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HEALTH AND SAFETY LEADERSHIP IN FOOD AND DRINK MANUFACTURE **5 MINUTE ASSESSMENT TOOL** **[INFO 01-A]**

FDMF document **FDMF INFO 01-A** is a bitesize activity aimed at providing Organisation/Company senior leaders with an indication of how well they are performing as a leader of good Health and Safety practice.

We all know that good leadership can have a significant effect on an organisations' health and safety performance, and that poor leadership can undermine it. There are also many levels in between these two points and as such it is important to understand how well you are performing in this area.

The first step you need to take is to recognise your own performance in this area.

This 5 minute assessment tool enable leaders to:

- assess the organisations approach to safety leadership (Section 1)
- assess their own personal health & safety leadership (Section 2)

This assessment will provide a baseline for improvement for both.

This assessment is not intended to be a measure for all aspects of health and safety performance– it specifically looks at leadership. If you require additional information on the wider health and safety duties and responsibilities of directors and senior managers' please see the further reading section at the end of this document.

The **Food and Drink Manufacture Forum (FDMF)** is a partnership between Trade Associations, Trade Unions and HSE.

Section 1

Self-Assessment Improvement Tool

Your Organisation and Health & Safety Leadership

1	Question and guidance	Your answer	
	Who is/are the overall leader/s of your organisation?		
	<i>Guidance: Who sets the culture, most influences its values and sets the vision/strategy for your organisation?</i>		
2	Who is/are the safety leader/s of your organisation?		
	<i>Guidance: Focus specifically on health and safety – who sets the safety culture, safety values and vision for your organisation? Be honest – who really are your leaders?</i>		
3	Who would your employees say are your safety leaders?		
	<i>Guidance: What would your employees say? If their replies would differ from yours, think about why? Is it that they do not know who your organisation's leaders are, or do they believe that your overall leaders and safety leaders are different – and if so why?</i>		
4	Are your answers to the above three questions different?	Yes	No
	<i>Guidance: If you have identified different person/s – why? The leaders of an organisation are leaders for all aspects of its values and culture. For example, a safety advisor may provide advice and support, but only those at or near the top of an organisation can provide overall leadership.</i>		
5	Does your safety policy, or similar, include leadership?	Yes	No
	<i>Guidance: Leadership is an essential component of culture. As for any other key component writing it down and communicating this is critical.</i>		
6	Do you have any formal safety leadership schemes?	Yes	No
	<i>Guidance: For example, targets for directors/senior persons to visit sites and/or engage with employees on safety, schemes such as 'back-to-the-floor' days for directors etc., health and safety KPIs linked to senior person remuneration or training courses for senior persons aimed at safety leadership.</i>		
7	Are you a leader for your organisation?	Yes	No
	<i>Guidance: If you are a board member, a director or senior manager you are a (health and safety) leader for your organisation, whether you like it or not.</i>		
8	Are you a safety leader for your organisation?	Yes	No
	<i>Guidance: If you are a leader for your organisation, why are you not also a safety leader? For example, a finance director may believe they are not a health and safety leader, but the day they walk onto a site without wearing the correct personal protective equipment or ignore an obvious example of poor practice, they are showing their (negative) leadership very clearly to everyone on site. All leaders are also health and safety leaders.</i>		

Section 2

Self-Assessment Improvement Tool

Your Personal Health & Safety Leadership

Are you	Behaviour	A 8 points	B 5 points	C 1 point	
A VISIBLE leader?	1	When did you last walk your site/one of your sites specifically to assess health and safety? [Not visits to sites for meetings or other business – visits dedicated to health and safety]	Within last month	Within last 3 months	Within last year or never
	2	When you are on site to assess health and safety do you tell everyone you meet that you are there specifically for health and safety? That you have not just popped-in for a quick visit	Always	Sometimes	Never
	3	When on-site, do you always wear all correct safety equipment and personal protection, such as hard hat, high-visibility jacket, safety boots etc? Even if you are only on site for a short time.	Always	Sometimes	Never
An INVOLVED leader?	4	When on-site do you challenge unsafe behaviours/conditions personally? This means taking direct action – not just noting an unsafe behaviour/condition and talking to the manager	Always	Sometimes	Never
	5	When on-site do you praise good practice and safe behaviours personally? Note–this means praising employees directly, rather than noting good practice and commenting to the manager	Always	Sometimes	Never
	6	Do you attend health and safety meetings personally? These may be formal safety committees or site safety meetings – the key is they involve both employees and management	Always	Sometimes	Never
An ENGAGED leader?	7	When on-site do you engage directly with employees on health and safety? Do you talk direct to employees about their health and safety? Note – talking to the manager does not count	Always	Sometimes	Never
	8	If you have union or non-union safety representatives, when on-site do you take the time to speak directly and personally on health and safety with them?	Always	Sometimes	Never
	9	When was the last time an employee approached you directly about a health and safety concern? This could have been during a site visit, in a meeting, by telephone or e-mail	Within last month	Within last 3 months	Within last year or never
	10	When was the last time you became personally involved in a health and safety issue? For example, taking direct action yourself when you became aware of a safety issue?	Within last month	Within last 3 months	Within last year or never
Totals for each column (add up your scores for each column)					
Your overall total (add up your totals for each column to give an overall score)					

Scoring

69–80	<p>Very Effective You are doing well – identify what you might improve on and implement those improvements</p>
32–68	<p>Need to Improve You need to develop in leadership. Consider what are the most urgent and important matters, use the action plan below.</p>
10–33	<p>Need to Start You are not where you need to be. Consider what are the most important/urgent areas to address, and develop an action plan below</p>

Suggested simple improvement Programme

<p><i>How do I intend to improve my own health and safety leadership?</i> (Continue on separate sheet if required)</p>	
<p><i>How do I intend to improve the health and safety leadership of my organisation?</i> (Continue on separate sheet if required)</p>	
<p><i>When will you do the assessment again to check progress?</i> (Continue on separate sheet if required)</p>	

How do you intend to improve your and your organisation's safety leadership

If you want to improve your and your organisation's health and safety leadership, planning is essential. Directors and other senior persons are busy people with many distractions. Plan what you are going to do, do it and set a date to complete this assessment again to check on progress. How long you set before you review is down to you, but six months may be reasonable. The example effective leadership behaviours in table below may assist you to improve your own personal health and safety leadership.

Guidance on personal safety leadership behaviours:

Three aspects of effective health and safety leadership

I am a VISIBLE leader	I am an INVOLVED leader	I am an ENGAGED leader
<p>Safety is the first item on all of my meeting agendas</p> <p>I visit my site/s regularly and specifically to promote and assess health and safety performance and standards – and I take the time to do this</p> <p>I always wear correct personal protective equipment when on site and I challenge those who do not.</p> <p>I always sign in and out of sites</p> <p>I always follow all safety rules all of the time and challenge those who do not</p> <p>I always make sure everyone I meet on site knows I am there to promote and assess safety standards</p>	<p>I never pass by poor practice, unsafe acts or conditions without commenting directly and personally</p> <p>I always praise good safety practice direct and personally</p> <p>I take part personally in health and safety meetings between employees and management</p> <p>I take part personally in serious incident investigations</p> <p>Safety performance is a key part of how I assess the performance of my direct reports</p> <p>I set targets for safety performance which I expect to be achieved across all of my organisation</p>	<p>When on site I talk direct to employees on health and safety and listen to their concerns</p> <p>I take time to understand employee concerns, even if these may be uncomfortable or outside of my expertise</p> <p>I always take the time to talk with the site safety representative when on-site</p> <p>If an employee raises a health and safety concern with me I always ensure appropriate action is taken</p> <p>If an employee raises a safety concern with me I always take the time to feedback to them, even if it is only to say that I do not agree with the concern</p>

Useful links and further reading

For more general information on **health and safety leadership** go to:

<http://www.hse.gov.uk/leadership/index.htm>

For general health and safety leadership **case studies** go to:

<http://www.hse.gov.uk/leadership/casestudies.htm>.

For information on the wider duties and responsibilities of **directors** and **senior managers** go to:

<http://www.hse.gov.uk/leadership/about.htm>