

Design Delegation Holder

Associations with relevant service providers

- 1 The highest risk assessment score for any service provider is < 5%
- 2 The highest risk assessment score for any service provider is between 5% and 10%
- 3 The highest risk assessment score for any service provider is between 10% and 20%
- 4 The highest risk assessment score for any service provider is between 20% and 40%
- 5 The highest risk assessment score for any service provider is > 40%

Challenges to rules

- 1 Exceeds rules requirements. Readily accepts interpretations. Actively participates and co-operates in formal processes to improve rules.
- 2 Exceeds rules requirements. Holistic view in viewing rules as for the general good for everyone so complies even if disagrees.
- 3 Meets minimum rule requirements. Questions rules from a self interest or industry perspective.
- 4 Actively seeks avenues to circumvent rules. Self interest in rules in order to further economic advantage. Only complies 'problem' rules if it suits.
- 5 Deliberately breaches rules. Commonly espouses an attitude of perceived licence to bend the rules. 'Problem' rules are deliberately flouted and actively campaigned against for economic advantage.

Industrial relations

- 1 Superb industrial relations characterised by complete trust of company by employee representatives and vice-versa. Industrial problems are prevented before they occur.
- 2 Employee and company representatives have a good professional relationship. Industrial problems are solved by negotiation when they occur.
- 3 Employee and company representatives have a working relationship. Industrial problems occasionally result in limited actions.
- 4 Employee and company representatives usually meet to discuss issues, but rarely solve them without some industrial action or other.
- 5 Employee and company representatives rarely meet before an industrial action is taken. Solutions are often externally imposed.

History of document action, including consideration of action (conditions, suspensions)

- 1 No document action has been considered within the previous 10 years and no document action has ever been carried out.
- 2 Has had document action considered in the last 10 years but none has been carried out.
- 3 Has had document action less than suspension of certificate or licence carried out within the last 5 years but not current.
- 4 Has had suspension of certificate or licence carried out 1- 5 years ago.
- 5 Has had suspension of certificate or licence carried out within the previous 12 months.

Non-compliance/non-conformance

- 1 NCI score in last 12 months = 0.
- 2 NCI score in last 12 months is >0 and in lowest 40% of scores.
- 3 NCI score in last 12 months is in 40-70% range
- 4 NCI score in last 12 months is in 70-90% range
- 5 NCI in last 12 months is in the highest 10% (90-100% range)

Attitude to safety AND compliance

- 1 An excellent attitude to all aspects of safety. Demonstrates excellent safety culture. Just culture is well understood and accepted.
- 2 Is proactive in safety matters and there are only minor/occasional lapses. Safety culture is accepted and understood. Just culture is well understood.
- 3 Takes the initiative in safety and has safety procedures in place. Safety culture is generally understood but there are minor lapses Operational 'risk assessment' does take place.
- 4 Is reactive. Does on occasion take some initiatives towards implementing policy and procedures to enhance organisational safety, but generally ongoing monitoring of individual practices is spasmodic. Safety culture is confined to one or two initiatives. No operational 'risk assessment' apparent.
- 5 Is either inactive or actively fosters the development of poor safety culture within the environment. No evidence of a positive safety culture in this person's activities. Individual responsibilities are not recognised and there does not appear to be any grasp of the 'big picture'. There is no operational 'risk assessment' mechanism.

Attitude towards risk taking

- 1 All risks are eliminated, mitigated, or insured against by well understood mechanisms.
- 2 Most risks are eliminated, mitigated, or insured against. Risk management is well understood and unacceptable outcomes usually prevented by well understood controls and procedures.
- 3 The concept of risk management is understood but not well implemented.
- 4 Risk management is not well understood and controls are ineffective or rarely implemented.
- 5 Risk management is not considered at all. Takes risks without controls and/or no effort is made to monitor or assess risk.

Attitude to the regulator

- 1 Encourages regulatory participation in projects and access at any time. Volunteers information freely and without prompting. Cooperative and helpful Accepting of comments and recommendations.
- 2 Accepts regulatory access without question. Open and transparent. Cooperative.
- 3 Accepts regulatory access but periodically questions timing or site. Audits conducted as expected but does not willingly volunteer all information. Open but engages in "gamesmanship".
- 4 Attempts to postpone audits/interviews for no practical reason. Information is provided only when specifically requested. Reluctant to "open up" and only co-operates if it suits.
- 5 Will not accept free regulatory access to facilities. Audits/followups deliberately avoided. Information is deliberately withheld and not made available. Argumentative, deceitful, obstructive, aggressive.

Training programme and professional development

- 1 The individual can show that all the training is effective.
- 2 The individual is able to show that ineffective training is the exception.
- 3 The individual is able to show that most training taken is effective. Where training is ineffective it is usually recognised as such and managed.
- 4 The individual is able to show that some of the training taken is effective. Where training is ineffective it is rarely recognised as such or managed.
- 5 The individual is not able to show that any training is effective.

Morale

- 1 Morale is very good. Individual is positive and "up-beat".
- 2 Morale is good. Individual is positive and is not overtly hostile.
- 3 Morale is average.
- 4 Morale is low. Individual has a negative attitude.
- 5 Morale is very low.