



MAKING HEALTH AND SAFETY WORK

PERFORMANCE REQUIREMENTS

Questions for Governance roles

Questions for people working at the governance level of the business (eg. Board members, directors, business owners, officers)

A JOINT INITIATIVE DEVELOPED BY

WORKSAFE
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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 an Accredited 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 Accredited Assessor to provide Onsite Assessment and Advisory Services.

Accredited 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.



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 you oversee your organisation's health and safety activities and performance?
- What direction and vision for health and safety has been set for your organisation?
- What are the work-related health risks and safety risks in your organisation?
- How do you monitor your organisation's health and safety risks?
- How do you 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 you communicate health and safety performance expectations to your organisation?
- How do you recognise effective health and safety performance in your organisation?
- How do you demonstrate your commitment to health and safety to the business?

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 specific health and safety improvement goals?
- How do you monitor progress against your organisation's health and safety goals?

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 do you ensure sufficient financial resources are allocated to meet health and safety expectations?
- How do you ensure that health and safety is addressed in your relationships with other businesses?
- How does your organisation consider health and safety as part of its procurement decisions (contractors/goods/equipment)?

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.

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 do you know whether the business is communicating effectively with its workers?
- How does the business communicate and share learnings from health and safety incidents?
- Do you believe that the business is responsive in resolving health and safety disagreements or issues?

Key questions to consider include:

- How does the business ensure that workers have the opportunity to be involved in health and safety matters that affect them?
- How are worker engagement/participation processes adequately resourced so that they are effective?
- Are workers or their representatives **meaningfully** involved in the setting and reviewing of organisational health and safety goals/objectives?

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.

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.

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:

- What methods do you use to identify health and safety risks to workers?
- What work related health risks do your workers face?

Key questions to consider include:

- How does the businesses assess which health and safety risks are significant?
- Does the organisation applies risk assessment process is to all its health and safety risks?
- How does the risk assessment process focus the organisation's attention on the risks that are prioritised for action?

Key questions to consider include:

- How has your organisation implemented a hierarchy of controls (eliminate/minimise) to manage health and safety risks?
- How has your organisation used legislative/ best practice requirements in managing its health and safety risks?
- How does your organisation manage the risks to workers from the organisation's top three risks?

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 do you know that the business controls for key health and safety risks are understood and in place?
- How do you identify ways to improve the way we manage health and safety risks?
- How do you investigate, learn and improve risk management from successes and failures?

Disclaimer

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