

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**

MAPPING EFFECTIVE LEADERSHIP FOR
CANTERBURY REBUILD SAFETY CHARTER
SIGNATORIES

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."