

SAFERi Safety Leadership 360 Review Assessment Tool**Your CEO / Administrator is asking for your help.**

They want to know how you and other members of the senior leadership team view their Health and Safety Leadership. They are asking you to be frank, open, and honest in your review. If you are uncomfortable participating in the 360-review process, please set up a time to meet with your CEO / Administrator to discuss your concerns.

The SAFERi Safety Leadership Model elements (S: Speak, A: Act, F: Focus, E: Engage, R: Recognize, i: Identify and manager Risk), provide a framework for senior leaders to follow to enhance and improve their safety leadership. For each of the model's elements several specific safety leadership practices are presented, and you are being asked to indicate how often, in your opinion and based on your knowledge and experience, the CEO / Administrator demonstrates each practice.

Note: If you don't know how to response to any of the different safety leadership practices, please leave it blank. It is hoped that you will know if the CEO / Administrator is following the practice, or not, so that the number of blank rows should be minimal.

Once you have completed the SAFERi Safety Leadership 360 Review Assessment, you can take one of the following two steps:

- A) Send a copy of the completed assessment tool to your Organization's CEO / Administrator indicating that you would be happy to discuss the assessment with them at their convenience, or
- B) If, for any reason, you aren't comfortable with sharing the results directly with your Organization's CEO / Administrator, forward a copy of the completed assessment to AWARE-NS by emailing it to info@awarens.ca

Date Completed: _____

Facility / Organization Name: _____

Completed By: _____ (Optional)

Speak About Safety: Look at the safety leadership practices below and place an 'X' in the column that reflects how often your CEO / Administrator 'Speaks About Safety'!		Rarely	When asked / reminded	Occasionally, on own initiative	Often, but could do more	Consistently, whenever they get the chance
The CEO / Administrator:						
-	ensures that staff safety is a topic on the agenda for meetings that they attend; They lead the discussion and ensure it is never dropped from the agenda due to time constraints					
-	shares their personal vision for staff and client/resident safety with the Board, the leadership team, and all staff – both formally and informally					
-	sets annual personal health and safety related goals, and they share and provide updates on progress towards these goals to the Board and all staff					
-	leads the process to set annual organizational health and safety goals / objectives and takes time to personally communicate them to the senior leadership and all staff;					
-	participates in staff meetings to reinforce their commitment to staff safety and stress it's importance to the delivery of safe client / resident care					
-	talks about workers' health and safety in a way that all staff understand it is personally important to them.					
-	talks about our safety performance with the Board, senior managers, and all staff, highlighting our successes and areas where additional focus is required					
-	asks questions in meetings with members of the senior leadership team about the safety performance of the areas for which the senior leaders are responsible and how they actively support staff health and safety					
Total number of 'x's in each column:						
Add any additional comments or observations you have regarding how your CEO / Administrator 'Speaks about Safety.'						

Act: Be Actively Involved Look at the safety leadership practices below and place an 'X' in the column that reflects how often your CEO / Administrator is 'Actively Involved' in health and safety!	Rarely	When asked / reminded	Occasionally, on own initiative	Often, but could do more	Consistently, whenever they get the chance
The CEO / Administrator:					
- does unannounced walk-throughs in work areas of the organization / visits with staff and takes time to talk to and ask staff about health and safety issues, activities, successes, concerns					
- participates in health and safety training that they are required to take and looks for opportunities to drop into staff health and safety training sessions to reinforce their personal commitment to health and safety					
- participates in scheduled workplace inspections in all areas of our organization					
- reviews staff and resident-related incident reports, ensures that they are fully investigated, and asks questions regarding the implementation of controls					
- finds opportunities to attend staff meetings, shift reports, safety huddles, etc. to listen and ask questions regarding health and safety concerns					
- follows all organizational health and safety policies and procedures					
- liaises and collaborates with colleagues from other organizations to identify staff health and safety concerns at a sector level and to identify ways to address them, establish best practices, etc.					
- meets with the JOHSC Co-Chairs to review progress on recommendations for improvements to our health and safety program					
Total number of 'x's in each column:					
Add any additional comments or observations you have regarding how your CEO / Administrator is 'Actively Involved.'					

Focus On Health & Safety as a Continuous Quality Improvement Strategy Look at the safety leadership practices below and place an 'X' in the column that reflects how often your CEO / Administrator 'Focuses on Safety'!	Rarely	When asked / reminded	Occasionally, on own initiative	Often, but could do more	Consistently, whenever they get the chance
The CEO / Administrator:					
- allocates resources to ensure our injury prevention and stay-at-work / return-to-work programs can be effectively implemented and advocates for additional resources to help improve and enhance our health and safety program					
- ensures all managers know they are required to ensure that staff can attend required health and safety training					
- ensures all staff performance reviews include a health and safety performance and goal setting component					
- ensures all managers and staff are held accountable when they don't fulfill their health and safety related responsibilities, or make progress on their health and safety goals					
- ensures that we have organizational and departmental level health and safety goals and objectives that are integrated into a Quality Improvement / Performance Balanced Scorecard					
- works with senior leadership and staff to develop a set of leading and lagging indicators to monitor and evaluate the performance of our health and safety program					
- ensures that health and safety is considered in all business and quality of care decisions, strategic planning, annual goal setting, action planning, etc.					
- ensures that safety performance results and progress of organizational occupational health and safety goals are communicated with the same importance, and as frequently, as business and quality of care results					
Total number of 'x's in each column:					
Add any additional comments or observations you have regarding how your CEO / Administrator 'Focuses on Safety.'					

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Engage & Empower Your People Look at the safety leadership practices below and place an 'X' in the column that reflects how often your CEO / Administrator 'Engages and Empowers' people in your organization! The CEO / Administrator:	Rarely	When asked / reminded	Occasionally, on own initiative	Often, but could do more	Consistently, whenever they get the chance
- asks staff to provide input into health and safety related policies and procedures, and to provides recommendations for improving health and safety performance					
- asks staff to participate in the process to investigate and develop a plan to implement recommendations to effectively mitigate identified risk					
- verifies that all staff can take required health and safety training					
- verifies staff are provided with opportunities to participate in health and safety activities (inspections, incident investigations, committees, procedure /policy development, etc.)					
- tells staff they need to follow safe work procedures and report incidents; ensure that staff know they are to report instances where they feel they are being pressured to not follow safe work procedures or report incidents					
- ensures managers and staff know they are expected to stop work, ask questions, and/or get more information if they feel a task will increase the risk to their health and safety, or the health and safety of a co-worker, the person receiving care, or anyone in the workplace					
- responds positively when staff raise health and/or safety concerns and ensures senior leaders and managers know they are to respond positively and with empathy when someone raises a health and/or safety concern or reports a work-related incident.					
- ensures managers and staff understand that they are expected to cooperate and support one another with respect to health and safety matters, concerns, and incident reports, and throughout the stay-at-work / return-to-work process					
Total number of 'x's in each column:					
Add any additional comments or observations you have regarding how your CEO / Administrator 'Engages and Empowers Staff.'					

Recognize, Reward & Celebrate Success Look at the safety leadership practices below and place an 'X' in the column that reflects how often your CEO / Administrator 'Recognizes, Rewards and Celebrates Success'!	Rarely	When asked / reminded	Occasionally, on own initiative	Often, but could do more	Consistently, whenever they get the chance
The CEO / Administrator:					
- asks for information about staff who actively contribute to our health and safety program and/or are identified by managers/co-workers as "safety champions" so they can personally recognize their contributions					
- does informal observations of staff as they work, and notes and points out both good and bad safe work practices, behaviours, etc.					
- recognizes departments with positive health and safety related results by attending departmental/unit meetings to speak with staff in person; lets staff throughout the organization know about the success departments/units have					
- talks about health and safety related successes / opportunities at meetings they attend, whether it be with the Board, senior leadership, staff, funders, family councils, etc.					
- ensures managers publicly recognize and reward their staff who demonstrate excellent safety behaviours/work practices and that they do this frequently and on a timely basis					
- 'verbally' rewards staff who demonstrate exceptional safety leadership in front of their colleagues and peers.					
- works with the JOHS committee to ensure we hold health and safety celebrations with staff from across the organizations and ensures that the Board is invited to attend and participate in these celebration events.					
- considers health and safety related attitudes, beliefs and demonstrated performance when recruiting for and/or promoting staff to management positions.					
Total number of 'x's in each column:					
Add any additional comments or observations you have regarding how your CEO / Administrator 'Recognizes, Rewards and Celebrates Success.'					

Identify and Manage Risk: Look at the safety leadership practices below and place an 'X' in the column that reflects how often your CEO / Administrator 'Identifies and Manages Risk'! The CEO / Administrator:	Rarely	When asked / reminded	Occasionally, on own initiative	Often, but could do more	Consistently, whenever they get the chance
- verifies that required safety inspections, including those contractors working in our organization are required to do, are completed					
- asks questions of senior leaders and managers to ensure they know the results of health and safety inspections, safety-related testing, audits, or visits by licensing / enforcement personnel (e.g. fire marshal, DLIS officers, etc.) and to further their understanding of any identified issues and actions to be taken					
- reviews the minutes of the JOHSC, reads and responds to all JOHSC recommendations within 30 days and asks questions that further their understanding of the issues being addressed by the recommendation and the actions to be taken					
- reviews safety incident reports and related investigation reports to ensure that investigations are conducted with the goal of understanding the root causes/systemic factors that contributed to the incident and are not focused on assigning blame					
- asks about our intake process to ensure person-related factors that might increase the risk to our staff are identified and care/support plans are created that take these factors into account					
- verifies that assessments, particularly those associated with Safe Handling and Mobility and Workplace Violence, are completed, and updated according to policy					
- reviews our health and safety data and takes steps to understand the areas where staff are at most risk and to develop strategies to mitigate this risk and reviews & understands our WCB Assessment Rate, and Time Loss & No-Time Loss Claims Data					
- collaborates with sector leaders, AWARE-NS, and others to understand the hazards our staff are exposed to, the associated risks, and what risk mitigation strategies can be effective					
Total number of 'x's in each column:					
Add any additional comments or observations you have regarding how your CEO / Administrator 'Identifies and Manages Risk.'					