is centred on those wanting to develop into supervisory/team leader roles. **Leadership Level:** Team Leader, Manager and Senior Manager. **Comments:** There is no integration between the Health and Safety courses and the Leadership programmes offered by this organisation.
EPMU (Engineering Printing & Manufacturing Union)	This organisation has an Education Team which consists of a National Health and Safety Coordinator. The team offers general and industry based training particularly for their delegates and Health and Safety representatives as well as regular delegate forums. They describe their delegates and workplace representatives as leaders and use the phrase 'Workplace Union Leader'. **Leadership Level:** Not specified. **Comments:** No specific list or calendar available to view detailing training and development courses.

Name of Organisation	Description of Leadership Component
Impac Limited	Both training and consultancy services are offered by this organisation specifically on Health and Safety. Two courses are offered for different level of employees within organisations. One course focuses on the dynamics of creating and sustaining a safety culture from an organizations senior management team and another on how the skills and behavioural aspects play a crucial role in safety leadership at the manager/supervisor level. Further employee development is carried out in workshops by Executive Coaching for the Executives and Board Directors within organisations. **Leadership Level:** Board Directors/Executives, Senior Managers, Managers, Supervisors. **Comments:** This organisation was identified through industry sources.
McWilliams Consulting Ltd	Dr Kyle McWilliams works with leaders to help them achieve individual and organisational safety goals through positive behavioural change. Kyle provides safety leadership education through individual and group executive coaching, speaking, workshops, and helping leaders develop organisation specific processes to engage staff in evidence-based safety performance improvements. **Leadership Level:** Board Directors/Executives, Senior Management, Manager and Supervisor. **Comments:** This organisation was identified through industry sources.
MWH	MWH offer numerous services, in particular around the area of Environmental, Health and Safety Management. In 2010 they introduced a programme called SafeStart which expects each level of management within their organisation to demonstrate safety leadership visibly to all. They do not deliver this programme to other organisations, but offer management consultancy services around areas such as Business Transformation, Strategy and Planning. They use and refer to the term Thought Leadership to indicate their specialism in the Wet Infrastructure sector. **Leadership Level:** In-house programme only.
NZ CTU (New Zealand Council of Trade Unions)	This national organisation offers specialist Health and Safety training as well as in-house training. Seven key drivers are part of their workplace productivity strategy, with Building Leadership and Management Capability as being one. A Strategic Union Development course provides a two-day workshop for both current and emerging union leaders. **Leadership Level:** H & S representatives.

Name of Organisation	Description of Leadership Component
RCSA (Recruitment & Consulting Services Association Australia and New Zealand	This organisation offers two programmes relating to Leadership Safety. Firstly, an Introduction to Safety Leadership (WHS) programme which is designed for managers and supervisors. The emphasis of this programme is on creating a safety culture and effective communication. The second is the Introduction to Safety Leadership programme specifically for Team leaders, supervisors and managers with separate components for Communication and Consultation. This specifies this as being a general purpose programme and is endorsed by an Australian Law firm. This organization also offers a two day Leadership Master Class programme with the specific aim of developing an individual's coaching skills for use in the workplace. **Leadership Level:** Manager and Team Leader.
Safe Rebuild	This organisation facilitates the notion of Health and Safety Champions. The training of these champions is via a free health and safety training course with the specific aim of developing workplace leaders (health and safety champions). They also offer networking opportunities, business support and on-line resources. **Leadership Level:** H & S representatives
Site Safe New Zealand Inc	Training and Consultancy services are offered, in particular a one-day Leadership in Safety training course. Central to the aims of the course is the significance of organisational culture in determining an effective health and safety culture. The role, accountability and responsibility of individuals are scrutinised and highlighted as being a key factor in determining effective workplace health and safety. **Leadership Level:** Senior Management, Executives, and Senior site staff.
Vertical Horizonz Group (NZ)	As well as offering health and safety training this organisation offers Professional Development qualifications. Their National Certificate in Business (First-line Management) level 3 qualification aims to develop leadership potential with discretionary unit standards comprising of 'Describe teams and team leadership – 27563' and 'Demonstrate knowledge of Leadership – 27564'. **Leadership Level:** Team leaders, supervisors, Charge hands.