

Recommendations

1.24 The recommendations from this review, in priority order, are outlined below. The Review Panel is aware that implementation of some of them is already underway. They are, however, all included here to illustrate the quantum of the changes that we believe are needed, to enable each of them to be incorporated into a programme of work, and to allow the progress of that programme to be monitored by the NZDF's senior leadership.

Area	Recommendation	Priority	Target Date
1. Leadership	<p>That health and safety accountability be made explicit by the following measures:</p> <ul style="list-style-type: none"> a. The Minister of Defence to set health and safety goals in his letter of expectations to CDF. b. The Minister of Defence and CDF to issue policy statements on health and safety. c. Senior leaders' and commanders' health and safety performance to be assessed against specific health and safety targets for their areas of responsibility in annual personal performance appraisals. 	1	Oct 13
2. Measuring & Monitoring Performance	<p>To drive an immediate improvement in accident reporting, that unit commanders are held accountable for:</p> <ul style="list-style-type: none"> a. The close and proactive management of entries made in the Safety Reporting System (SRS). b. Ensuring a very high correlation with workplace ACC45 claims for military personnel and implementation of relevant lessons. 	1	Oct 13
3. Measuring & Monitoring Performance	<p>To allow the NZDF to improve its current health and safety performance, the NZDF should:</p> <ul style="list-style-type: none"> a. Establish key metrics to enable it to determine its current health and safety performance. b. Initiate benchmarking against other relevant organisations or activities. c. Ensure the Defence Force leadership Board (DFLB) oversee and manage health and safety performance by way of relevant KPIs. 	1	Oct 13
4. Measuring & Monitoring Performance	<p>To ensure the best use of health and safety relevant information:</p> <ul style="list-style-type: none"> a. A single, health and safety information system should be implemented capable of capturing, processing and analysing data across the full range of near misses, incidents, deaths, injuries and cases of occupational ill health. b. The system should be capable of supporting an investigation and corrective action process as well as injury and claims management, rehabilitation and return to work. The system must be able to support those working on warships and on operational deployments. 	2	Aug 14 or earlier

Area	Recommendation	Priority	Target Date
5. Measuring & Monitoring Performance	<p>To make explicit the relationship between health and safety and operational capability:</p> <p>OPRES reporting be expanded to include safety related metrics.</p>	2	Oct 13
6. Policy, Organising (Control) and Audit	<p>To give focus and momentum to necessary health and safety initiatives and to ensure a sustained effort, an appropriately resourced Health and Safety Directorate, managed at senior level, be established in HQ NZDF reporting directly to the VCDF tasked with (inter alia):</p> <ol style="list-style-type: none"> Advising the VCDF on matters relating to health and safety policy and management. Providing technical support and a secretariat function to the NZDF Health and Safety Governance Committee. Acting as a focal point for all health and safety issues across the NZDF without compromising single Service health and safety responsibilities. Establishing an NZDF wide health and safety management system. Overseeing the implementation and reporting on the recommendations arising from this review. Working collaboratively with the single Service health and safety champions. Publishing an annual NZDF Health and Safety Report – with a strong evidential basis. 	1	Oct 13
7. Policy, Organising (Control) and Audit	<p>To ensure that the right lessons are learned and effectively implemented:</p> <ol style="list-style-type: none"> Corrective actions arising from inspections, investigations, audits, reviews and other processes are formally tracked, prioritised and managed through to completion – including escalation to senior leaders for outstanding issues. Robust incident investigation processes be established as well as training of lead investigators to a consistent standard. That Courts of Inquiry relating to workplace deaths and injury include Health and Safety representatives. 	2	Jan 14
8. Policy, Organising (Control) and Audit	<p>To ensure an aligned approach to the management of health and safety across the NZDF:</p> <p>A common health and safety policy framework, supported by comprehensive, clear and concise documentation, be implemented.</p>	2	Aug 14 or earlier
9. Policy, Organising (Control) and Audit	<p>To ensure that any health and safety risks that may lie in the service delivery chain, in particular in capital acquisition, are identified and mitigated:</p> <p>Key business processes in both the NZDF and Ministry of Defence (MOD), including procurement, include a systematic assessment of their possible impacts on health and safety.</p>	2	Jan 14

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10. Competent Participants	<p>To ensure that the NZDF has competent participants in its health and safety management system, the NZDF:</p> <ul style="list-style-type: none"> a. Establish the minimum health and safety competence levels at discrete rank/responsibility levels across the NZDF. b. Establish a policy on the training and / or qualifications required by NZDF personnel who oversee adventurous training and similar activities. c. That a programme of safety leadership training be developed and implemented for senior leaders and those with command responsibilities. This should include: <ul style="list-style-type: none"> i. Understanding legal roles and responsibilities. ii. Understanding the NZDF approach to health and safety management and their responsibilities as leaders within it. iii. Understanding key risk and safety concepts. iv. Developing a risk aware safety culture in NZDF. 	2	Jan 14
11. Identifying Hazards	<p>To ensure the NZDF is addressing its key health and safety risks:</p> <p>The DFLB collectively identify the key health and safety risks and implement / monitor the performance of associated risk/hazard mitigation strategies.</p>	1	Oct 13
12. Identifying Hazards	<p>To address existing identified risks that VCDF initiates external reviews into the following areas:</p> <ul style="list-style-type: none"> a. Working at height, including confidence courses. b. Workshop safety, benchmarking against industry best practice. c. Physical training and conditioning 	1	Oct 13
13. Management of Change	<p>To enable local successes to be leveraged across the NZDF:</p> <p>That the DFLB implement two or three risk mitigation strategy proposals requiring capital investment as 'pilots' with specified outcomes and with the express intent of implementing the successful components across the NZDF.</p>	2	Jan 14
14. Management of Change	<p>To identify any health and safety vulnerabilities associated with matrix management:</p> <ul style="list-style-type: none"> a. Reviews be conducted of 2 or 3 indicative areas where there may be control issues (eg the fuel installations at the Naval Base and Whenuapai). b. As a matter of course health and safety risks associated with NZDF change programmes be identified and mitigated prior to a change being implemented. 	3	Jan 14
15. Communication	<p>To support the change management programme following this review:</p> <ul style="list-style-type: none"> a. A communications strategy be developed to support the 	2	Jan 14

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	<p>safety programme implementation plan.</p> <p>b. The safety message should be embedded across a number of broader Defence Communications Group campaigns.</p>		
16. Managing Contractors	<p>To make its responsibilities explicit:</p> <p>The NZDF establish an approach to managing contractors that effectively and transparently makes health and safety performance a key criteria in determining whether contracts are let or renewed.</p>	3	Jan 14
17. Role of MOD <i>(see also recommendation 9)</i>	<p>To reflect the importance of MOD decisions on health and safety within the NZDF:</p> <p>a. The Minister of Defence establish relevant health and safety goals in his letter of expectation to the Secretary of Defence.</p> <p>b. The MOD should provide a senior representative to participate in the Defence Health and Safety Governance Committee.</p>	1	Oct 13
18. Occupational Health	<p>To minimise physical and financial impact of injury:</p> <p>Effective and timely rehabilitation services, tailored to the needs of individuals, be provided to a better and uniform standard.</p>	2	Aug 14
19. Employee Participation	<p>To encourage the commitment of the whole workforce to the NZDF's approach to health and safety:</p> <p>Employee Participation & Recognition of Success be made a feature of the development of the NZDF Health and Safety Policy.</p>	2	Jan 14
20. Implementation	<p>To ensure that improvement momentum is maintained:</p> <p>Progress against implementation of this report's recommendations be reviewed by an external party in August 2014.</p>	1	Aug 14