

A Practical Guide to Safety Leadership

Blank Task and Position Competency Matrix

Implementing A Construction Safety Competency Framework



Australian Government

Department of Education, Employment
and Workplace Relations
Office of the Federal Safety Commissioner



CRC Construction Innovation
BUILDING OUR FUTURE

How to use the Blank Task and Position Competency Matrix

Implementing the competency framework into your daily business practices may seem a challenging task. To begin, you may find it useful to perform a quick 'health check' on your organisation's current position in regard to the safety critical positions and safety management tasks indicated in the competency framework.

Internal documentation

The simplest way to start is to systematically go through the 39 safety management tasks (SMTs) on the blank matrix and indicate with 'yes' or 'no' which of these tasks are already in your company's safety management system operations.

Role responsibility

The second step would include reviewing the 39 SMTs and identifying with 'yes' or 'no' whether a specific role or position in your company is clearly responsible for this task. You should also identify if there are other tasks specific to your organisation that may not be listed in the 39 SMTs.

Training and development

The third step requires you to review the 39 SMTs and identify with 'yes' or 'no' whether your company has a specific training program or module that delivers skill and behavioural competencies required to effectively undertake each task.

Prioritising missing SMTs

In the fourth step, identify which of the 39 SMTs have a NO response, and prioritise these as H, M or L (High, Medium or Low priority) for future inclusion in your company's plan. This simple four-step process will enable you to identify any SMTs that are relevant to your company and are or are not currently in your company's safety management system and also allows you to identify who, if anyone, in your company is responsible for particular SMTs. This process will also highlight where additional training packages may need to be developed and delivered to employees.

Aligning SMTs to your company

Use the blank matrix listing the SMTs to identify the roles that are responsible for each of the SMTs in your company so they align with what your company currently has in its operations.

Following this activity you should be able to identify strengths:

- the SMTs that are already in your company's requirements
- the SMTs that have a strong link to responsibility in a role
- the SMTs that have current training modules

and also identify opportunities for improvement:

- the SMTs that are not currently in your company's requirements
- the SMTs that have a very weak or non-existent link to role responsibility
- the SMTs that are not currently trained to employees.

You may begin to determine which, if not all, of the 39 SMTs your company will focus on implementing or improving. For example, the embedding of SMTs to role responsibilities can occur through position statements, competencies, recruitment and selection criteria, and evaluations.

It is important to note the task competency allocation used in the matrix in the competency framework is indicative. As companies have individual needs, and will be at different stages of cultural development and OH&S maturity, the matrix should be used as a guide to meet your company's individual needs. Thus the scoring will reflect the stage of development of your company's safety culture and safety management system. For those organisations at the early stages of their cultural development it is important to determine a starting point for minimum competency requirements. The competency framework suggests at a minimum the following SMTs should be introduced:

SMT 1	Carry out project risk assessments
SMT 6	Carry out workplace and task hazard identification, risk assessments and controls (JSAs and SWMSs)
SMT 13	Plan and deliver toolbox talks
SMT 16	Consult on and resolve OH&S issues
SMT 18	Challenge unsafe behaviour/attitude at any level when encountered
SMT 19	Make site visits where a site worker is spoken to directly about OH&S in the workplace
SMT 20	Recognise and reward people who have positively impacted on OH&S
SMT 22	Carry out formal incident investigations
SMT 24	Carry out formal inspections of workplace and work tasks
SMT 26	Monitor sub-contractor activities
SMT 29	Understand and apply general legislative OH&S requirements
SMT 33	Understand and apply general regulatory workers' compensation requirements
SMT 36	Work with staff to solve safety problems

Remember that the competency framework was intended to be customised for and within different organisations and that there are many opportunities to mould the competency framework to suit your needs.