QUESTIONNAIRE FOR SENIOR MANAGERS



1. Plan

Effectively communicate what 'good' looks like for your business, in a way that your workers, site supervisors and contractors can share and engage with. Communicate your expectations clearly, and empower your workers, site supervisors and contractors to achieve these.

	YES	NO	ONLY PARTLY OR INFREQUENTLY
SHARE THE VISION			
1. Have you been involved in defining the safety vision with your directors?			
2. Have to help set objectives and key performance indicators (KPI's)?			
3. Do you help workers, site supervisors and contractors engage with the vision by showing them how their actions and activities are supporting the business to improve?			
MONITOR OBJECTIVIES			
4. Do you check and ensure the performance targets and expectations are clearing understood and held accountable by site supervisors and workers?			
5. Do you regularly monitor and review KPI's and hold workers, site supervisors and contractors accountable for working towards the business objectives?			
RESOURCE SAFETY			
6. Do you identify the resources needed for achieving health an safety objectives, including financial and physical resources, and work with directors on resource planning?			
7. Do you provide site supervisors and workers with sufficient training, PPE, plant and equipment required for achieving the health and safety objectives.			

2. Motivate

Be visible in the business. Take an interest in the activities of your workers, site supervisors and contractors and their views about safety. Provide the support and space for them to develop and step up as safety leaders. Be an effective communicator; inspire your workers, site supervisors and contractors to follow your lead.

	YES	NO	ONLY PARTLY OR INFREQUENTLY
BE SEEN ON SITE	75-51		
8. Do you often get out on site and take a genuine interest in the views of those one site and engage in discussions regarding health and safety risk and performance on how risk is being managed on site?			
9. Do you demonstrate role-model behaviour onsite in the following ways; a. Request site inductions on others sites and wear the correct PPE all of the time you are on site?			
b. Talk about site safety with those you meet?			
c. Attend team-meetings, discussions and sector safety meetings?			
d. Lead discussion about health and safety to find collective ways to manage risk?			
e. Support new ideas?			
f. Ask workers for ways to improve?			

	YES	NO	ONLY PARTLY OR INFREQUENTLY
COMMUNICATE EFFECTIVELY			
10. Are you aware of organisational communication context, including language, literacy, culture and adjust your communication style to be effective?			
11. Do you use a variety of methods to communicate, including technology, fact to face, toolbox talks and newsletters to suit your workers needs?			
12. Do you try to talk less, listen more and be curious about different perspectives?			
CELEBRATE GOOD OUTCOMES			
13. Do you recognise and celebrate the success of those who;a. Meet and exceed targets and expectations?b. Suggest innovative ways to work safer and healthier?c. Support others to be safer in their activities?			
LEAVE SPACE FOR OTHERS TO LEAD			
14. Do you leave space for others to lead and ask for support from workers, site supervisors and contractors?			
15. Do you seek and provide opportunities which involve workers in business and sector initiatives and working groups?			

3. Build

Develop your own capability and understanding of health and safety practices and performance. Provide development opportunities for workers, site supervisors and contractors. Seek out and share knowledge that will help you and the business to perform better

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	YES	МО	ONLY PARTLY OR INFREQUENTLY
DEVELOP YOUR OWN UNDERSTANDING			
 16. Do you identify gaps in your own knowledge and take actions to build your understanding of; a. The details of your workers activities? b. The details of your workers' activities as well as the strategic view, relevant legislation and what good practice looks like for your business. c. The risks and operations by requiring transparent reporting of any signs of potential failure and do you discuss and explore these to improve your understanding of how health and safety is being managed? 			
17. Do you keep your understanding up to date and learn from others by attending health and safety forums and events?			
DEVELOP THE UNDERSTANDING OF OTHERS			
18. Do you provide directors with the information they require to inform decision making and assure processes?			
19.Do you support your workers, site supervisors and contractors to understand that to your health and safety is not about workers on a piece of paper, but about how you can all be confident that risks are known, planned for and managed?			
BE CURIOUS AND LISTEN			
20. Do you invite feedback and comment and welcome all information, particularly information you need to know but might not want to hear?			
21. Are you curious if you find site supervisors, contractors and workers are not meeting your expectations and;a. Determine why by listing and having open conversations about their values, beliefs and understandings?b. Take action where you need to?			

"Talk less. Listen more. Be curious about different perspectives"

	YES	NO	ONLY PARTLY OR INFREQUENTLY
REPORT AND SHARE PERFORMANCE INFORMATION			
22. Are you transparent about safety performance when reporting directly to directors and workers?			
23. Do you share information with workers, sit supervisors, contractors and the wider sector?			
VERIFY SAFETY PERFORMANCE			
24. Do you work with people to identify the critical risks in your business operations and activities?			
25. Do you review the performance of projects and work activities with workers, site supervisors and contactors, seeking their input and feedback to inform improve activity?			
26. Do you check with your workers, site supervisors and contractors how they know risk controls are effective and are always implemented?			

