



Training

What does 'training' mean?

- › To ensure all employees have the appropriate training (i.e., to gain the necessary skills, knowledge, and attitudes) in order to work safely at all times.
- › Providing training specific to the job and the hazards associated with it.
- › Keeping training materials up-to-date and accessible.
- › Assessing competence to ensure training has been effective and to identify additional training needs.

Why is it important?

- › Training – including refresher training – is vital to ensure all employees have the knowledge and skills to work safely within their roles.
- › To ensure a common understanding and consistency in the way we work (i.e., all work is preformed safely, managing existing and/or potential hazards as well as eliminating risk taking behaviour).

Training

Do you need to do things differently?	How to make a difference
<ul style="list-style-type: none"> › <i>Do all employees have access to generic health and safety training?</i> 	<ul style="list-style-type: none"> • Raise the issue at a team meeting. • Ensure health and safety training is part of your induction process. • Have employees complete a H&S questionnaire to ensure key information is well understood.
<ul style="list-style-type: none"> › <i>Are training needs assessed for:</i> <ul style="list-style-type: none"> » New employees? » Those redeployed? » Current employees? » Contractors? » Part-time employees? » Temporary staff? » Literacy or numeracy as a barrier to training 	<ul style="list-style-type: none"> • Raise your concerns at a team meeting and explore options for assessment. • Develop a competency assessment for specific tasks (e.g., an observation checklist, a questionnaire, etc.). • Ensure all employees and contractors complete the competency assessment prior to working on a job. • Identify any gaps in knowledge or skills and document a plan to plug those gaps within agreed timeframes. • Ensure those not fully competent are supervised by someone who is, until they have been assessed as otherwise. • Ensure the trainer and trainee sign off on all training. • Ensure that refresher training is provided to maintain skill levels.
<ul style="list-style-type: none"> › <i>Do we know who has done what training or who will require refresher training?</i> 	<ul style="list-style-type: none"> • Agree as a team the specific competencies required on the job and therefore what training is required. • Keep training records for all employees. • Keep a training calendar for the team so that new and refresher training is well planned. • If there are teams that have to work closely together, explore the possibility of training them together. • Ensure the trainer and trainee sign off on all training. • Review the training calendar and training records once a quarter to ensure no-one falls through the cracks.
<ul style="list-style-type: none"> › <i>Are training courses evaluated? In other words, are employees assessed or tested in any way to ensure training has been effective?</i> 	<ul style="list-style-type: none"> • Ensure all training ends with an assessment to check what has been taught has been understood by all. • Follow-up within two weeks of training to assess if the training has actually been applied on the job. • Ensure all training materials are dated (and updated and improved on a regular basis). • Check that trainers are continuously updating their skills too! • Agree what the process is should someone not be deemed to have achieved the training objectives – what support is available for them?
<ul style="list-style-type: none"> › <i>Does everyone know how to apply for training?</i> 	<ul style="list-style-type: none"> • Get someone on the team to explore the process for applying for training. • Share this information at a team meeting.



Remember

Training should be relevant to your work and delivered in such a way that it makes sense to you. Your industry association and industry training organisation should be able to help you identify health and safety training providers.



Employee involvement

What does 'employee involvement' mean?

- › To ensure everyone has a voice when it comes to health and safety.
- › To ensure everyone understands the business drivers and their role within it.

Why is it important?

- › Many heads are better than one.
- › Nobody knows a job better than the person currently doing it, so their input is vital to the ongoing use, and improvement of, safe work practices.
- › Understanding how the business runs and what drives it can improve employee commitment to safe work practices.

Employee involvement

Do you need to do things differently?	How to make a difference
<ul style="list-style-type: none"> › <i>Do employees have a genuine opportunity to have a say at team meetings?</i> › <i>Does everyone participate in H&S meetings and/or projects as they should?</i> 	<ul style="list-style-type: none"> • Ensure team meetings are happening on a regular basis. • If regular team meetings are not happening, identify why this is (e.g., no time allocated, lack of interest, one-way communication, not agenda driven, etc.). This information could be gathered via a survey or a team discussion. • Discuss and identify the barriers to participation (e.g., the manager dominates, we don't feel listened too, nothing ever changes, fear of meetings, confusion regarding purpose, etc.). • Brainstorm potential solutions to overcome these barriers. For example, make sure: <ul style="list-style-type: none"> » Meetings are agenda driven; » Meetings are action oriented (i.e., an action plan is drawn up during the meeting to record who will do what, and by when); » Sufficient time is allocated per agenda item; » Facilitation and note-taking are shared; » Members of the team are trained in terms of how to run effective meetings; » Ground-rules are agreed for meetings (e.g., everyone has a say, people are honest, people's views are respected, etc.). • Rate participation levels at the end of each meeting. Make it a goal to increase participation levels for the entire team.
<ul style="list-style-type: none"> › <i>Do you have nominated or elected health and safety representatives?</i> 	<ul style="list-style-type: none"> • Health and safety reps can promote a greater awareness and knowledge of health and safety issues to fellow employees (e.g. they can run meetings, put up posters on key topics such as hazard identification, incident reporting etc) • Health and safety reps can work collaboratively with management, relevant unions, health and safety inspectors, ACC representatives to develop plans that build awareness and knowledge amongst employees and reduce health and safety hazards in the workplace
<ul style="list-style-type: none"> › <i>Do managers/supervisors involve employees in safety processes and projects?</i> 	<ul style="list-style-type: none"> • Have managers/supervisors identify opportunities for employee involvement. • Have employees identify opportunities for involvement. • Compare notes and agree which processes and projects employees could become more involved with. • Draft an action plan to ensure these opportunities are realised (NB: some coaching and/or training may be required to up-skill employees). • Agree a date to review the success of this plan – what worked, what didn't work, and why? • Using these data, what changes need to be made to keep employees involvement at a maximum?



Remember

Health and safety is not just a management responsibility... it's everyone's responsibility. We all need to make a contribution and get involved if we are to continuously improve what we do and how we do it.



Learning from mistakes

What does 'learning from mistakes' mean?

- › To learn from accidents, incidents, and near hits so that we can improve the way we do things and our future safety is ensured.

Why is it important?

- › Every accident, incident, or near hit is an opportunity to learn and therefore an opportunity to improve the way we do things and create a safer workplace.

Learning from mistakes

Do you need to do things differently?	How to make a difference
<ul style="list-style-type: none">› <i>Does everyone understand that mistakes are opportunities for learning?</i>	<ul style="list-style-type: none">• Managers and supervisors should make it clear that making mistakes – and learning from them – is an important, and inevitable, part of personal and organisational development.• Foster a culture where employees feel safe to identify and discuss mistakes openly so that everyone gets the benefit of learning from them. Mistakes should not be about fault-finding.
<ul style="list-style-type: none">› <i>Are accidents, incidents, and near hits investigated to find the cause?</i>› <i>Do we work to understand why a mistake occurred?</i>	<ul style="list-style-type: none">• Use techniques such as After Action Reviews to gather and evaluate the necessary information.• Key questions to ask are: What happened? Why did it happen? How did we respond? How can we avoid similar situations in future?• Provide opportunities for employees to make suggestions for process improvements.• Wherever possible, involve employees in investigations so that they are seen as part of how we do things here.• As much as possible, depersonalize the information reported. Mistakes are an inevitable part of learning and employees must feel safe to report and discuss mistakes they have made.
<ul style="list-style-type: none">› <i>Are the same mistakes made over and over?</i>	<ul style="list-style-type: none">• Report the findings of all accident investigations to employees.• Highlight the learnings made and, in particular, any changes in work practices and procedures that will be implemented as a result.• Look to see whether mistakes are repeated.• If they are, find out why and then make the necessary process changes to ensure mistakes are not repeated.• Discuss the consequences of not following agreed procedures and processes.• Brainstorm effective ways to share information regarding accidents, incidents, and near hits.



Remember

The key is to understand why a mistake occurred, learn from it, and take action to ensure it is not repeated.



Management's leadership commitment to safety

What does 'management's leadership commitment' mean?

- › To ensure managers and supervisors are committed to, and visibly involved in, championing health and safety.

Why is it important?

- › Strong safety leadership has been shown to deliver a safer workplace and a reduction in safety-related incidents.
- › Managers and owners approve budgets, plan the work, pay the wages and manage the work. Their actions signal what is important – so it's important safety is one of those actions.

Management's leadership commitment to safety

Do you need to do things differently?	How to make a difference
<ul style="list-style-type: none"> › <i>Do managers set clear safety goals and targets and allocate the resources necessary to achieve them?</i> 	<ul style="list-style-type: none"> • Managers should discuss and agree safety goals/targets and resources with employees (rather than simply impose them on employees). • Survey employees to check that they understand the agreed safety goals/targets and available resources. • Make safety goals/targets and resources a standard agenda item at team meetings so that discussing them is a regular, and accepted, part of these meetings.
<ul style="list-style-type: none"> › <i>Are managers visibly involved in the safety process?</i> › <i>Do managers personally follow safety rules and lead by example (e.g., by wearing appropriate personal protective equipment when on site)?</i> 	<ul style="list-style-type: none"> • Raise any concerns about the safety-related behaviour of managers at team meetings. Do so in the context of the overall goal: Everyone should be safe at work. • Make these 'courageous conversations' a standard agenda item at team meetings. • If nothing changes, pass your concerns on to someone more senior in the business. • Discuss how best to acknowledge and recognise managers who do lead by example (i.e., positive feedback should go up, down, and across the business).
<ul style="list-style-type: none"> › <i>Do managers follow through on their commitments regarding health and safety?</i> › <i>Do managers try to resolve health and safety issues raised by employees?</i> 	<ul style="list-style-type: none"> • Track the number of action items from team meetings that are completed (and, just as importantly, the number that are not completed). • Survey team members once or twice a year to gauge perceptions of how well managers follow through on commitments made regarding safety. • Discuss any areas of concern identified through the tracking or survey processes. Consider using a facilitator for this. • Agree an action plan to suit the manager and the team. • Agree a date to review and follow-up actions.
<ul style="list-style-type: none"> › <i>Can employees report an unsafe condition, safety hazard, or unsafe act without fear of reproach?</i> 	<ul style="list-style-type: none"> • Again, make these 'courageous conversations' a standard agenda item at team meetings. • Survey team members once or twice a year to gauge perceptions of this issue. • Nominate an agreed 'go to' person that anyone can take such concerns to.



Remember

We are all working towards the same goal: *Keeping everyone safe at work.*



Managing work pressures

What does 'managing work pressures' mean?

- › To ensure safety is never compromised on any job.

Why is it important?

- › No one should feel pressured to work unsafely in order to get a job done.
- › There are always pressures to 'get the job done'.
The pressure needs to be to 'get the job done safely'.

Managing work pressures

Do you need to do things differently?	How to make a difference
› <i>Do we monitor the impact of work pressure on all employees?</i>	<ul style="list-style-type: none">• Track potential triggers of stress (e.g., work load, number of hours worked, changing priorities, whether work is being appropriately and fairly distributed across team members, etc.).• Agree a suitable language or signal that could be used when someone feels under pressure or sees a colleague under pressure - prevention is better than cure.• Make work pressure a standard agenda item at team meetings.• Survey employees to identify the specific causes of work pressure (e.g., work load, lack of resources, skill gaps, tight deadlines, etc.).• Brainstorm strategies for coping better with these pressures.• Note: These strategies will need to be sufficiently flexible and broad in range to respond to individual differences and needs.
› <i>Do employees have the training and/or tools to cope when the pressure is on?</i>	<ul style="list-style-type: none">• Ensure regular one-on-one discussions between employees and managers to ensure early identification of any issues.• Identify stress management training and encourage all employees to participate (so that, at the least, there is a common understanding and awareness of the issue and what to watch for).• Acknowledge those who cope well under pressure without compromising safety standards and processes.
› <i>Is the culture such that it is safe to raise and discuss work pressure issues and concerns?</i>	<ul style="list-style-type: none">• Take every opportunity to reiterate the point that no one should feel pressured to work unsafely in order to get a job done.• Make work pressures a standard agenda item at team meetings.• If nothing changes, pass your concerns on to someone more senior in the business.



Remember

No job is so important that we will compromise safety.



Relationships on site

What does 'relationships on site' mean?

- › To ensure positive working relationships with everyone on site, including managers, supervisors, employees, and contractors.

Why is it important?

- › Everyone is required to getting the job done. So when everyone relates well to each other, shows respect, and trusts each other, there is a willingness to get the job done safely.

Relationships on site

Do you need to do things differently?	How to make a difference
› <i>Does an 'us and them' mentality exist between any groups working on site (e.g., managers, supervisors, employees, contractors, etc.)?</i>	<ul style="list-style-type: none">• Identify any relationship issues that are of concern.• Discuss the potential safety consequences of these issues.• Identify the barriers to a smooth working relationship – taking care to involve all parties in this discussion.• Discuss ways to overcome these barriers and agree a plan of action – again, all parties must be involved in this discussion.• Agree a date to review progress.
› <i>Are the company values and culture such that all employees are treated with respect?</i>	<ul style="list-style-type: none">• Managers and supervisors need to articulate the importance of good working relationships – both in terms of safety outcomes and broader organisational outcomes.• Agree with employees the meaning of respect and how that looks and feels within the organisation (e.g., we look out for each other, we speak respectfully to each other, we don't go behind each other's backs, etc.).• Managers and supervisors need to lead by example.• Survey employees to gauge perceptions of organisational culture (i.e., how things actually work here) and to identify any concerns.



Remember

We're aiming for a culture where we all look out for each other and therefore stay safe.



Safety communications

What does 'safety communications' mean?

- › To share information so people understand what you mean
- › It involves a communicator and a receiver(s).
- › It's about giving information to the right person, in the right form, at the right time and, most importantly, checking the message has been received *and* understood.

Why is it important?

- › Effective safety communication is the crucial link in successful health and safety management and practices – it means people understand the risks, understand what they need to do and what other people will do.
- › It's vital that communication channels remain open *and* are used.
- › Safety communication must have meaning and significance to recipients (i.e., it *must be relevant* to their work).

Safety communications

Do you need to do things differently?	How to make a difference
<ul style="list-style-type: none"> › <i>Is there a communication breakdown or gap between employees and supervisors/managers?</i> 	<ul style="list-style-type: none"> • Discuss your concerns within the team – does everyone have the same perception about how safety is valued? • Identify where and when these breakdowns in communication occur • Brainstorm potential solutions, for example: <ul style="list-style-type: none"> » More time to talk » Timing of Toolbox Meetings » Check messages are received <i>and</i> understood » Communications training » Increase access to supervisors/ managers » Share more information regarding accidents and incidents
<ul style="list-style-type: none"> › <i>Have all employees had training in communications skills?</i> › <i>Do employees have the basic literacy and numeracy skills to actively participate in meetings or read materials?</i> 	<ul style="list-style-type: none"> • Identify who has had training and what they did • Source a suitable training provider based on the information you have and the needs identified • Organise and participate in training • Evaluate the training and its application on the job • Consider getting a literacy assessment for your team • Build specific communication skills into the performance review process • Monitor and provide feedback
<ul style="list-style-type: none"> › <i>Are shift handovers done poorly?</i> 	<ul style="list-style-type: none"> • Identify the problems (e.g., lack of time, poor communication skills, relies on verbal communication only) • Brainstorm potential solutions • Agree solutions to implement and timeframe to trial • Evaluate results and amend solutions if necessary (continue to monitor)
<ul style="list-style-type: none"> › <i>Is all communications equipment working effectively?</i> 	<ul style="list-style-type: none"> • Identify problem equipment and/or communications areas (i.e., are there any 'dead zones'?) • Brainstorm potential solutions and/or alternative means of communication • Regularly audit communications equipment
<ul style="list-style-type: none"> › <i>Are H&S notice boards out of date and boring to read?</i> 	<ul style="list-style-type: none"> • Raise the issue at a team meeting • Discuss and agree the purpose and location of the notice board • Explore ideas to encourage people to read the notice board regularly • Assign ownership for keeping the notice board up to date
<ul style="list-style-type: none"> › <i>Are H&S documents poorly utilised?</i> 	<ul style="list-style-type: none"> • Identify the cause, for example: <ul style="list-style-type: none"> » Poorly written » Too complicated » Unable to access » No time to read • Brainstorm solutions, for example: <ul style="list-style-type: none"> » Reformat » End users to edit » Allocated time for reading » Assess employees against documented and agreed procedures » Review one process per team meeting



Remember

Communication comes in many forms – verbal, written, non-verbal, formal, informal, numerical, and visual. At the end of the day – actions speak louder than words!



Reporting and investigating

What does 'reporting and investigation' mean?

- › To ensure all safety information about accidents, incidents, and near-hits is reported and investigated as appropriate to promote safety and ongoing improvement in the way we work.

Why is it important?

- › If we don't report and investigate accidents, incidents, and near-hits, we cannot learn and improve the way we do things.

Reporting and investigating

Do you need to do things differently?	How to make a difference
<p>› <i>What stops employees from reporting accidents, incidents, or near-hits currently?</i></p>	<ul style="list-style-type: none">• Discuss this at a team meeting, or survey employees, to identify the barriers to reporting (e.g., fear, a culture of blame, too much paperwork involved, don't understand why it's necessary, etc.).• Brainstorm how each of these barriers could be addressed (i.e., what would need to happen to make employees report all accidents, incidents and near-hits?).• Agree solutions and implement them.• Monitor and evaluate these changes (i.e., has the level of reporting improved or not?).• If not, go back to the beginning.• If the level of reporting has improved, identify the benefits of having this information (i.e., what potential harm has been avoided?).• Discuss how you could celebrate or reward this improvement.
<p>› <i>Do employees understand why this information is needed and what happens to it?</i></p>	<ul style="list-style-type: none">• Identify what information is needed and why.• Discuss a recent accident investigation (i.e., the information gathered, the process used, and the outcome).• Provide opportunities to ask questions or make suggestions for improvement in the process.• Highlight the learnings made and any changes that will be implemented as a result.• Discuss how employees could be involved, or employee input included, in the investigation process. Identify what training would be needed.



Remember

If we don't report and investigate accidents, incidents, and near-hits, we cannot continue to improve the way we do things and prevent further harm.



Resourcing

What does 'resourcing' mean?

- › To ensure the necessary equipment, personal protective equipment, information, knowledge, skills, experience, and supervision are available so that a job can be done safely and productively.

Why is it important?

- › Without the right tools and support to work safely, we are taking a risk!

Resourcing

Do you need to do things differently?	How to make a difference
<p>› <i>Do we have the necessary resources to do our work safely?</i></p>	<ul style="list-style-type: none">• At a team meeting identify what resources are needed versus what you actually have.• Ensure you also identify those resources you have that are not currently utilised. Explore why this is the case (e.g., access, discomfort, lack of knowledge, etc.).• Identify the implications of these resources not being available (i.e., potential harm that could result).• Agree how the missing resources are to be sourced.• Agree how the under-utilised resources could be improved and so better utilised.• Agree a timetable to regularly review resources to ensure they are always readily available and suitable for the work to be done.
<p>› <i>Does everyone know how to access the necessary resources?</i></p>	<ul style="list-style-type: none">• Survey the team to see who knows what (and check their information is correct).• Use this information to inform others within the team.• Ensure everyone knows where to access personal protective equipment and how/when it is to be replaced.• Ensure everyone knows:<ul style="list-style-type: none">» Where safety information and the first aid kit is kept;» How to access training;» How to access standard operating procedures;» Who within the team is most competent at what;» Who is available to supervise, etc.?



Remember

Without the necessary resources to work safely, we are taking a risk!



Rewards

What does 'rewards' mean?

- › To ensure that safe working behaviours are encouraged, recognised, and rewarded.

Why is it important?

- › People who receive positive reinforcement for a particular behaviour are far more likely to repeat it. This is the basis of creating an organisational culture that promotes and supports safe work practices.
- › Health and safety is also often about things 'going wrong'. Rewards are a chance to focus on things 'going right'

Rewards

Do you need to do things differently?	How to make a difference
› <i>How could we recognise, reward, or value those who put safety first?</i>	<ul style="list-style-type: none">• Brainstorm recognition and reward options, for example:<ul style="list-style-type: none">» Public acknowledgement» Letters, cards, etc.» Morning teas» Time off» Vouchers• Agree which forms of recognition and/or reward the team values (i.e., there is no point shouting morning teas if these are not valued by those being recognised).
› <i>What should we be recognising and rewarding?</i>	<ul style="list-style-type: none">• Discuss and agree what behaviours warrant recognition and/or reward.• Discuss how best to gather this kind of information (e.g., observations, making success stories a standard agenda item at your team meetings, etc.)
› <i>Where does the recognition come from?</i>	<ul style="list-style-type: none">• Identify who currently provides positive feedback and recognition regarding safe behaviours.• Discuss where else this feedback could come from to make it as effective as possible (e.g., team-mates, CEO, trainers, other teams, managers, contractors, etc.).• Discuss how you could educate others so that everyone feels able to provide positive feedback and encourage those who display safe behaviours and attitudes.• Put your plan into action!
› <i>Do we need an overall safety goal to work towards?</i>	<ul style="list-style-type: none">• Discuss what aspects of H&S your team wants to improve.• Agree a SMART goal (i.e., specific, measurable, achievable, realistic, and time-bound) that everyone can get behind.• Discuss and agree a possible reward for achieving this goal.• Once this goal has been achieved, identify another SMART goal.



Remember

People who receive positive reinforcement for a particular behaviour are far more likely to repeat it. We want positive feedback to be part of our culture (i.e., the way we do things here).



Risk taking

What does 'risk taking' mean?

- › To identify and eliminate unsafe work practices to ensure the safety of your workmates.

Why is it important?

- › Not challenging unsafe work practices is the same as approving them.
- › No job or target is worth risking injury for.

Risk taking

Do you need to do things differently?	How to make a difference
› <i>Do managers/supervisors turn a blind eye to risk taking behaviour?</i>	<ul style="list-style-type: none">• At a team meeting identify any risky behaviours or unsafe work practices that are being ignored.• Identify the implications of these being ignored (e.g., the message employees take from this, the potential harm that could result).• Discuss and agree a suitable means of dealing with these situations.• If nothing changes, pass your concerns on to someone more senior in the organisation.
› <i>Do we challenge each other when we see risk taking behaviour?</i>	<ul style="list-style-type: none">• Explore why this mightn't be happening (e.g., poor attitude, lack of knowledge or skills, lack of resources or personal protective equipment, pressure to do the job, etc.).• Explore the potential harm that could happen as a result of not challenging each other.• Discuss options and make a plan to address the root cause of the risk taking behaviour.• Agree a suitable language or signal that could be used to address these situations so that everyone feels safe in raising their concerns.• Give those that have the courage and willingness to challenge others positive feedback – we want this to be part of our culture (i.e., “it’s okay to say when it’s not okay” as we all look out for each other here).• Discuss consequences for ‘repeat offenders’.



Remember

No job is worth risking your health and safety, or that of others.



Safety systems and procedures

What does 'safety systems and procedures' mean?

- › To have safety systems and procedures that are user-friendly, functional, and seen as adding value.

Why is it important?

- › Health and safety covers so many aspects of work that without good systems and procedures it would be difficult to manage and, more importantly, it would be difficult to learn and continuously improve the way we work.

Safety systems and procedures

Do you need to do things differently?	How to make a difference
<p>› <i>Do employees understand why we have health and safety systems and procedures?</i></p>	<ul style="list-style-type: none">• Rather than try and cover the entire H&S management system in one sitting, make this a standard agenda item at H&S meetings. This way information is chunked down into manageable pieces and employees can truly process the information and ask questions as they go.• Give employees the opportunity to raise suggestions for improvement – this way the H&S management system is reviewed and improved on an ongoing basis (by those the system is designed to support and protect).
<p>› <i>Are our safety systems simple and easy to use?</i></p>	<ul style="list-style-type: none">• Survey employees or have a staff member work with a manager/supervisor to audit current systems and processes.• Identify the systems and processes that are effective as well as those that aren't.• Discuss why this is the case.• Explore options for improvement.• Also identify any gaps (i.e., where there are no safety instructions or hazards that are not managed well).• Design systems and procedures as necessary.• Trial any agreed changes and set a date to review progress.• Re-evaluate and tweak as necessary.
<p>› <i>Do we involve employees in the use of our health and safety systems and procedures as much as we could?</i></p>	<ul style="list-style-type: none">• Explore opportunities to get employees involved in using and improving the H&S systems and procedures, for example:<ul style="list-style-type: none">› Job hazard reviews;› Inspections;› Drafting procedures;› Auditing;› Accident investigations;› Facilitating meetings;› Collating data.



Remember

Safety systems and procedures must be user-friendly, functional, and seen as adding value if we are to learn and continuously improve the way we work. Therefore it is vital that employees are involved in the development and use of these systems and procedures.