# Appendix 3: Leadership values reflective record templates

The following pages contain templates which students can use to complete the five assessments (L1 to L5).

These sheets must be retained by the course tutor and marked/feedback given after the course. Copies of the sheets containing tutor feedback should be sent back to the students; this will usually done by email.

Student name: Student number:

**L1. Building and promoting a shared H&S vision**

You may want to think about how you:

* set longer term health and safety goals and strategies;
* communicate the health and safety vision and goals (in terms of health and safety performance) and how they will be achieved;
* get commitment from workers to the vision and goals (ie, everyone aligned with the organisational health and safety goals) and motivate them to achieve them;
* make sure everyone is clear about your health and safety messages and what health and safety performance is expected
* make sure that health and safety is not compromised for performance or profits; or
* integrate health and safety across the business (productivity, competitiveness, profitability, business risks) and make sure it aligns with, and supports, the business objectives.

| **Topic** | **Now** | **Future** | **Tutor feedback** |
| --- | --- | --- | --- |
| What I currently:   * do; and * think about my effectiveness at what I do or the way I do it. | To be more effective, what I think I need to:   * do; or * change; or * stop doing. |
|  |  |  |  |

Student name: Student number:

**L2. Being considerate and responsive**

You may want to think about how you:

* *show* concern about worker welfare and health and safety;
* respond to workers’ health and safety concerns;
* are proactive and prompt in responding to workers’ health and safety concerns;
* listen to workers (two way communications/consultations); or
* coach workers.

| **Topic** | **Now** | **Future** | **Tutor feedback** |
| --- | --- | --- | --- |
| What I currently:   * do; and * think about my effectiveness at what I do or the way I do it. | To be more effective, what I think I need to:   * do; or * change; or * stop doing. |
|  |  |  |  |

Student name: Student number:

**L3. Providing support and recognition**

You may want to think about how you:

* make realistic resources available – including competent H&S advice, contracts awarded based on health and safety performance, rather than just financial/price;
* make sure employees are valued at work and support them in identifying opportunities to develop in line with their own aspirations and capabilities;
* ensure everyone is health and safety trained properly (including yourself);
* make sure resources allocated are proportionate to risk; or
* recognise and reward positive health and safety behaviours.

| **Topic** | **Now** | **Future** | **Tutor feedback** |
| --- | --- | --- | --- |
| What I currently:   * do; and * think about my effectiveness at what I do or the way I do it. | To be more effective, what I think I need to:   * do; or * change; or * stop doing. |
|  |  |  |  |

Student name: Student number:

**L4. Promoting fairness and trust in relationships with others**

You may want to think about how you:

* inspire trust and respect in others by promoting fairness;
* are consistent and ethical in your approach to dealing with H&S issues and are considerate in the decisions that you make;
* share and delegate control, actively encouraging worker participation in health and safety and empowering them to take actions (as appropriate);
* show openness, honesty and demonstrate concern; or
* *visibly* lead by example and show integrity and commitment – ensuring consistency in your own standards, attitude and behaviour and what you expect from others (word *and* deed).

| **Topic** | **Now** | **Future** | **Tutor feedback** |
| --- | --- | --- | --- |
| What I currently:   * do; and * think about my effectiveness at what I do or the way I do it. | To be more effective, what I think I need to:   * do; or * change; or * stop doing. |
|  |  |  |  |

Student name: Student number:

**L5. Encouraging improvement, innovation and learning**

You may want to think about how you:

* actively create and use opportunities for 2-way conversations with your staff about health and safety issues (eg, walkabouts);
* are aware of your own leadership style, seek feedback on, and improve your own performance;
* encourage workers to tell you the truth about the way things are; identifying things that are wrong or could be better and ways that it can be improved;
* stimulate innovative solutions, showing initiative and being proactive; or
* ensure proper identification of root causes of incidents.

| **Topic** | **Now** | **Future** | **Tutor feedback** |
| --- | --- | --- | --- |
| What I currently:   * do; and * think about my effectiveness at what I do or the way I do it. | To be more effective, what I think I need to:   * do; or * change; or * stop doing. |
|  |  |  |  |