

# SAFE+

MAKING HEALTH AND SAFETY WORK

A GUIDE FOR THE CONSTRUCTION SECTOR

## Performance Requirements

A JOINT INITIATIVE DEVELOPED BY

**WORKSAFE**  
NEW ZEALAND | MAHI HAUMARU  
AOTEAROA



**MINISTRY OF BUSINESS,  
INNOVATION & EMPLOYMENT**  
HĪKINA WHAKATUTUKI

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# Introduction

This document explains the performance requirements and provides examples of the types of evidence required for business to meet them. This document has been customised to suit the Construction sector. It provides information on the assessment approach for an onsite assessment, as well as the process. The document then gives examples of what makes a performing and leading business for each performance requirement.

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# What is SafePlus?

SafePlus is a new, voluntary, health and safety performance improvement toolkit for businesses.

It defines what good health and safety looks like, above and beyond minimum compliance. SafePlus is a performance improvement toolkit that is different from traditional compliance audit type products. It can be used to assess businesses' health and safety performance and provide them with guidance on what they need to do to improve. The SafePlus Onsite Assessment and Advisory Service also goes further and provides businesses with independently qualified onsite assessments and tailored advice and guidance on how they can implement such recommendations – to help make sure everyone in your workplace gets home healthy and safe.

SafePlus is a joint initiative developed by WorkSafe New Zealand, ACC and the Ministry of Business, Innovation and Employment (MBIE).

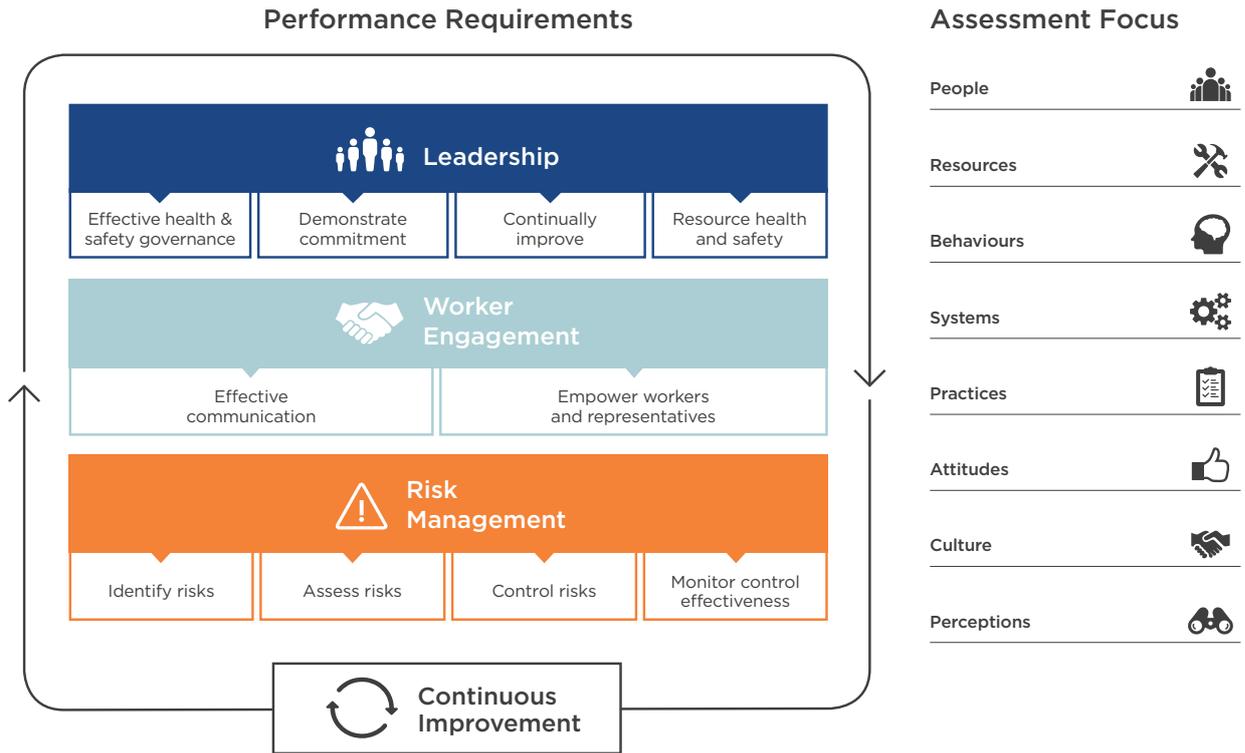
## **Why has SafePlus been introduced?**

New Zealand has an unacceptably high rate of serious workplace injury, illness and fatality. The social and economic cost of people being killed and hurt in New Zealand workplaces is conservatively estimated at \$3.5 billion each year and inflicts an enormous emotional toll on the people affected. SafePlus will contribute to the Government's target of reducing the workplace death and injury toll by 25 percent by 2020.

## **How does SafePlus work?**

SafePlus is made up of 10 performance requirements that are fundamental to achieving good health and safety performance. These requirements have been developed from internationally-accepted good health and safety practice and tested with industry in New Zealand. They are organised into three core concepts: leadership, worker engagement and risk management – and are underpinned by continuous improvement.

Businesses can be assessed against these good practice health and safety performance requirements and provided with tailored advice and guidance on how they can improve their performance.



### What will SafePlus offer businesses?

SafePlus offers three products. Businesses can choose what work's best for them – or use them all:

<p><b>Resources and Guidance</b></p> <ul style="list-style-type: none"> <li>- 10 Performance Requirements fundamental to good health and safety</li> <li>- Maturity Scales to measure performance</li> <li>- Examples and case studies of best practice</li> <li>- Guidance on how to use the resources</li> </ul>	<p><b>Onsite Assessment and Advisory Service</b></p> <ul style="list-style-type: none"> <li>- Accredited and trained private market assessors</li> <li>- Behaviour based onsite assessment</li> <li>- Tailored guidance and advice on where and how to improve</li> <li>- Measure health and safety performance</li> <li>- Deep dive assessment</li> </ul>	<p><b>Online Self-Assessment</b></p> <p><b>Mid 2018</b></p> <ul style="list-style-type: none"> <li>- Identify gaps in health and safety</li> <li>- Awareness of issues</li> <li>- 360 degree input from managers, workers and contractors</li> <li>- Advice and guidance on how and where to improve</li> </ul>
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# Levels of Performance



Three levels of performance are used to determine current health and safety strengths and areas for improvement. Performance is measured against each requirement and a three level maturity scale as described below.

## **Developing**

A business at the Developing stage may be aware of the need to improve their practices and performance to support better health and safety outcomes for workers. Risk management requirements may not yet be fully identified or addressed. Workers may be involved in some health and safety activities. Personal protective equipment (PPE) and administrative controls may be selected as the main form of control for risks where a higher level of control should be considered. For example, fall arrest rather than fall prevention or dust masks rather than dust prevention. Health and safety processes may be largely informal and there may be lower levels of strategic planning to better manage health and safety risks. A developing business may tend to respond reactively to address issues as they occur. As 'Developing' encompasses such a wide range of health and safety performance from very poor performance, to performing well in some areas and understanding the need to improve in others, this document will not attempt to describe what 'Developing' looks like for every Indicator.

## **Performing**

A business at the Performing stage has proactive and visible leadership and governance. It actively reviews and monitors performance to support continual improvement. It actively seeks information on its health and safety risks and implements and monitors actions to sustainably manage identified health and safety risks. Workers are involved in all activities and empowered to take action. There is a shared understanding from workers at all levels of the commitment to support good health and safety outcomes.

## **Leading**

A business at the Leading stage will go beyond 'the performing' level. In addition the business may actively seek opportunities to support the development of innovations that improve health and safety and address current and emerging health and safety risks for all in the sector. The business may take a leadership role in industry to influence and assist others nationally or internationally to lift performance. Health and safety is integral in core business activities and a sense of corporate social responsibility can be demonstrated. The investment from the business is above (or beyond) job and legislative health and safety requirements. There is a strong sense of ownership from workers at all levels and the business actively supports workers to lead initiatives.

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# The Assessment Approach for the Onsite Assessment

The SafePlus Onsite Assessment and Advisory Service uses a diagnostic and evaluative approach to engage with the business to understand the practices, behaviours, attitudes, perceptions, values and 'culture' within it.

The approach identifies and assesses what influences the business's health and safety performance, and measures the performance against the good practice requirements.

The assessment uses information gained from interviewing people throughout the business, practices, observing behaviours and conditions on work sites, and supplementing this with a review of business processes (where applicable). The intent is to build an accurate picture of 'what is actually happening in practice' and why, as opposed to the theory or what is 'supposed to be happening' according to written procedures. While some documentation may be reviewed during the assessment the focus is not on a detailed documentation review.

Fundamental to the assessment approach is engagement with people at all levels of the business - including at the governance, senior leadership, management/supervisor, worker and contractor levels. This enables the assessment to identify similarities and differences from across these perspectives, and to better understand the root causes and influencers of behaviours and performance, rather than just identifying and describing the behaviours and issues found.

This is a qualitative approach, but the assessment and recommendations made and improvement advice given, are based on evidence from the interviews, discussions, and work site observations. While assessors are considering such information sources they are also seeking to explore and factor into their assessments some of the underlying psychological influencers and drivers that are behind the answers to their questions and behaviours, practices, perceptions and conditions they observe.

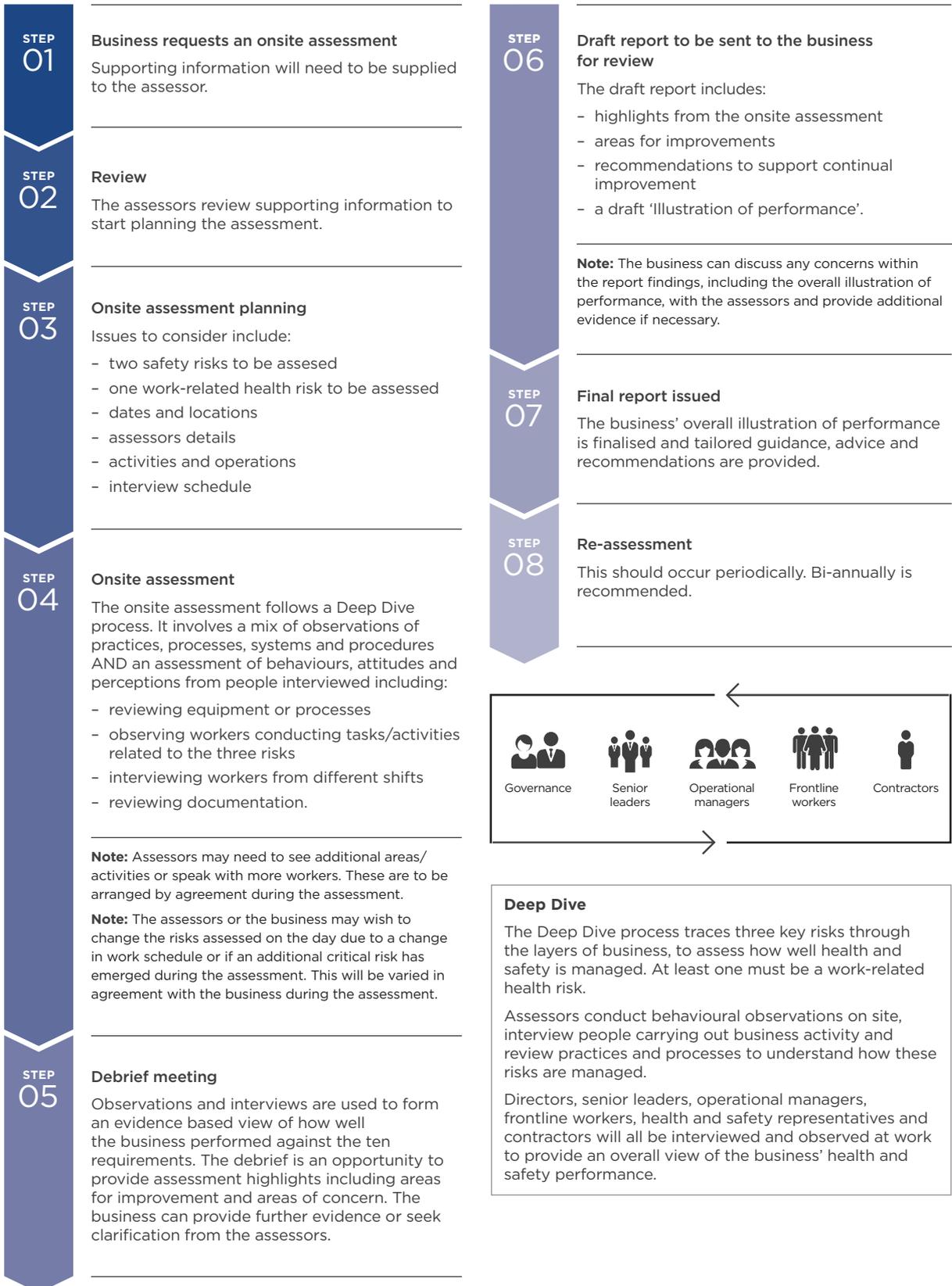
A key feature of the assessment approach is that it is flexible, and can respond to issues that emerge during the assessment process, rather than following a rigid assessment path. This approach enables assessors to check and test responses made by people throughout

the business and evaluate different sources of evidence. It also allows assessors to dig deeper and ask follow-up questions if necessary rather than being constrained to 'sticking to the script'. Likewise, some issues may be found to have more significance than initially thought and so can be explored further. Several risks are identified with the business to provide context for testing risk management within the business. These are then explored at different levels of the business to give a deeper and richer picture of what is happening.

The assessment provides the business with greater insight and understanding into the health and safety 'culture' in the business, how the business aligns with what 'good health and safety performance' looks like (as described by the SafePlus performance requirements), and what it needs to do to improve its health and safety performance.

The assessment is not a paper-based audit of a business's compliance with health and safety legislation or site specific safety plans (SSSPs) or other documentation. The triangulation of the perceptions and views of people in the business, observed practices, behaviours, and business processes (as legitimate evidence of performance) is quite different from traditional workplace health and safety programmes. The latter often have their main focus on compliance with documented management system policies and procedures, and minimum legal compliance, and an over reliance on what these documents say should be happening.

# Onsite Assessment Process



**Deep Dive**

The Deep Dive process traces three key risks through the layers of business, to assess how well health and safety is managed. At least one must be a work-related health risk.

Assessors conduct behavioural observations on site, interview people carrying out business activity and review practices and processes to understand how these risks are managed.

Directors, senior leaders, operational managers, frontline workers, health and safety representatives and contractors will all be interviewed and observed at work to provide an overall view of the business' health and safety performance.



# Leadership Performance Requirements

Leaders in a business are in a unique position to have a major influence health and safety. Leaders set the conditions in their businesses, control the resources and have a large influence on the culture. All these components contribute to determining the level of safety and health in a business. Leadership is also an expectation of the legislation which includes a focus on 'Officer' responsibilities. For these reasons SafePlus has a strong focus on assessing the perceptions to how well leaders display safety leadership in their business.

# 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

### Assessment

### Evidence



- It is evident that senior leaders keep up to date with health and safety matters (e.g. through attending training, taking part in industry forums or receiving briefings).
- It is evident that senior leaders receive and respond to information regarding hazards, risks, and incidents and verify the use of resources to manage risks.
- Evidence of commitment and intent may be articulated and displayed.



- Workers are able to explain what the direction/vision for health and safety is within the business. More importantly, they understand why this is important and how they help to contribute.



- Senior leaders are able to outline the key work-related health risks and the key safety risks in their business.
- Senior leaders are able to explain not only the risks in their areas of the business, but across the business as a whole.
- Senior leaders are not only able to explain the risks, but more importantly they can explain the risk control framework.
- Senior leaders can explain how key risk control indicators are identified and set, and how they inform decisions at governance and management levels.
- Senior leaders may be able to explain other activities they undertake to verify the effectiveness of risk controls.
- Where there is a board, the Chair of the board (or other board member) is able to explain how they structure due diligence and how their due diligence conversations inform change.

### A Performing Business

If the organisation has a board or directors that are separate to management, the board has defined structures for exercising due diligence and including health and safety in decision making processes.

Where there is no separate governance in the business, the CEO and senior leaders understand the difference between governance and management and have mechanisms in place to ensure both are given their attention.

The senior leaders/directors have set a clear strategic intent for health and safety and this is driving the operational goals that are set in Requirement 2. At this level, the senior leaders understand both the health risks and the safety risks in the business and how these are controlled. In particular, leaders will understand the key occupational health risks in the construction industry.

The key risk control indicators (such as site audits) have been identified, and these are monitored by the senior leaders. Changes to risk control inform decisions and action.

All business decisions will have a health and safety lens applied to ensure that health and safety is not being negatively impacted.

## PERFORMANCE REQUIREMENT 1 CONTINUED

### Assessment



### Evidence

- There may be a governance charter or Terms of Reference.
- There may be clear risk tolerances set for health and safety in line with the risk appetite for the organisation.
- Evidence of strategic intent is likely displayed around the premises.
- Memos and meeting minutes may highlight decisions that have been made where health and safety was a contributory decision factor.

### A Leading Business

Health and safety is fully integrated into the business' management/ governance activities from strategic planning through to regular performance measurement.

The strategic intent of the business includes improving contractor and supplier health and safety performance.

Leaders regularly monitor the effectiveness of their management of the range of safety risks, such as working at height and worker competency, and health risks such as airborne dust, fatigue and noise that workers may be exposed to.

Leaders understand and manage risks with other businesses that the organisation may shares risks with.

## 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

### Assessment



### Evidence

- Senior Leaders may be observed in the business – either on site or through communications to workers talking specifically about health and safety.
- Where senior leaders are observed in the business, they are observed following the site safety and health requirements, and are observed discussing with workers where site safety and health expectations are, and are not being met.
- There may be rewards or recognition information displayed in the business relating to health and safety.



- Some workers are able to explain what senior leaders commitment to health and safety is, and are able to give examples of how and when a senior leader has demonstrated this.
- Workers express a belief that all senior leaders work cohesively on health and safety – and all are working towards the same goals.
- Workers may be able to explain how they are treated within the business in respect of having their voice heard.
- Workers understand the expectations set by senior leaders for health and safety, and are able to explain how and why these are realistic and achievable.
- Workers can explain how they are supported to meet the expectations that have been set, and how their work contributes to the success of the organisation.
- Workers believe that when performance or practice issues are raised the process is just and fair.

### A Performing Business

Senior leaders and managers talk about their health and safety expectations when speaking with workers (for example, at toolbox talks and start-up meetings). Senior leaders share stories that display their personal commitment to health and safety. Senior leaders are clear how workers support the business to achieve its objectives – and how their role contributes.

Workers understand these expectations and hold themselves and each other accountable for delivering on them.

Expectations set by senior leaders and managers are reflected in the way the work is undertaken. Senior leaders encourage managers and workers to be actively involved with other organisations, such as subcontractors, to improve health and safety.

Senior leaders, managers and workers continually encourage and support others across the organisation to be leaders in health and safety. Senior leaders get personally involved in assisting workers to resolve health and safety issues and to implement workers ideas for improvement.

Senior leaders take the time to increase their personal knowledge of health risks and safety risks and share that knowledge with the workforce. Senior leaders proactively share learnings from safe and unsafe behaviours and practices.

## PERFORMANCE REQUIREMENT 2 CONTINUED

### Assessment



### Evidence

- Senior leaders can explain a time when they have recognised and rewarded good practice and performance. They are able to articulate why such recognition is important and are likely to link this to organisational culture, psychological safety and a basic understanding of people (social psychology).
- Senior leaders can explain a time when they have raised an issue or discussed performance or practice with workers. They are able to explain how they approached this, and what the consequences were. They are mindful of the need to be fair and just.



- Performance plans.
- Development plans.
- Job descriptions.
- Newsletters, emails, memos, videos.
- Policies and procedures.

Senior leaders hold managers and workers including contractors, suppliers and other parties to account for health and safety, this is reflected in organisational processes for contractor selection and monitoring. Senior leaders understand and always follow the health and safety rules. Workers are encouraged to speak up.

### A Leading Business

Senior leaders actively try to improve health and safety in businesses that they interact with and regularly communicate health and safety messages to the community and businesses.

Senior leaders create opportunities for workers to interact with them through taking part in toolbox talks, pre-start meetings and smokos.

The community and other businesses (such as contractors) that interact with the organisation recognise the organisation as a health and safety leader.

### PERFORMANCE REQUIREMENT 3

The business strives to continually improve health and safety practice and performance

- 3.1 The business sets goals for health and for 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

#### Assessment

#### Evidence



- Business performance information that is visible to workers includes health and safety goals and progress against those goals.
- If health and safety goals/objectives are not visible to workers, they can be easily accessed by workers.
- Visible information on health and safety goals and objectives is up to date.



- Workers (or their representatives) can explain how they contributed to setting health and safety goals and developing action plans to meet these.
- Workers are able to explain what the goals of the organisation are for health and safety, and how their team contributes to achieving those.
- Workers are part of reviews and debriefs and can explain why these are undertaken and how they inform action. They may have examples of things that have changed as a result of review and monitoring activity.



- Leaders can explain the business' health and safety goals/objectives.
- Leaders can outline what they are doing to help meet the health and safety goals/objectives.
- Leaders are aware of how the business is performing against health and safety goals/objectives.
- Leaders can explain how workers are involved in the setting and reviewing of health and safety goals/objectives.

#### A Performing Business

- Health and safety goals are set based on an understanding of current performance and in line with the strategic intent of the organisation. For example health and safety goals may focus on specific measureable areas the business wants to improve. Worker representatives have been involved in developing goals relating to health and safety, and in the development of plans at various operational levels of the business to ensure that the goals are met.
- Health and safety performance is monitored at the site through mechanisms such as site inspections, safe behaviour observations and safety conversations by managers, as well as the strategic levels of the business. Workers understand what they need to monitor and this information is used by their immediate managers to inform decisions and action.
- The overall approach to health and safety management, such as the role of SSSP's, the best way to communicate health and safety information etc. is reviewed by senior leaders and workers, and areas where improvements could be made are identified. This review focuses not just on the outcomes that are being achieved, but on the way health and safety is approached overall. Reviews of safety and health risk management performance is a regular feature of project management and senior management meetings.

## PERFORMANCE REQUIREMENT 3 CONTINUED

### Assessment



### Evidence

- Health and safety plans.
- Health and safety strategy.
- Project safety plans.

### A Leading Business

The business uses performance indicators that are directly related to reducing health and safety risks such as indicators linked to how well risk controls for risks such as dust exposure, fatigue management or work at height are working.

The business includes contractor and supplier health and safety performance in its own performance measures. For examples, contractor incidents and accidents will be included into the businesses incident statistics.

The business measures its leaders and managers individual contributions to health and safety performance through performance appraisal or similar individual performance measures. For example, project managers will be measured against the safety performance of their projects, measured through lead indicators such as site audits and monitoring of work hours.

The business actively provides opportunities for contractors and suppliers to improve their health and safety performance through contractor forums and problem solving groups.

The business looks externally for best health and safety practice that can be applied within the business such as business leader's forum, construction industry groups nationally and internationally.

The business is continuously looking for improvements in safety, such as safer work methods which reduce the need to work at height and improving the working environment, such as dust and noise reduction.

## 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

Assessment	Evidence
 <p><b>Observations</b></p>	<ul style="list-style-type: none"> <li>- Contractor induction requirements (or similar) are on display or communicated where contractors may access the site.</li> <li>- Processes for communicating or checking competencies are available where competency is a control for a critical risk. For example licenses, training matrix, or some other visible means of verifying training.</li> </ul>
 <p><b>Interviews with Workers</b></p>	<ul style="list-style-type: none"> <li>- Workers believe they have the time, money, equipment and capability to do their job – and importantly that those around them do as well. They can give examples of these resources being provided.</li> <li>- Workers can explain what they do if they need more resource – and can provide examples of when this has been provided – or when it has been rejected with reasons why.</li> <li>- Workers believe that the business will accommodate workers with incapacity or ill health.</li> </ul>
 <p><b>Interviews with Leaders</b></p>	<ul style="list-style-type: none"> <li>- Leaders can summarise the resources available to meet health and safety goals/objectives.</li> <li>- Leaders can clearly explain their specific health and safety responsibilities.</li> <li>- Leaders can explain how their performance is measured against specific health and safety expectations.</li> <li>- Leaders can explain how they have confidence that workers exposed to risks have the required competencies.</li> <li>- Leaders can outline how health and safety is a part of procurement decisions, including contractor selection.</li> </ul>

### A Performing Business

The business provides opportunities for stakeholders such as subcontractors to be involved in identifying resources needed to meet health and safety goals/action plans. Senior leaders are open to discussing resource allocation, and actively ask for information about resources when making decisions. Health and safety resourcing may be a specific component of project pre-start meetings with contractors.

Resources cover the broad areas of people, process and plant and includes the ability to access resources to reduce risk (for example access equipment to safely work at height) if unforeseen risks are identified.

Responsibilities, accountabilities and roles are well defined in all relationships (internal within the business, and between workers/ the business and others when working together or alongside). This is part of the procurement process and the organisations operational model, with health and safety expectations clearly outlined in service agreements.

The business evaluates individual managers' performance against specific health and safety expectations/responsibilities and workers hold each other accountable for health and safety performance. The business supports workers and managers to attend additional training (beyond regulatory and legal requirements) to improve health and safety outcomes. For example accident investigation training, safety leadership training. Training is understood to be different to competence and capability, and the business focuses on competence and capability building. The business may carry out

## PERFORMANCE REQUIREMENT 4 CONTINUED

### Assessment



### Evidence

- Evidence that resources required for health and safety activities have been identified and are budgeted.
- Health and safety roles and responsibilities are defined (where relevant).
- Processes are in place to evaluate contractor's competency to safely carry out hazardous work.
- The business has formalised expectations for health and safety in procurement and design.

competency assessments for high risk tasks such as excavation work, and work at height.

The business can articulate how procurement decisions, such as contractor selection align with its health and safety vision/values and goals, and how health and safety is woven into all procurement activity (contractors, equipment and plant).

This could include minimum standards for equipment on site (for example maximum noise/dust levels produced), and minimum health and safety performance requirements for sub-contractors. Project planning specifically considers how risks such as fatigue will be managed for peak periods, weekend work etc. The business provides opportunities for injured/ill workers to remain at work on alternate or restricted duties.

### A Leading Business

The business monitors that resources applied to meeting health and safety goals/objectives are sufficient and has mechanisms for adjusting these where necessary. This may occur through reviewing the results of site observations and environmental monitoring, to ensure health and safety objectives continue to be met and understanding and responding if they are not.

The business monitors how effectively resources that are applied to health and safety improve risk management and health and safety related outcomes. The business actively looks for ways to improve worker and contractor skills in working safely through mechanisms such as joint training and targeted toolbox talks. The business incentivises other businesses it works with to improve their health and safety management through contractor and supplier selection and preferred contractor arrangements as well as proactively engaging with businesses that the organisation shares risks with. For example, businesses in the vicinity of a project are identified, and regular stakeholder meetings are held to coordinate management of risks such as traffic, public safety and other shared risks.



# Worker Engagement

## PERFORMANCE REQUIREMENT 5

### The business communicates effectively

- 5.1 The business' methods and content of communication meet the needs of workers
- 5.2 The business is responsive in resolving disagreements or issues
- 5.3 The business communicates and shares learnings

#### Assessment

#### Evidence



- Workers may be observed communicating with others external to their workplace (contractors, others on site). This communication is respectful, clear and understanding is being checked.
- There may be the opportunity to observe workers calling each other out/raising issues with each other about health and safety.
- The interactions between leaders and workers demonstrate that the leader has cultivated a safe environment. This is observed through the way and frequency with which workers disagree, raise ideas and issues and interact with each other.
- The work teams appear cohesive and well-functioning.
- Workers are able to explain how they communicate with other workers, other locations and others who do not work directly for the business on health and safety matters.



- Workers perceive that leaders communicate effectively and can give examples of when they have done this. This might include communication around changes.
- in the business, different methods or tools for work, incidents that have occurred elsewhere in the business, or communication around how well the business is performing against goals).
- Workers perceive that leaders listen to them when they communicate, and can give examples.
- Workers can explain what information they need from others, and what they can and need to share with others external to the business.
- Workers are able to explain the purpose and content of any documentation that may be available.
- Workers can explain how to raise issues or concerns and can articulate what the business will do about them.
- Workers express a level of trust or confidence that issues, ideas and even bad news will be handled well by the business, and are able to give examples of when this has occurred or why they feel this way.

#### A Performing Business

A variety of methods for communication can be identified in the business. These may include verbal, written, electronic, and pictorial. The methods are relevant to the nature of the work being undertaken. For example, information and communication that is used outdoors is likely to be different to that used in an office.

Communication methods have been explored with some workers or the representatives to identify the most effective methods to use in particular circumstances, for example, are work group toolbox meetings more effective than site wide toolbox meetings? The methods of communication are easy for workers to use. The communication methods and mechanisms for feedback extend to others including contractors, suppliers and those the business works with or alongside. This could be through safety alerts, or sharing innovative ways to reduce risk with contractors.

There is a method for checking that communication is received and understood, such as seeking feedback on understanding. The business actively encourages workers and representatives to suggest ways to communicate more effectively. Literacy, language, cultural diversity and levels of health and safety knowledge of the workers has been considered in communication content and delivery methods.

## PERFORMANCE REQUIREMENT 5 CONTINUED

### Assessment



### Evidence

- Leaders understand the worker demographics and can give examples of when they have accounted for literacy and language levels, cultural diversity and levels of experience when communicating.
- Leaders know what to do when an issue is raised and there is consistency across leader's approaches.
- Leaders share information and learnings with others and can describe the approaches they take to such communication.
- Leaders can explain why it is important to respond positively even to bad news – and are able to give examples of when they have done this.



- Examples of a variety of physical communications are available and these may include more innovative
- Methods such as posters, videos, emails, communication plans, alerts or apps.
- Examination of the physical communication shows that the intended audience is clearly identified and the communication is appropriate for that audience – this will be evidenced by examining the language, style and tone relevant to the audience needs.
- The messages in the communications are consistent and in line with the observed behaviors and activities of workers and leaders.
- Where communication is provided, there is a method to verify that it has been understood. This can be evidenced in a multitude of ways (from asking to testing).

Where English is a second language for workers, the business may explore how to best communicate with those workers such as nominating a safety representative who can communicate directly with those workers.

Workers have opportunities to raise issues and ideas in alternate ways that are independent of line manager influence, for example through direct access to a worker or site safety representative.

There are a range of methods for reporting and raising issues – confidentially, written, verbal, and electronic. The process (formal or informal) for raising issues and for issue resolution is understood by workers.

The business communicates and shares information with contractors and suppliers, and communicates performance with them. This could occur through events such as site BBQ's which include a safety message, and sharing of risk reduction processes with contractors.

### A Leading Business

The business communicates health and safety learnings to the wider business community, and provides opportunities for sharing health and safety improvements in their industry for example, through taking part in industry forums and hosting or promoting contractor safety events.

The businesses actively look for barriers to effective communication such as language, access to information, access to meetings and takes steps to overcome these.

## 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

#### Assessment

#### Evidence



- Notice boards/key information points in the business may have pictures or information about representatives, worker forums or consultations.
- Mechanisms for workers to communicate feedback on health and safety matters (worker involvement in job safety analysis (JSA) development, access to electronic/paper based reporting systems).
- Information on worker authority to take action in health and safety matters easily available to workers.
- Workers have means to easily communicate with employee safety representatives.



- Workers will be able to explain the opportunities they have to be involved in decisions or activities that may impact their health and safety.
- They can provide examples of when they have been asked for their thoughts and ideas, and will be able to give examples of how this has influenced the action that was taken.
- The workers will be able to describe the support and training/development they are provided to enable them to be involved in decisions that could impact their health and safety. This support includes time to take part in training.
- Workers will be able to explain who represents them on health and safety matters (where formal representation exists), and what the role of these workers is.
- Workers report that they can raise issues and be involved in decision-making in health and safety meetings and processes such as the development of JSAs.
- Workers identify that they are confident to stop work if they assess it as unsafe.

#### A Performing Business

Structures for worker participation and engagement are clear and understood by workers. They have been developed and designed with the workers and cover geographical locations and risk/activity differences. The business ensures diversity in participation and engagement practices, actively encouraging under-represented groups to participate and be engaged in health and safety matters that affect them.

Processes used for employee engagement may include site safety meetings, social media and worker safety representatives. Senior leaders and Managers encourage workers to take a leadership role in health and safety, and provide development opportunities to enable them to do so. The business identifies and allocates the resources needed for effective worker engagement - this includes worker time to take part in meetings, development and finance.

Senior leaders respect differences of opinion and encourage workers to challenge assumptions, this leads to the business and workers engaging in open and transparent health and safety conversations. Workers are confident in expressing concern and ideas, and these are responded to by the business.

## PERFORMANCE REQUIREMENT 6 CONTINUED

### Assessment



### Evidence

- Leaders can outline and provide examples of the processes used for worker engagement and worker involvement in decision making on health and safety matters.



- There may be formal terms of reference for participation forums.
- There may be processes to ensure worker involvement in the development of health and safety procedures, such as JSAs.
- Health and safety committee meeting minutes or actions.
- Training plans have evidence of being agreed and developed with the workers.
- Training Certificates.

Workers volunteer to be in health and safety roles and to participate in activities – there is no shortage of volunteers because the roles are perceived to be supported and important. The business takes actions to understand the effectiveness of worker engagement and participation practices and actively seeks to improve these with workers. Worker representatives influence spending and action for health and safety, eg. representatives may be involved in obtaining or providing feedback on equipment trials.

### A Leading Business

Worker representatives are always involved in decisions impacting on health and safety. The business is continuously looking for ways to improve worker representation in health and safety and worker representative skills.

Mechanisms are in place to include contractor and supplier worker representatives in the worker engagement processes. The business may have a specific contractor engagement process or include contractors in the business worker participation process.



# Risk Management Performance Requirements

To protect workers from short and long term harm, a business needs to have effective processes in place to identify, assess and control both health and safety risks. SafePlus assesses how a business identifies and manages health and safety risks, by looking for evidence of risk management processes in place, knowledge of those processes within the business, and by looking in depth at how three health and safety risks faced by workers are managed.

# 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

### Assessment

### Evidence



- All observed risks have been identified by the business.
- Mechanisms available for workers to communicate risks (electronic/paper risk reporting, daily hazard IDs etc.)
- Different risk identification methodologies observed in use (pre-start risk identification, task analysis, environmental monitoring, reporting etc.)
- Evidence that risk identification has been applied to contractors/suppliers observed (job safety analysis in use where contractors working, permit systems in use etc.)
- Recent changes in the workplace observed (new equipment/materials/processes) to test risk identification as part of change management.



- Workers are able to explain the health risks and safety risks they are both exposed to and create in their tasks and locations.
- Workers understand the interaction between their work and the work of others either within their business or external to their business (contractors, others on site) and can explain how risks are identified in work where others are involved or nearby.
- Workers are able to explain the range of hazards that may lead to a particular risk event, and also the how they identify risks that may be a consequence of controls that they implement.
- Workers are able to explain how they identify emergencies and risks with non-routine or new activity.

### A Performing Business

The business uses a variety of methods for identifying risks at the operational and strategic levels. A business at this level may seek external validation of its risk identification methods. Suppliers, contractors and other parties are involved in risk identification with the business. Contractors who work on a project may be involved in the development of the project safety management plan.

There is an understanding of how to identify risks arising from change and non-routine activity, for example project variations or changes in task methodology. The business identifies the risks that are created through the implementation of risk controls for other risks. The business identifies the risks its activities have on other parties including contractors, neighboring businesses, the public and suppliers. The business communicates, collaborates and coordinates with other parties including contractors, the public and suppliers to identify risks.

The business actively seeks to identify risks before changes occur, such as the introduction of new plant/equipment onto a site, or changes to scheduling, such as the introduction of night or weekend work.

## PERFORMANCE REQUIREMENT 7 CONTINUED

### Assessment



### Evidence

- Leaders are able to explain the health risks and the safety risks that their workers are exposed to or create in their tasks and locations.



- There may be examples of documented learnings from external incidents or events and how this is used to identify risks.
- The business reviews activities to identify emergencies that could occur as a result of work activities or work locations.
- Training material or process documentation that explains the different methodologies may also include technical methods such as Bow Tie, Failure Mode and Effects Analysis, Fault Tree Analysis as appropriate to the business.
- Systems to identify risks such as task analysis, JSA, pre-start meetings to identify risks are formalised.

The business has identified the risks that may lead to emergency situations, and fully understands risk in terms of chronic, acute and catastrophic.

### A Leading Business

Risk identification is embedded in all parts of the business including procurement, work planning and management of change. This would be observed in specific prompts for risk identification in areas such as contractor selection, project planning, and identifying changes that would prompt a risk assessment. Evidence of safety by design and planning that specifically consider reduction of risks such as fatigue would be evident in planning and scheduling.

The business actively looks for emerging health and safety risks in similar industries.

The business shares information on identified risks with the industry. Health and safety risks associated with other businesses in the vicinity of workplaces are proactively identified, for example, businesses that may share access ways (traffic and pedestrian risks), businesses that may store hazardous substances etc.

## PERFORMANCE REQUIREMENT 8

The business, with workers and their representatives, assesses health risks and safety risks

- 8.1 The business' 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 the business' attention and determines action

### Assessment

### Evidence



- Workers may be observed using risk assessment methodologies - particularly when undertaking a new task that day, or working in a new location.
- Risk assessment information available to workers for main risks present at observed locations.
- Workers have access to the risk assessment process and supporting information (where applicable).
- Contractors can be seen using the risk assessment processes.



- Workers will be able to explain the purpose of risk assessment, and how the assessment process(s) work in their business.
- Workers identify that they agree with the risk assessment process that is used.
- Workers will be able to describe whether they apply the assessment process to most likely, or the severe but plausible outcomes.
- Workers will be able to explain the training they have had in risk assessment for safety risks and work-related health risks.
- They will be able to give examples of when they have assessed a risk during their work, and how this led to action.



- Leaders will be able to explain the risk assessment methodologies, how they are applied and what the outcomes could be from the assessment process.
- They will be able to describe how they use their team risk assessments to inform other areas of the business.



- Posters, risk registers, databases with risk information, pocket books, policies, procedures.
- There is documented evidence that the risk methodology has been agreed with workers (e.g. meeting minutes).
- Prompts for when risk assessments are required, or when these should be reviewed are included in documentation such as project safety plans/SSSPs.

### A Performing Business

The business uses comprehensive risk assessment methodologies in processes such as JSAs and task analysis and has defined whether it is the most likely impact or the severe but plausible impact that is being assessed when the methodology is applied. The business is clear whether it is the inherent or residual risk assessment that is used for monitoring and reporting purposes, ensuring consistency. The results of the assessment are used to inform action, and the actions required for each assessment outcome are clearly defined. This may be prompts to seek a better risk control, cessation of work or acceptance of the risk. All workers are trained in the business risk assessment methodology, and are able to apply the assessment methodology in a dynamic way to their activities and tasks.

The business assesses the risks its activities may have on other parties including contractors, the public and suppliers, before work commences, and involves those parties in those risk assessments. It actively uses industry and regulator risk information when assessing risk, and assesses risks before worker exposure.

### A Leading Business

Risk assessment includes input from all workers that may be impacted by risks, including contractors.

The business uses information from industry to verify that risk assessment processes are accurate and valid.

Risk assessment is integrated into all decision making where health and safety risks are present.

Risk assessment are updated whenever a change is consider. For example, if a concrete pour is rescheduled from a daytime pour to a night time pour, impacts on risks such as fatigue, traffic management and neighbouring businesses will be reassessed.

## 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

### Assessment

### Evidence



- Contractors and workers are observed working to the same standards.
- Agreed risk controls can be observed in use (physical, such as barriers, and behavioural, such as use of safety equipment and work methods).
- Mechanisms to access information on agreed risk controls available in workplace.
- Information on emergency response procedures easily available.
- Emergency equipment easily available (mechanism for communicating emergency, spill equipment, rescue equipment, exit identification etc.)



- Workers are able to explain the key risks in their roles - and the key controls to manage those risks.
- Workers explain how they contribute to developing and deciding on controls.
- They will also be able to explain why those controls are required - the objective and purpose of each control.



- Leaders can explain the key risks in their work and in the work of their team.
- They are able to explain how the risk controls were identified, and how they know that there is a consistent approach across the organisation in respect of risks that apply across multiple teams or locations.
- Leaders will be able to explain how the risk controls were assessed as being the best reasonably practicable steps they needed to take - and why elimination of a risk wasn't possible where controls are implemented. They may be able to provide examples of where risks have been eliminated.

### A Performing Business

The business eliminates or designs out risks where it is reasonable and practicable for them to do so. For example work is carried out on building components on the ground rather than at height. The business assesses the balance between cost and risk when applying a mix of prevention and response controls - this includes emergency planning, and is able to demonstrate how this assessment has been undertaken, and to explain why elimination was not reasonable or practicable. For example, if a business has used respiratory protection to manage dust exposure, the business can justify why dust prevention was not practicable.

The business understands the trade-offs when implementing risk controls - and how controls may exacerbate or cause other risks. The business actively involves workers in the selection process for controls, and consults with contractors, suppliers and other parties to identify appropriate risk controls arising from all activities occurring on the same site. This could occur through contractor involvement in pre-start meetings or development of JSAs.

Those who are not directly involved in this process are informed of the actions they need to take to control the identified and assessed risks that are within the control and influence of the business through processes such as site inductions and site hazard boards.

## PERFORMANCE REQUIREMENT 9 CONTINUED

### Assessment



### Evidence

- There may be JSAs, risk registers, hazard boards, standard operating procedures and task analysis outlining the controls for identified risks. These will exhibit language that is collaborative in nature and clearly tailored to the needs of the workers and the work environment. The documentation will show evidence of being used by workers.

The business ensures that the objective or purpose of each control in managing the risk is clear. This ensures that workers understand the 'why' for each control that is identified and supports engagement and buy in. This could occur through the process used to introduce workers to a JSA. The controls used to manage the same risks in different locations, teams or sites are consistent.

At this level the same level of protection is afforded to workers regardless of where or when they are exposed to a risk. The business uses national standards, guidance and industry practice to identify risk controls and workers and leaders are familiar with these materials.

### A Leading Business

The business always looks for the highest level of risk controls available and can demonstrate why a higher level of control is not practicable for all ongoing health and safety risks. For example, assembly and painting of components is carried out on the ground and then installed, rather than assembling and painting at height.

The business actively encourages and assists other businesses to develop and adopt higher levels of controls through its interactions with, contractors, suppliers and other businesses. Where contractors have provided JSAs with PPE as the default risk control, the business would work with those contractors to develop higher levels of control. The business actively consults with other businesses it shares risks with to develop the most appropriate controls for those risks. For example, the business develops a shared traffic management plans with all the neighbouring businesses to a project.

## PERFORMANCE REQUIREMENT 10

The business, with workers and their representatives, ensures controls are effective in managing health risks and safety risks

- 10.1 The business checks that identified controls for health risks 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

Assessment	Evidence
 <p><b>Observations</b></p>	<ul style="list-style-type: none"> <li>- Risk controls are observed to be in place.</li> <li>- Leaders may be observed checking risk controls are in place, or talking to those who are not implementing the controls.</li> </ul>
 <p><b>Interviews with Workers</b></p>	<ul style="list-style-type: none"> <li>- Workers are able to explain the checks that they perform before exposure to a risk in their work, to ensure that they are controlling the risks effectively.</li> <li>- Workers can explain how the business monitors work related health risks.</li> <li>- Workers may also be able to explain any checks they undertake on others (e.g. contractors).</li> </ul>
 <p><b>Interviews with Leaders</b></p>	<ul style="list-style-type: none"> <li>- Leaders are able to explain how they monitor the effectiveness of risk controls for health risks such as noise, dust and vibration and safety risks such as work at height and mobile plant and the information they provide to their leader (right up to the governance level) on risk control effectiveness.</li> </ul>

### A Performing Business

Key risk controls have been identified for critical risks, and these are monitored through the sampling of risk controls such as planned observations and environmental monitoring.

The workers in the business check that controls are in place before each risk exposure through mechanisms such as project pre-starts and daily pre-starts. They are able to articulate why a control is required and understand which risk is being managed and why.

The business has monitoring programmes in place that verify that this is being completed, and may have an external verification process that checks the monitoring programme is effective this may include site safety audits by an external organisation.

Monitoring activity leads to demonstrable change and improvement over time, and the business is constantly looking for ways to improve in consultation with workers and representatives. There are high participation rates in programmes around health – particularly the health monitoring programme – and this type of monitoring is used to inform decisions and action. For example, health and environmental monitoring results will be used to monitor the effectiveness of risk controls.

## PERFORMANCE REQUIREMENT 10 CONTINUED

### Assessment



### Evidence

- There may be procedures that outline the monitoring activity that the business will undertake on risk controls (audits, inspections, sampling of permits, behavioural observations etc).
- Workers receive monitoring information about the effectiveness of controls and are involved in discussing ways to improve controls.
- Monitoring reports and frameworks may exist which demonstrate the monitoring activity undertaken on key risk control indicators. This may include exposure monitoring, health monitoring and engineering tests for example.

The results of this monitoring inform senior leader action and decisions.

The business constantly reviews guidance, standards and national good practice as one of the methods for ensuring the effectiveness of risk controls.

### A Leading Business

The business seeks independent verification that risk controls are in place and effective through the use of external audits, environmental monitoring and observations.

The business assesses the effectiveness of risk controls for risks shared with businesses it interacts with, such as contractors and suppliers. The business actively and regularly consults with all businesses that may be impacted by risks, including businesses that it shares risks with to ensure risk controls remain effective.

# Glossary

TERM/ACRONYM	DEFINITION
<b>Contractors</b>	Where workers are employed by another business or undertaking (PCBU) they are referred to as contractors in SafePlus. This includes subcontractors and employees of contractors and subcontractors.  Note that in the Health and Safety at Work Act (2015) they are known as workers.
<b>Culture</b>	Shared attitudes, beliefs, perceptions and values in a workplace.
<b>Harm</b>	Harm includes acute injuries or illnesses caused by a single exposure or event, through to injuries and illnesses arising from multiple or long-term exposures. It includes physical and psychological harm.
<b>Hazard</b>	A situation or thing that has the potential to cause death, injury, or illness to a person. This includes a person's behaviour.
<b>Injury prevention</b>	Strategies to facilitate the prevention of harm.
<b>Lead Indicator</b>	Measurements that provide information that helps the business respond to changing circumstances and take actions to achieve desired outcomes or avoid unwanted outcomes. Lead indicators normally monitor what is happening in the present, and help improve future performance promoting action to correct potential weaknesses without waiting for demonstrated failures. Examples include training, safe conditions, safe behaviour, coaching, and similar safety seeking actions.
<b>Risk</b>	The possibility that death, injury or illness might occur when a person is exposed to a hazard. It refers to the likelihood and potential severity of harm arising from exposure to hazards.
<b>Union</b>	An organisation that advocates for its members. Employees have the freedom to join a union and bargain collectively without discrimination. A union is entitled to represent its members' employment interests, including health and safety matters.
<b>Worker</b>	An individual who carries out work as an employee, labour hire company worker, apprentice, trainee, outworker, person undertaking a work trial or work experience or a volunteer worker.  For SafePlus purposes, where workers are employed by another PCBU (or are self-employed) they are referred to as contractors in the SafePlus Toolkit.  Note that in the Health and Safety at Work Act (2015) they are known as workers.
<b>Worker engagement</b>	Actively seeking worker input in health and safety matters. This includes sharing information, providing opportunities for feedback, listening to worker and representative feedback, ideas and suggestions and enabling workers and their representatives to take part in decision-making.
<b>Worker participation</b>	Mechanisms for workers and/or their representatives to actively take part in health and safety management activities at both a strategic and "day to day" level such as health and safety meetings, representatives and committees. Mechanisms must enable workers in all work arrangements (e.g. full time, part time, casual, voluntary, remote workers, fixed term, piece rate workers and shift workers) to participate and or be represented.
<b>Worker representative</b>	A worker representative may be an elected health and safety representative, a union, or a person workers' authorise to represent them.

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