

Guideline for Personal IIF Leadership Assessments 2007 BLL

C Status Quo (Reactive)	B Commitment (Proactive)	A Excellence (Creative)
<ul style="list-style-type: none"> ▪ Will walk around sites and point out non-compliances to site management. 	<ul style="list-style-type: none"> ▪ Will walk around a site and discuss any non-compliance directly with site person. 	<ul style="list-style-type: none"> ▪ Will walk around site and discuss good and non-compliant behaviours/actions with the person directly. Then follow up with the Principal if the issue is more involved.
<ul style="list-style-type: none"> ▪ Agrees with Business Unit their IIF Plan. 	<ul style="list-style-type: none"> ▪ Agrees with business Unit their IIF Plan and reviews quarterly. 	<ul style="list-style-type: none"> ▪ Agrees with business Unit the IIF Plan and reviews monthly progress.
<ul style="list-style-type: none"> ▪ Agrees with direct reports, their personal EH&S actions. 	<ul style="list-style-type: none"> ▪ Agrees with direct reports, their personal EH&S actions and reviews with feedback occasionally. 	<ul style="list-style-type: none"> ▪ Agrees with direct reports, their personal EH&S actions and reviews with feedback quarterly.
<ul style="list-style-type: none"> ▪ Reviews, signs off and forwards quarterly EHS reports to manager. 	<ul style="list-style-type: none"> ▪ Personally reviews quarterly EHS reports and personally presents to manager. 	<ul style="list-style-type: none"> ▪ Personally involved in quarterly EHS reports, personally presents to manager and gives feedback to direct reports.
<ul style="list-style-type: none"> ▪ Reviews closeout reports. 	<ul style="list-style-type: none"> ▪ Personally leads closeout reports. 	<ul style="list-style-type: none"> ▪ Personally follows up on accidents victims and leads closeout reports.
<ul style="list-style-type: none"> ▪ At site/workplace or Client visits, comments or gives information regarding safety. 	<ul style="list-style-type: none"> ▪ At site/workplace or Client visits, comments or gives information and good examples regarding safety issues. 	<ul style="list-style-type: none"> ▪ At site/workplace or Client visits, comments or gives information and has personal conversation with site members regarding safety.
Responds to Safety	Asks and Probes Safety issues	Initiates and Leads Safety Issues
<ul style="list-style-type: none"> ▪ Did nothing at home or responded to issues. 	<ul style="list-style-type: none"> ▪ Identified Safety issues at home to change and implement. 	<ul style="list-style-type: none"> ▪ Initiated permanent behaviour change in respect of safety with family and friends.
<ul style="list-style-type: none"> ▪ Is not seen or heard pushing for reform or expanding personal influence in the matter of individual accountability for H&S performance. 	<ul style="list-style-type: none"> ▪ Provides clear public direction to realm of operational accountability for support of H&S Goals. 	<ul style="list-style-type: none"> ▪ Provides clear declarations of personal positions and individual accountability regarding operational threats, risks and opportunities regarding H&S.
<ul style="list-style-type: none"> ▪ Is experienced as <u>not resistant</u> to the Safety Initiative and can be counted on regarding H&S performance. 	<ul style="list-style-type: none"> ▪ Is experienced as supportive for the Safety Initiative by providing leadership, resources to any identified barriers to improving H&S performance. 	<ul style="list-style-type: none"> ▪ Is noted as "leading the Safety Initiative" taking action beyond their immediate area of influence.
<ul style="list-style-type: none"> ▪ Is not seen or heard acknowledging or appreciating performance? 	<ul style="list-style-type: none"> ▪ Is seen & heard acknowledging or appreciating performance. 	<ul style="list-style-type: none"> ▪ Well known for acknowledging or appreciating performance.
<ul style="list-style-type: none"> ▪ Manages the Statistics in their business area or serious incidents. 	<ul style="list-style-type: none"> ▪ Appropriate implementation of known procedures within our existing system. 	<ul style="list-style-type: none"> ▪ Actively seeks new possibilities and opportunities and is seen as leading the actions and thinking in our business. Ensures root cause analysis and follow up actions prepared for Fatalities, serious incidents and are progress reviewed.
<ul style="list-style-type: none"> ▪ Regulatory & legal interpretation drives what happens. 	<ul style="list-style-type: none"> ▪ The standard practice drives what happens. 	<ul style="list-style-type: none"> ▪ What's right drives what happens.
"Compliance"	"Beyond Compliance"	"Best Practice"
<ul style="list-style-type: none"> ▪ No external/peer profile in leading safety in our industry. 	<ul style="list-style-type: none"> ▪ Recognised externally/by peers as leading/driving one of the top organizations in safety. 	<ul style="list-style-type: none"> ▪ Seen as our industry point of reference on safety and sought after for advice and perspectives.
<ul style="list-style-type: none"> ▪ Safety is on the agenda for most meetings. 	<ul style="list-style-type: none"> ▪ Safety is on every agenda with leadership discussion on safety issues not just news/statistics. 	<ul style="list-style-type: none"> ▪ Safety and environmental issues are on every agenda with active leadership discussion.
<ul style="list-style-type: none"> ▪ Does not raise safety matters if not on agenda. 	<ul style="list-style-type: none"> ▪ Personally involves direct reports in safety discussion. 	<ul style="list-style-type: none"> ▪ Personally involves and coaches direct reports on safety and environmental matters.
<ul style="list-style-type: none"> ▪ Does not share Lessons Learnt from projects. 	<ul style="list-style-type: none"> ▪ Shares Lessons Learnt from projects. 	<ul style="list-style-type: none"> ▪ Leverages from Lessons Learnt from projects.

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"REACTIVE Leadership"

"PROACTIVE Leadership"

"CREATIVE Leadership"

The Context for interpreting actions or evaluation

Purpose

To provide an indicative assessment of the current IIF leadership in the business.

Guidelines

- Only assess elements where appropriate (if an element is not part of an individual's role, then leave blank)
- This Leadership assessment is an indicator of an individual's commitment to promoting and operating Incident and Injury Free.
- The ratings will be performed electronically in conjunction with the PPM system.

Rating

From the assessment, the rating should be interpreted as follows:-

C	Assessment is predominately in the "Status Quo" column
B-	Assessment is 50% between "Status Quo and Commitment"
B	Assessment is predominately in the "Commitment" column
B+	Assessment is between "Commitment and Excellence" but higher percentage Commitment "
A-	Assessment is between "Commitment and Excellence" but higher percentage Excellence"
A	Assessment is 75% or greater in the "Excellence" column