



Asbestos
Management
Self-Assessment
Questionnaire



StayLive Electrical Industry Health and Safety Group



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Document Control

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Record of Amendments

Version	Issue Date	Summary of Key Changes
1.0		First issue.

1 Audience

Senior leaders and their advisors.

2 Purpose

The purpose of this maturity model is to assess your organisation's ability to continually improve in relation to the management of asbestos risks. It is an adaptation of the safety culture maturity model developed by Parker, Lawrie & Hudson (2006)¹.

In developing this maturity model the working group identified numerous ways and contexts that the model could be applied, but the primary use is to support senior leaders to understand where the opportunities exist within the business to improve.

3 Instructions for Use

Step 1: Assess your organisation. You need to first determine your current level of maturity.

Step 2: Determine what level of maturity you want your business to achieve. This seems obvious, but once you know where you are today, you can make decisions about what level of maturity your business wants to achieve.

Step 3: Identify gaps.

Step 4: Plan to improve.

Notes for use:

- The starting point is a conversation as a leadership team about the questions and whether there are already satisfactory answers.
- Satisfaction of any answer needs to be supported by evidence.
- If not satisfied, it provides a material to support inquiries to clarify.
- Any areas that need improvement should be subject to an improvement plan.
- It also provides a useful resource for supporting site visits and safety tours, so that senior leaders can ask good questions and know what good answers are.
- The tool can be used to supplement an existing audit framework to provide assurance to senior leaders and drive the growth of organisational maturity.
- If items in the tool are not understood, please contact StayLive for clarification or involve an advisor in the conversation.

¹

https://www.researchgate.net/publication/222357685_A_framework_for_understanding_the_development_of_organisational_safety_culture

4 Self-Assessment Questionnaire

Elements	Key Question / considerations	Maturity Levels
<p style="writing-mode: vertical-rl; transform: rotate(180deg); font-size: 2em; font-weight: bold; text-align: center;">Culture</p>	<p style="text-align: center;">Are leadership provided with appropriate indicators of a healthy safety culture and safe behaviours for asbestos risks?</p>	<p>Generative:</p> <ul style="list-style-type: none"> ▪ Benchmarking lead and lag indicators for the health and safety culture against other organisations and industries. ▪ Board and senior leaders routinely engage with other organisations to identify opportunities for further organisational improvement and growth.
		<p>Proactive:</p> <ul style="list-style-type: none"> ▪ Board safety walkdowns. ▪ Leaders proactively engaging employees to ensure understanding and requirements and to identify opportunities for improvement. ▪ Risk Management Process has Asbestos identified and assessed as a risk ▪ Contractors included in risk management processes. ▪ Reporting validates that behaviours match leadership expectations. ▪ Active programme of reporting.
		<p>Calculative:</p> <ul style="list-style-type: none"> ▪ Plan to identify, assess, plan and do. ▪ Meeting the requirements of the WorkSafe Guidance. ▪ Indicators include safety leadership for asbestos risks. ▪ Indicators included in organisational safety culture survey. ▪ Indicators included in safety tours. ▪ Indicators included in audit reports.
		<p>Reactive:</p> <ul style="list-style-type: none"> ▪ Reporting only occurs in response to incidents. ▪ Asbestos mostly found in the course of carrying out work. ▪ Discussions focussed on not repeating incidents.
		<p>Vulnerable:</p> <ul style="list-style-type: none"> ▪ Indicators focussed on productivity.

Elements	Key Question / considerations	Maturity Levels
<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">Information</h1>	<p>Do your workers know how to find out where asbestos is or may be in the workplace?</p>	<p>Generative:</p> <ul style="list-style-type: none"> ▪ Organisation produces safety information of quality that other organisations strive to replicate. ▪ Organisation makes meaningful contributions to the industry state-of-knowledge for asbestos management.
		<p>Proactive:</p> <ul style="list-style-type: none"> ▪ Board safety walkdowns. ▪ Leaders proactively engaging employees to ensure understanding and requirements. ▪ Safety Leadership ensuring systems supporting and people are capable of implementing the system and confirmation that the system is working (safety auditing, conversations tracked, discussed and moved forward). ▪ Flagged in Maintenance Management system to appear on work orders and in job plans.
		<p>Calculative:</p> <ul style="list-style-type: none"> ▪ Provide access to site registers (employees and contractors). ▪ Site inductions cover presence of asbestos, types and locations. ▪ Capability of surveyor. ▪ Capability of workers. ▪ Assuming presence for things not tested.
		<p>Reactive:</p> <ul style="list-style-type: none"> ▪ Work being done and discovered part-way through the work that it involves asbestos. ▪ Safety measures immediately put into place upon determination that work involves asbestos. ▪ Reliance on experience of workers.
		<p>Vulnerable:</p> <ul style="list-style-type: none"> ▪ Misunderstandings, myths, and misinformation drives decision-making and worker behaviour.

Elements	Key Question / considerations	Maturity Levels
<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">Procurement</h1>	<p>Are you ensuring that procured products are fit for purpose?</p>	<p>Generative:</p> <ul style="list-style-type: none"> ▪ Organisation actively learns from past procurement processes so that it becomes easier to procure through trusted supply chains and vendors (including internationally) and harder to procure from others. ▪ Organisation shares learnings about trusted vendors and supply chains with other organisations.
		<p>Proactive:</p> <ul style="list-style-type: none"> ▪ Clarity of Supply chain requirements (taking into consideration different regulatory requirements in different countries). ▪ Proactive reviews of equipment/products prior to purchase to identify what product may contain asbestos and purchase/design alternatives obtained. ▪ Understand and provide verifications in place and locations where international plant/equipment/products originate.
		<p>Calculative:</p> <ul style="list-style-type: none"> ▪ Procurement Policy should reflect relevant business risks, including considerations relating to the risks associated with asbestos. ▪ Process to implement <ul style="list-style-type: none"> ○ Materials are free from asbestos ○ Suitable tools and PPE
		<p>Reactive:</p> <ul style="list-style-type: none"> ▪ Arrives on site and then identified as containing asbestos. ▪ Identified during 5 yearly site survey (workers already using/exposure to tool). ▪ Purchasing outside of the procurement policy and guidelines.
		<p>Vulnerable:</p> <ul style="list-style-type: none"> ▪ No procurement policy in place that reflects HSE requirements. ▪ Procurement policy has different drivers than HSE.

Elements	Key Question / considerations	Maturity Levels
<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">Signage</h1>	<p>Do you have signage to indicate the presence of asbestos?</p>	<p>Generative:</p> <ul style="list-style-type: none"> Innovation to enhance workers ability to recognise where asbestos is located and what that means for their work e.g. QR-code interactivity for assets in-situ.
		<p>Proactive:</p> <ul style="list-style-type: none"> Board safety walkdowns include checks for signage. Leaders proactively engaging employees to ensure understanding and requirements of signage.
		<p>Calculative:</p> <ul style="list-style-type: none"> A system to ensure the integrity of signage over time. Specifies location and nature of asbestos. Appropriately located. Conform with ACOP signage examples.
		<p>Reactive:</p> <ul style="list-style-type: none"> Signage not specific (Asbestos may be in this area). Put a sign up when identified through an event.
		<p>Vulnerable:</p> <ul style="list-style-type: none"> The presence of asbestos is not indicated for materials known or suspected to contain asbestos. Workers routinely assume materials do not contain asbestos.

Elements	Key Question / considerations	Maturity Levels
<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">Capability</h1>	<p>Are your workers capable of working safely on or near asbestos?</p>	<p>Generative:</p> <ul style="list-style-type: none"> ▪ The business (via its champions) is recognised for its thought leadership and innovation on asbestos risk management. ▪ The business is a net-producer of workers who are highly competent in the management of asbestos risks.
		<p>Proactive:</p> <ul style="list-style-type: none"> ▪ Board safety walkdowns to engage with workers and understand business risks. ▪ Leaders proactively engaging employees to ensure understanding and requirements Leaders to empower Champions (people with a higher level of knowledge and experience) to be leaders across the business. ▪ Improving capability across the business internally utilising the Champions.
		<p>Calculative:</p> <ul style="list-style-type: none"> ▪ Induction to build awareness. ▪ Training to ensure Workers know how to identify and work safely around asbestos. ▪ Upskilling of staff through external training provider. ▪ Contractor management framework and processes in place.
		<p>Reactive:</p> <ul style="list-style-type: none"> ▪ Lack of communication to contractors. ▪ Training after an incident occurs. ▪ Sending out bulletins to remind people what to do after an incident. ▪ Minimal number of workers trained to work safely around asbestos.
		<p>Vulnerable:</p> <ul style="list-style-type: none"> ▪ Workers unaware of risks or how to keep themselves or others safe.

Elements	Key Question / considerations	Maturity Levels
<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">Planning</h1>	<p>Do you keep your Asbestos management plan up to date?</p>	<p>Generative:</p> <ul style="list-style-type: none"> ▪ Leadership chronic unease; alert for what they don't know, actively looking to improve the plan and engage employees to test and prove/verify.
		<p>Proactive:</p> <ul style="list-style-type: none"> ▪ Asbestos Management Planning integrated more broadly into risk, process/asset/ building management frameworks. ▪ Leadership driving a risk-based plan (informed by site survey) for proactive removal/encapsulated/seal etc.
	<p>Do your work planning processes adequately consider the potential presence of asbestos?</p>	<p>Calculative:</p> <ul style="list-style-type: none"> ▪ Planning is undertaken before identifying asbestos. ▪ Ensuring that project/outage plans are developed to identify asbestos pre-works. ▪ Asbestos Management plan is readily available and links to systems of work. ▪ Asbestos Management Plan includes; <ul style="list-style-type: none"> ○ Known or suspected locations ○ Further testing to clarify ▪ Risks are assessed as per WorkSafeNZ Approved Code of Practice "Management and Removal of Asbestos" (ACoP). ▪ Safe procedures of work determined. ▪ Appropriate management of asbestos contamination. ▪ Contingencies have been explored and are in place. ▪ Officers are aware of requirements. ▪ Work continually refers to and informs the Asbestos Management Plan.
		<p>Reactive:</p> <ul style="list-style-type: none"> ▪ No asbestos management plan in place, or a basic plan that meets the regulatory requirement but may not meet the needs of the business. ▪ Planning occurs once asbestos is detected.
		<p>Vulnerable:</p> <ul style="list-style-type: none"> ▪ Planning does not consider potential asbestos risks.

Elements	Key Question / considerations	Maturity Levels
<h1 style="writing-mode: vertical-rl; transform: rotate(180deg);">Assurance</h1>	<p>Do you have appropriate assurance mechanisms in place to ensure the above elemental safety features are in place and effective?</p>	<p>Generative:</p> <ul style="list-style-type: none"> Leadership chronic unease – continually critiquing the adequacy and reliability of assurances received.
		<p>Proactive:</p> <ul style="list-style-type: none"> Board safety walkdowns to engage with workers and understand business risks. Leaders engage employees and proactively discuss maturity of understanding. Leaders engage with employee to give assurance of effectiveness of the systems in place. Leaders empower Champions (people with a higher level of knowledge and experience) to be leaders across the business.
		<p>Calculative:</p> <ul style="list-style-type: none"> Monitoring to inform management of work. Reporting to indicate safety performance and opportunities. Independent verification (where warranted).
		<p>Reactive:</p> <ul style="list-style-type: none"> Leadership are only checking the integrity of risk management approach and controls when something fails.
		<p>Vulnerable:</p> <ul style="list-style-type: none"> Leadership has no reliable assurance that asbestos risks are effectively managed.

