

# **SAFE AND HEALTHY STAFF: ENGAGEMENT, TRAINING AND COMPETENCY**

**Policies and Procedures**



**The Kind  
Foundation™**

Mō tātou katoa. For all of us.

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# 1 PURPOSE

The Kind Foundation is committed to ensuring all staff are sufficiently trained, competent and engaged in health and safety practices.

# 2 POLICY STATEMENT

The Kind Foundation will provide induction and training for all staff, ensure staff are competent for the activities and work tasks that they undertake, and provide mechanisms to allow effective staff engagement in health and safety processes.

# 3 POLICY CONTENT

## 3.1 Safety Culture

A positive safety culture is the principle on which all other safety aspects are founded. Managing safety culture is a crucial part of effective staff management.

Driven and sustained by committed leaders, a positive culture is characterised by full buy-in to your systems and procedures, with every individual taking personal responsibility for the welfare of their visitors, other team members and themselves. The WorkSafe NZ website has excellent information and tools on how to establish, embed and measure safety culture.

## 3.2 Staff Selection

To ensure successful staff selection The Kind Foundation will:

- Have a planned selection process to ensure that the right applicants are attracted
- Have job descriptions that clearly define roles and responsibilities
- Ensure that job descriptions are accompanied by clearly defined skill sets
- Check that the skill sets required are in line with current industry best practice
- Ensure that checking of references and qualifications occurs to help verify applicants have the skill sets that are required

Please see Sections 2.1 to 2.6 of the Personnel Policies and Procedures Manual for further information on the processes used.

## 3.3 Staff Induction

### 3.3.1 Introduction

All new staff that start work for The Kind Foundation will be taken through an induction process.

### 3.3.2 Staff Involved in Adventure Activities

All new staff that will be involved with running or managing Adventure Activities will be inducted into The Kind Foundation Safety Management System (SMS).

### 3.3.3 Staff Transferring Internally

Current staff transferring to a new environment, role or task will also receive specific induction training relevant to their new role, work tasks and work site.

### 3.3.4 Supervision of New Staff

Staff that are undergoing on-the-job training will be sufficiently supervised. Supervisors will have the relevant experience and skills for the role and/or work task.

Supervision will occur until such time that the new staff member is deemed to be competent in the work task(s) that they are undertaking. For more information on staff competency see *Section 3.5*.

### 3.3.5 Record Keeping

A record of the induction process will be kept. This will include the induction content, who conducted the induction, the date and the staff member's acknowledgement of the induction.

## 3.4 Staff Training

Ongoing-training for individual staff members and staff teams will occur across the organisation. This training will be:

- Recorded and reviewed
- Regular, consistent and properly aligned with role requirements
- Reflective of the complexity and risk level of the activity
- Influenced by needs identified during induction and ongoing staff monitoring
- Based on mutually agreed training plans
- Addressing areas of challenge in the operation
- Addressing any new tasks, operations or equipment
- Resourced in terms of people, budget and time

Details of staff members training plans are kept as part of their staff files, and other details of training are held by, and are the responsibility of, departmental management.

## 3.5 Staff Competence

### 3.5.1 Verification of Competence

#### 3.5.1.1 Introduction

Verification of competence will be undertaken for the following:

- Adventure Activities (Adventure activities are those which fit into the definition that is found in Section 6)
- High risk activities or work tasks (high risk activities are that which reach a level of 8 or above from the system discussed in the Risk Management for Health and Safety and recorded in The Kind Foundation Risk Register)
- If specified for by relevant legislation, standards or code of practice
- If specified for through contractual arrangements

#### 3.5.1.2 Verification Process

The following will occur for each activity specified within *Section 3.5.1.1*:

##### Development of Competency

What constitutes competency will be developed. This development will be the responsibility of the management team that usually oversees the activity or work task, with input from other internal experts in the relevant field(s). This development will also take into consideration:

- Relevant legislation, standards and codes of practice
- Industry best practice
- Advice from external experts, particularly if relevant expertise does not exist within the organisation

The required competency for each activity or work task will be added to The Kind Foundation Activity Competency Matrix, and will also be linked in the relevant risk management documentation (e.g. AMP's, Risk Register etc.)

## Evidence Collection

Collection of suitable evidence for verification of competence for a staff member will occur and will often require more than one measure. Ways of measuring may include:

- Qualifications
- Log Books
- Attestations
- In-house skill checks, training and incident records
- Field checks, familiarisation trips and observations
- Statements of competence

Evidence collection does not necessarily need to be undertaken by the person who will make the final decision on whether a staff member is competent, however the person (or people) undertaking evidence collection should have sufficient expertise as be able to gather suitable evidence for the decision-making process

## Decision on Competency

Verification of competency will be carried out by a suitable person who has a qualification to do so or is a technical expert in the skill or field. This person may be from within or outside the organisation and will usually hold a high-level relevant qualification (where such a qualification exists). Supporting criteria will include:

- Activity experience from a variety of settings
- Ability to represent current industry best practice
- Being nationally recognised within the activity group for knowledge of safety in the activity

The decision on whether a staff member is competent for a particular activity or work task will be decided on through a combination of evidence gathering and assessing the current qualifications the staff member processes.

Note: Even though current qualifications are a credible way to measure competence, the currency of the qualification and/or the currency of the staff member's competence should still be verified. This verification can be undertaken through evidence collection, but will generally be less rigorous than for a staff member with no relevant qualification.

## Record Keeping

Current staff competencies will be recorded. Evidence collected as part of the verification of competency process should also be kept and added to the staff members training and assessment records.

### 3.5.2 Monitoring of Competency

To ensure that staff remain at the required level of competency and are also correctly following The Kind Foundation policies and procedures, a system of monitoring will be setup. This system will include:

- Using internal checks carried out by appropriate people e.g. periodically checking staff knowledge and skills to a pre-determined standard
- Monitoring staff implementation of policies and procedures in the field e.g. supervisor or peer feedback
- Ensuring staff qualifications and competency statements are current and correct
- Considering client feedback of staff members

The frequency of checking and monitoring process will be determined for each activity or work task and will be determined by:

- Level of risk of the activity (i.e. the higher the risk the more frequent the monitoring should occur)
- Relevant codes of practice or standards
- Industry best practice

- Advice from internal and/or external experts

The frequency will be recorded within The Kind Foundation Activity Competency Matrix.

### 3.5.2.1 Negative Outcomes from Monitoring

If a staff member during monitoring shows a lack of required competency or a failure to adhere to relevant policies and procedures then they should be removed from being able to run that activity until they once again reach the required level. To assist the staff member to return to competency management should work with them to create a plan that may include:

- Re training
- Running the activity with supervision
- Placing with more senior or experienced staff

Note: A staff member that deliberately fails to adhere to policies and procedures maybe be subject to disciplinary actions. See the *Personnel Policies and Procedure Manual* for more detail on this process.

### 3.5.2.2 Culture

An open culture within staff teams will also be fostered within The Kind Foundation to help ensure that staff feel safe to raise concerns they may have about aspects of their own competence, the training they receive or if they have concerns about the competency of others.

### 3.5.2.3 Record Keeping

Monitoring records will be kept with each staff members training and assessment information. Monitoring information will also be used to update the relevant records.

## 3.6 Competency of Independent Contractors and other Workers

All independent contractors and other workers (e.g. volunteers) involved with The Kind Foundation will go through a relevant induction process as given in *Section 3.3*.

If an independent contractor, or other worker, is employed for activities or work tasks that fall under the definition given in *Section 3.5.1.1*. then they will undergo an induction process which includes:

- Communication of relevant aspects of The Kind Foundation SMS and then checking for understanding of that system.
- Checking that an independent contractor's own SMS does not vary greatly from The Kind Foundation's SMS and safety expectations. Consideration should be made whether to have the SMS reviewed by an external expert, particularly if the contract is for a significant safety aspect of the operation that is outside The Kind Foundation's area of technical expertise.
- Ensuring independent contractors are included in the risk management processes.
- Monitoring independent contractor's performance, particularly around safety.

## 3.7 Staff Participation in Health and Safety

The underlining principles of effective engagement with staff are:

- Relevant information is shared.
- Staff are given a reasonable opportunity to express their views and contribute to the decision-making process.
- The views of staff are considered in decision-making processes.
- Staff are advised of the outcomes.

To this end The Kind Foundation will:

1. Provide forum(s) to enable communication between the staff and management on issues of interest and concern related to health and safety
2. Disseminate applicable health and safety information to staff and provide notification of outdated documents.
3. Provide further health and safety training to staff who are actively involved in health and safety management to assist in the development and establishment of safe workplace practices.
4. Have health and safety representatives and will support the representatives in their involvement in health and safety development, monitoring and review. This process will be readily available and communicated to all staff.
5. Have a health and safety committee.

### **3.8 Health and Safety Representatives**

The Kind Foundation will have a number of staff involved as health and safety representatives. The number of representatives will be based on adequate representation across the various site and work groups within The Kind Foundation.

Provisions for Health and Safety Representatives:

- Representatives will be inducted into their role.
- Representatives will be provided 2 days paid leave each year to attend the appropriate health and safety training.
- Representatives will be allowed time during their normal work hours to carry out their role and responsibilities.

### **3.9 Health and Safety Committee**

The Kind Foundation will have a committee dedicated to the discussion and resolution of health and safety issues.

The committee will consist of:

- The Health and Safety Representatives, and;
- The Health and Safety Officer, and;
- A Board Member.

The committee will meet every two months, and will include discussion of and action on (but not limited to):

- Health and safety reports prepared by the Health and Safety Officer
- Notable incidents, accidents or near misses
- Changes in internal policy and procedures
- Changes in legislation, codes of practice or standards
- Issues or feedback relating to health and safety from committee members or on behalf of staff

Meeting minutes, including information, decisions and action points, will be disseminated.

### **3.10 Resolution of Work Health and Safety Issues**

If an issue about work health and safety arises at The Kind Foundation, all parties involved (including any representative(s) of the parties) will make reasonable efforts to achieve a timely, final, and effective resolution of the issue. If need be senior management or a health and safety representative may engage assistance from outside the organisation to assist in mediation.

## 4 ACCOUNTABILITY AND RESPONSIBILITY

Role	Responsible for
The Kind Foundation Board	<ul style="list-style-type: none"> <li>Ensuring adequate resources are allocated to allow effective implementation</li> </ul>
Chief Executive Officer	<ul style="list-style-type: none"> <li>Providing all reasonable resources which will support the engagement of staff with health and safety</li> </ul>
Managers	<ul style="list-style-type: none"> <li>Provide clear designation of responsibility for supervision of new employees</li> <li>Ensuring induction and on-going training occurs for all staff</li> <li>Ensuring staff are competent for the activities and/or work tasks that they undertake</li> <li>Ensure induction, training and competency processes remains up to date</li> <li>Ensuring recording of induction, training and competency occurs</li> <li>Ensure all contractors are competent for the task that they are contracted for</li> </ul>
Health and Safety Representatives	<ul style="list-style-type: none"> <li>Be a role model and provide support to fellow staff members with health and safety matters</li> <li>Be a conduit between staff and management for matters and issues relating to health and safety</li> <li>Attend health and safety committee meetings</li> <li>Attend and complete health and safety representative training</li> </ul>
Staff and Volunteers	<ul style="list-style-type: none"> <li>Participate in the setting of policies and procedures</li> <li>Notifying their manager or health and safety representatives of any hazard or risk that becomes apparent in the work place</li> <li>Abide by The Kind Foundation Policies and Procedures</li> <li>Speaking up if they feel that they or others do not have sufficient training or competency for an activity or work task</li> </ul>
Contractors/Consultants and other involved people	<ul style="list-style-type: none"> <li>Following all hazard management controls implemented by the Kind Foundation</li> <li>Ensuring all people working under the contract are appropriately trained and supervised to work safely</li> </ul>

## 5 DEFINITIONS

### Adventure Activity:

Means an activity:

- that is provided to a participant in return for payment; and
- that is land-based or water-based; and
- that involves the participant being guided, taught how, or assisted to participate in the activity; and
- the main purpose of which is the recreational or educational experience of the participant; and
- that is designed to deliberately expose the participant to a serious risk to his or her health and safety that must be managed by the provider of the activity; and
- in which –
  - failure of the provider's management systems (such as failure of operational procedures or failure to provide reliable equipment) is likely to result in a serious risk to the participant's health and safety; or
  - the participant is deliberately exposed to dangerous terrain or dangerous waters.



**Competence:**

Demonstrated ability to apply knowledge and skills to achieve intended results.

**Emergency:**

Any serious incident or situation concerning the health, injury or death of staff or customers. This includes extensive damage involving staff customers or property.

**Hazard:**

An activity, arrangement, circumstance, event, occurrence, phenomenon, process, situation or substance (whether arising or caused within or outside a place of work) that is an actual or potential cause or sources of harm.

**Independent Contractor/Consultant:**

A person engaged by The Kind Foundation to do any work for gain or reward under a Contract for Services.

**Policy:**

Intentions and direction of an organisation as formally expressed by its top management, which amounts to a non-negotiable instruction or rule.

**Procedure:**

The method by which a policy can be accomplished, it provides the instructions necessary to carry out a policy statement.

**Risk:**

The chance or probability that a person will be harmed or experience an adverse effect if exposed to a hazard. It may also apply to situations with property or equipment loss.

**Risk Management:**

A process of identifying, assessing, controlling and monitoring the risks in order to prevent an accident, incident or loss.

**Staff:**

The term 'staff' in this document refers to any person working at The Kind Foundation under the direction of THE KIND FOUNDATION Management, and includes employees, volunteers, and contractors.

**Technical Expert:**

A technical expert is an individual who is an expert in a particular field of knowledge. They have a strong understanding of the processes required and changes that need to be implemented to achieve the required outcomes.

## **6 RELATED DOCUMENTS**

### **6.1 Y Christchurch Documents**

- Safety Management Plan
- Overlapping Duties
- Risk Assessment for Health and Safety
- Drug and Alcohol Risk Assessment
- Vehicle Use and Safety

## 6.2 Legislation

- Health and Safety at Work Act 2015
- Health and Safety at Work (Worker Engagement, Participation, and Representation) Regulations 2016
- Privacy Act 1993

## 6.3 Standards and Codes of Practice

- Abseiling Activity Safety Guidelines v2
- Coasteering Activity Safety Guidelines v1.2
- High Wire and Swing Activity Safety Guidelines v3
- Indoor Climbing Activity Safety Guidelines v2
- Register of Exercise Professional (REPs) Code of Ethical Practice – Sets standards for New Zealand Health and Fitness instructors

## 6.4 Other

- NA

## 7 DOCUMENT CONTROL

### 7.1 Policy Owner

- Health and Safety Officer

### 7.2 Parent Policy

- Safety Management Plan

### 7.3 Date of Implementation

- November 2021

### 7.4 Review Date

- November 2023

### 7.5 Document Control Procedure

This document is considered a 'living document' and as such, regardless of the review date, this document remains relevant until such time as a new version is produced or it is retired.

Documents will be identified by a header and footer that states the version number and total number of pages within the document.

Any previous versions or copies will be removed from circulation if obsolete or marked clearly that they are not current. Archived copies and other safety-related records will be kept for seven years and archived accordingly.

Once printed, documents are uncontrolled.

### 7.6 Version Table

Version	Amendments made	Approved by	Date
1.0	<ul style="list-style-type: none"> <li>• Original version developed</li> </ul>	Josie Ogden Schroeder	1/4/2016
2.0	<ul style="list-style-type: none"> <li>• Added Section 3.3 - 3.6 on staff selection, and competence</li> <li>• Updated Section 4 to reflect the expansion of the scope of the policy</li> <li>• Updated Section 5 Related Documents</li> </ul>	Josie Ogden Schroeder	Aug 2017
2.1	<ul style="list-style-type: none"> <li>• Added Section 3.7</li> <li>• Removed reference to minimum numbers of H&amp;S reps in Section 3.9</li> <li>• Appendix 1 updated</li> </ul>	Josie Ogden Schroeder	Oct 2018
2.2	<ul style="list-style-type: none"> <li>• General edit</li> <li>• Updated Section 3.3</li> <li>• Update Section 3.6</li> <li>• Updated Appendices</li> </ul>	Josie Ogden Schroeder	Aug 2019
2.3	<ul style="list-style-type: none"> <li>• General edit</li> <li>• Removed outdated documents from Appendix 1 and 2</li> </ul>	Josie Ogden Schroeder	Nov 2021