SAFE+

MAKING HEALTH AND SAFETY WORK

Questions for line managers and supervisors

These questions are aimed at people working as line managers, team leaders, or supervisors in the business being assessed

Te Kāwanatanga o Aotearoa
New Zealand Government

WORKSAFE
Mahi Haumaru Aotearoa

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MINISTRY OF BUSINESS,
INNOVATION & EMPLOYMENT
HĪKINA WHAKATUTUKI

How to use these questions

These questions have been developed for businesses to use for a number of purposes:

– As part of your own internal processes to improve your business's health and safety practices. For example, your health and safety staff could use these questions as a tool to engage with other staff at different levels in the organisation on health and safety.

– As a guide to the type of questions that people at different levels in your organisation may be asked if your business commissions a SafePlus Assessor to provide a SafePlus Onsite Assessment and Advisory Service. This could help people prepare for the assessment process and interviews with the Assessor.

– To inform decision-making on whether to commission a SafePlus Assessor to provide Onsite Assessment and Advisory Services.

Assessors may also find these questions a useful tool when they are commissioned to undertake an Onsite Assessment. They can be shared with the business before the assessment to help the business familiarise themselves with SafePlus, and make the assessment more efficient.
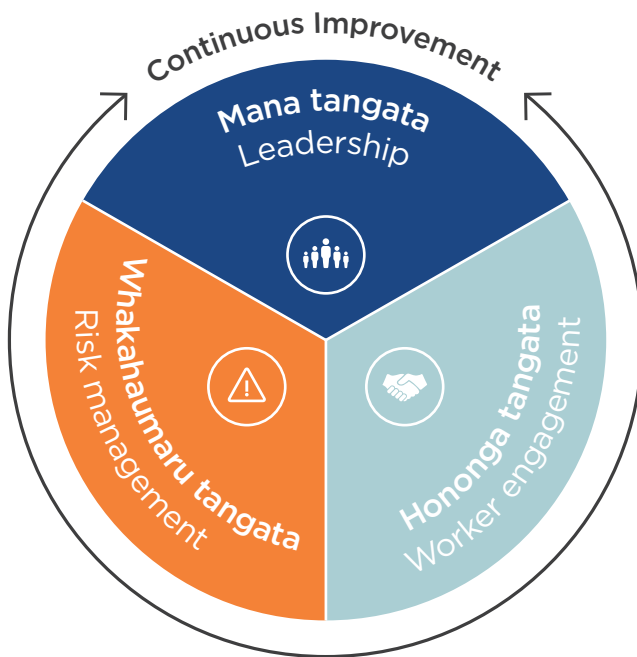
Mana tangata | Leadership

PERFORMANCE REQUIREMENT 1

**THE BUSINESS HAS EFFECTIVE GOVERNANCE
AND LEADERSHIP IN HEALTH AND SAFETY**

1.1   Officers effectively govern health and safety

1.2   Senior leaders/officers set a clear direction/vision for health
and safety

1.3   Senior leaders understand the key health risks and safety risks
in their business

1.4   Senior leaders monitor and verify risk control effectiveness

1.5   Senior leaders consider potential impacts on health and safety
when making business decisions

Key questions to consider include:

– How do senior leaders govern health and
safety in your organisation?

– What is your organisation's vision for health
and safety?

– How do senior leaders understand the work-
related health risks and safety risks in your
organisation?

– How do senior leaders check how well your
organisation manages health and safety risks?

– How do senior leaders consider potential
health and safety implications when making
business decisions?

PERFORMANCE REQUIREMENT 2

**SENIOR LEADERS VISIBLY DEMONSTRATE THEIR COMMITMENT
TO HEALTH AND TO SAFETY THROUGH THEIR ACTIONS**

2.1   Senior leaders set and communicate health and safety performance
expectations and enable/support others to achieve them

2.2   Senior leaders recognise good practice and performance

2.3   Senior leaders stated commitments and actions are connected

2.4   Senior leaders create an environment of trust and fairness within
the business

2.5   Senior leaders readily address unsafe actions, practices
and situations

Key questions to consider include:

– How do senior leaders communicate health
and safety performance expectations to you
or people in your organisation?

– How do senior leaders recognise good health
and safety performance?

– How do senior leaders show you that they
are committed to health and safety?

– How do senior leaders create an open
environment where anyone feels comfortable
to raise a health and safety concern?

– How do senior leaders address unsafe health
and safety actions, practices, and situations?

PERFORMANCE REQUIREMENT 3

**THE BUSINESS STRIVES TO CONTINUALLY IMPROVE
HEALTH AND SAFETY PRACTICE AND PERFORMANCE**

3.1   The business sets goals for health and safety improvement

3.2   The business plans and implements actions to meet health goals
and safety goals

3.3   The business monitors and evaluates progress against its health
goals and safety goals

3.4   The business, with workers or their representatives, reviews
and evaluates its effectiveness in risk management and broader
health and safety management

3.5   The business uses ongoing monitoring, review and evaluation
activity to inform business decisions and change

Key questions to consider include:

– What are your organisation's health and
safety improvement goals?

– How does your organisation effectively plan
and implement its health and safety goals?

– How does your organisation monitor
progress against its health and safety goals?

– How are workers involved in reviewing how
well your organisation manages its health
and safety risks?

PERFORMANCE REQUIREMENT 4

THE BUSINESS RESOURCES HEALTH AND SAFETY ACTIVITIES

4.1 The business plans, directs and provides resources for the achievement of its goals, plans and activities

4.2 The business ensures that health and safety roles, accountabilities and responsibilities are clear and understood in all business relationships

4.3 The business checks that workers (including contractors) have the competence and resources necessary to perform their roles

4.4 The business integrates health and safety into procurement

4.5 The business proactively accommodates employee incapacity and ill health.

Key questions to consider include:

– How does the organisation ensure it provides the resources for people to work safely?

– What are your health and safety responsibilities when dealing with other businesses?

– How does your organisation ensure that workers and contractors have the skills to carry out their jobs safely?

– How does your organisation ensure that health and safety is considered when buying equipment or selecting contractors?

– How does your organisation find alternate/restricted duties for injured workers?

Hononga tangata | Worker engagement

PERFORMANCE REQUIREMENT 5

THE BUSINESS COMMUNICATES EFFECTIVELY

5.1 The business's methods and content of communication meets the needs of workers

5.2 The business is responsive in resolving disagreements or issues

5.3 The business communicates and shares learnings

Key questions to consider include:

– How does your organisation communicate with workers on health and safety matters?

– How does your organisation share its health and safety learnings from its incidents?

– How does your organisation resolve health and safety disagreements or issues? Do you think this is a good process?

PERFORMANCE REQUIREMENT 6

THE BUSINESS ENGAGES WITH, AND EMPOWERS, WORKERS AND REPRESENTATIVES

6.1 The business ensures that workers have the opportunity for involvement in matters that may affect their health and safety

6.2 The business ensures that worker engagement, participation and representation practices are agreed, enabling, resourced and supportive

6.3 The business defines worker and representative authority to take action in matters that directly affect their health and safety

6.4 The business ensures workers and their representatives are effectively involved in decisions related to risk management

6.5 Workers and their representatives are directly involved in the setting and monitoring of health goals and safety goals for the business.

Key questions to consider include:

– How are workers or safety reps involved in decisions that affect their safety?

– What is your organisation's process for worker participation in health and safety? Do you think that it is well resourced and supported?

– When are workers given the authority to take action in matters that directly affect their health and safety? How do you know that workers have this authority?

– How are workers/safety reps involved in setting your organisation's health and safety goals/objectives?

Whakahaumaru tangata | Risk management

PERFORMANCE REQUIREMENT 7

THE BUSINESS, WITH WORKERS AND THEIR REPRESENTATIVES, IDENTIFIES WORK-RELATED HEALTH RISKS AND SAFETY RISKS

7.1 The business uses a variety of methods to identify health risks and safety risks

7.2 The business applies the methods to the identification of both health risks and safety risks.

7.3 The business applies the methods to the identification of risks in its supply chain and/or from the activities of other parties including contractors

7.4 The business applies the methods to the identification of risks associated with change, non-routine activities and emergencies

Key questions to consider include:

– What methods do we use to identify health and safety risks to its workers?
– How do you know your organisation has a good understanding of the work-related health risks its workers may face?
– How have we identified how workers can be harmed by [Risk #]?
– How are workers involved when your organisation identifies health and safety risks?
– How does your organisation identify the health and safety risks that contractors and suppliers might bring into the workplace?
– How does your organisation involve its workers in the identification of health and safety risks associated with changes in the way the organisation does things?
– What are the health and safety risks which could occur in emergency situations in your organisation?

PERFORMANCE REQUIREMENT 8

THE BUSINESS, WITH WORKERS AND THEIR REPRESENTATIVES, ASSESSES HEALTH RISKS AND SAFETY RISKS

8.1 The business's methods for assessing risks are relevant, effective, understood and agreed

8.2 The business applies the methods for risk assessment to all risks

8.3 The risk assessment process focuses business attention and determines action

Key questions to consider include:

– How does your organisation assess the risks associated with health and safety hazards it has identified?
– How does your organisation involve its workers when assessing health and safety risks for identified hazards?
– How does your organisation use risk assessments to decide on actions when managing health and safety risks?

PERFORMANCE REQUIREMENT 9

THE BUSINESS, WITH WORKERS AND THEIR REPRESENTATIVES, TAKES A PROPORTIONATE APPROACH TO CONTROLLING HEALTH RISKS AND SAFETY RISKS

9.1 The business applies a hierarchy when controlling risks

9.2 The business identifies and applies a mix of controls to prevent, mitigate and respond to risks

9.3 The business risk assessments inform the identification and application of risk controls

9.4 The business identifies and uses guidance, standards and legal requirements when determining risk controls

9.5 The business consults, cooperates and coordinates with other parties including contractors, suppliers and those it works with or alongside when controlling risks

Key questions to consider include:

– How does your organisation use a hierarchy of controls (eliminate/minimise) to manage health and safety risks?
– How do you know that your organisation understands the legislative/best practice requirements for managing its health and safety risks?
– How does your organisation work with parties, that it has overlapping duties with, to control health and safety risks?
– How does your organisation involve workers when determining the best controls for [risk #]?
– How does your organisation manage the risks to workers from [risk #]? Could this be improved in any way?

PERFORMANCE REQUIREMENT 10

THE BUSINESS, WITH WORKERS AND THEIR REPRESENTATIVES, ENSURES CONTROLS ARE EFFECTIVE IN MANAGING HEALTH AND SAFETY RISKS

10.1 The business checks that identified controls for health and safety risks are understood and implemented

10.2 The business checks that other parties understand and implement agreed risk controls

10.3 The business tests and verifies the effectiveness of risk controls

10.4 The business identifies and takes action to strengthen risk control effectiveness

10.5 The business investigates, learns and improves risk management from success and failure.

Key questions to consider include:

– How does your organisation check that controls for health and safety risks are understood and used?

– How does your organisation check how effective the risk controls it uses are?

– How does your organisation know its controls for [risk #] are working?

– How does your organisation look for ways to improve the way it manages health and safety risks?

– How does your organisation investigate, learn from, and improve its risk management from its success and failure? Do you have any examples?

Notes

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