

Health & Safety Generalist Pathway

An Overview of Health & Safety Generalist Careers in New Zealand

Whether you are starting out, transferring to, or expanding an existing career



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Introduction

The Pathway has been developed through a partnership between the Health and Safety Association of Zealand (**HASANZ**), the Government Health and Safety Lead (**GHSL**), in conjunction with the Health and Safety Generalist Professional Associations, the New Zealand Institute of Safety Management (**NZISM**) and the New Zealand Safety Council (**NZSC**). Significant input has been provided by a large number of key stakeholders and individuals from across New Zealand's public and private sectors.

HASANZ monitor and update the pathway in conjunction with key stakeholders

Health and Safety (**H&S**) professionals work to promote and protect the health, safety, and wellbeing of people at work using a mix of core technical competencies and interpersonal skills. Many people enter the H&S profession through other professions and as second careers.

The H&S profession is multi-disciplinary, with many different professions working in the wider H&S field. This includes H&S Generalists and those in specialist fields of H&S such as Hazardous Substance Professionals, Occupational Hygienists, Human Factors/Ergonomists, and Occupational Health Nurses. A brief explanation of the various disciplines available are listed in Table 1 on page 6 of this guide.

This guide informs a wide audience about the role of H&S Generalists. It compares the role with other H&S disciplines, discusses the current market demand, and describes what "good looks like" across the various H&S Generalist roles.

The International Labour Organisation (ILO) defines Occupational Health and Safety (OHS) as “...the science of the anticipation, recognition, evaluation, and control of hazards arising in or from the workplace, and which could impair the health or well-being of workers...”.

It is well known that there are substantial human and economic costs to workers and their families, employers, and society that result from workplace illness and injury, and effective health and safety management can protect against harm to workers and businesses.

The Career Pathway: Why has it been developed and how can it help?

There is currently a huge demand for trained and competent H&S Generalists and other H&S specialists in New Zealand, with the 2019 HASANZ [Health and Safety Workforce Pipeline Report](#) identifying “At least another 2,100 health and safety professionals will be required over the next 10 years”.

In New Zealand, major government reviews have identified the need for a strong OSH generalist professional presence that meets international standards.

The value proposition for managing H&S effectively and investing in expertise has changed in recent years. However, some organisations and recruitment agencies still don't understand the skill sets required for success in the profession, and do not see the contribution the H&S profession provides to improve organisational culture and performance.

Stakeholder feedback in both the public and private sectors shows that this can result in a poor fit between a person and the job they are recruited to do. In some cases, organisations are recruiting individuals without the skill or experience needed placing both the organisation and the individual at risk. There currently exists an inconsistency in position descriptions, low awareness of the professional accreditation and registration requirements amongst both public and private employers.

It's for this reason the H&S Generalist Career Pathway and its supporting documents have been developed to:

- address the current market confusion for the H&S Generalist profession;
- provide an overview of what a H&S Generalist does, and what options are available along their career path;
- clarify what “good looks like” across the different roles in the H&S Generalist Career Pathway; and
- provide a reference for current and future H&S Generalists, hiring managers, and recruitment agents to understand what technical and supporting skills are required to succeed in the industry.

H&S Generalist Career Pathway Resources

The Career Pathway isn't intended to replace the information available from the variety of other reliable and frequently used sources such as that found in the Continued Professional Development (CPD) guidance offered by the H&S Generalist Professional Associations (NZISM and NZSC).

Alongside this document, sit two others: **A Guide for Individuals** and **A Guide for Recruiters and Managers**.

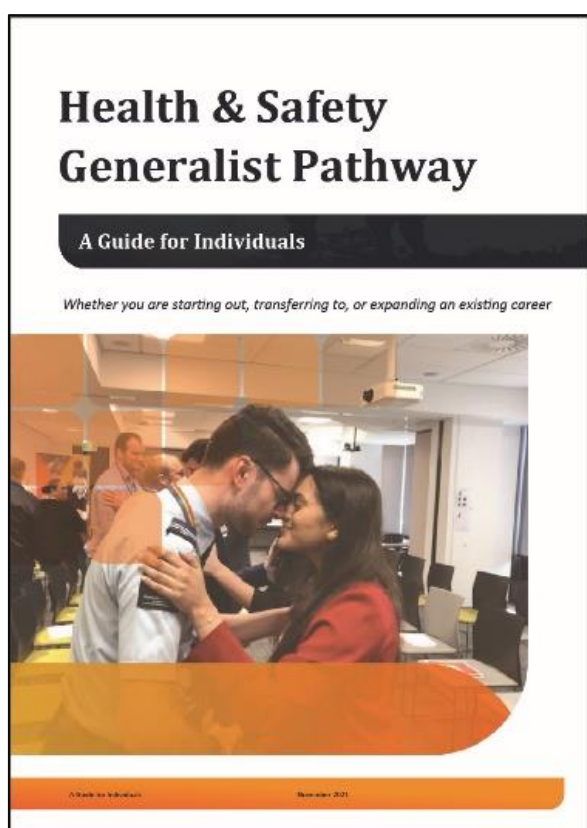


Figure 1: A Guide for Individuals

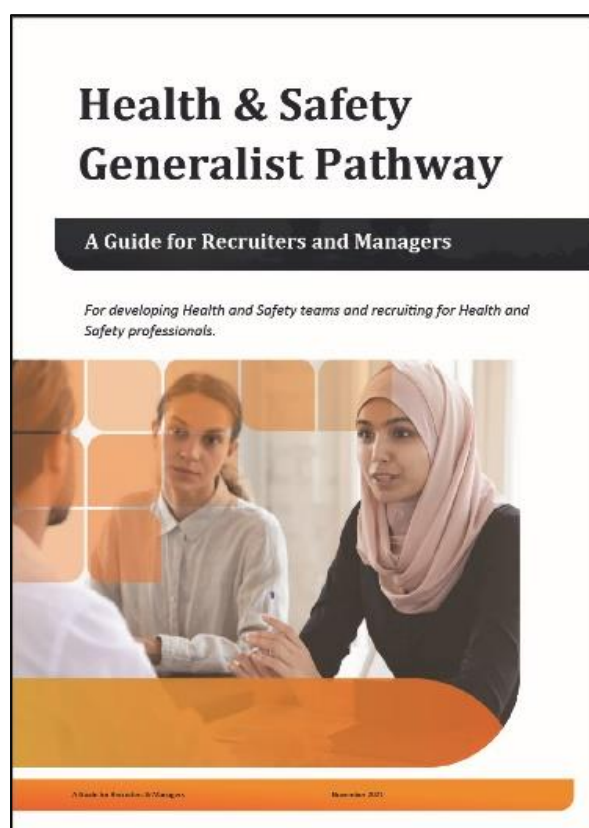


Figure 2: A Guide for Recruiters and Managers

A User Guide for Individuals is for people interested in starting a career in H&S, those already getting started in the profession and anyone wanting to know how they can progress through their career.

If you are responsible for recruiting people into a H&S discipline, or if you are a manager with responsibility for H&S professionals, then the second supporting document, **A User Guide for Recruiters and Managers** will give you some pointers and helpful tips on how you can ensure you successfully recruit and retain H&S talent, as well as assist organisations to set remuneration based on identifiable skills and proven experience.

H&S Disciplines at a Glance

Discipline	What do they do?	Professional Bodies
H&S Generalists	Provide general health and safety advice, planning and risk management across a worksite or organisation.	New Zealand Institute of Safety Management (NZISM) https://www.nzism.org/ New Zealand Safety Council (NZSC) https://www.safetycouncil.nz/ Institution of Occupational Safety and Health (IOSH) https://iosh.com/
Hazardous Substance Professionals	Specialists in the management of safety risks from explosive, flammable, toxic or corrosive substances being manufactured, used, stored, or transported at work.	Hazardous Substances Professionals New Zealand (HSPNZ) https://hspnz.co.nz/
Occupational Hygienists	Specialists in identifying, evaluating, and controlling risks to worker health from physical, chemical, and biological hazards.	New Zealand Occupational Hygiene Society (NZOHS) https://nzohs.org.nz/
Occupational Health Nurses	Provide advice and services to help manage the relationship between work and health, including the effects of both work on health and health on work.	New Zealand Occupational Health Nurses Association (NZOHNA) https://www.nzohna.org.nz/
Human Factors Professionals/ Ergonomists (HFE)	Use knowledge of human performance across physical, cognitive, and organisational domains to provide analysis and advice for the design of work equipment, environments, processes, and work systems to support healthy and productive work.	Human Factors and Ergonomics Society of New Zealand (HFESNZ) https://www.hfesnz.org.nz/
Occupational Therapists	Occupational Therapy in the workplace considers the person in the context of their life roles, habits and routines to create a plan to optimise their function, and increase their work productivity, as recovery allows, in a safe and sustainable way.	Occupational Therapy New Zealand - Whakaora Ngangahau Aotearoa (OTNZ-WNA) https://www.otnz.co.nz/
Occupational Health Physiotherapists	Work to prevent or treat injuries suffered at work and help affected people return to, or stay at work.	Physiotherapy New Zealand (Occupational Health Group) https://pnz.org.nz
Occupational and Environmental Medicine Specialists	Doctors who specialise in medicine related to the effects of work on health, and health on work.	The Australasian Faculty of Occupational and Environmental Medicine (AFOEM) of the Royal Australasian College of Physicians (RACP) https://www.racp.edu.au/about/college-structure/australasian-faculty-of-occupational-and-environmental-medicine
Organisational Psychologists	Experts in human behaviour in the workplace and the impact of human behaviour on organisational outcomes.	Institute of Organisational Psychologists https://organisationalpsychology.nz/
Asbestos Specialists	Professionals and practitioners providing services to the asbestos industry.	Faculty of Asbestos Management of Australia and New Zealand. https://famanz.org/

Table 1: HASANZ Understanding the professions within the Health and Safety sector <https://www.hasanz.org.nz/hasanz-register-for-businesses/>

What does a H&S Generalist do?

The scope of H&S Generalist roles is often broad, and may depend upon the size and type of sector they work in. They may be the only H&S resource, or a member of a large multi-disciplinary team.

Attractive features of working in a H&S role are the ability to balance technical knowledge and interaction with people. H&S professionals use these skills to understand and influence the attitude and behaviours, and provide advice and planning for organisations and their leaders to create healthy and safe places of work.

H&S Generalists are involved in providing a range of practices and services, which include:

- assessing, influencing, and supporting the development of collaborative organisational cultures;
- using a range of theoretical and practical methods to identify, assess and manage workplace H&S risks;
- coaching, mentoring, and providing training in the use of H&S tools and processes to increase the capability of others;
- providing advice and guidance on the application of the H&S legislative frameworks;
- using and developing or adapting fit for purpose H&S documentation and information management systems;
- analysing data and information to help prepare, and often deliver robust performance reporting to management; and
- identifying when an organisation may require other types of H&S specialists (such as a Hazardous Substance Professional, Occupational Hygienist, Human Factors Professional/Ergonomist or Occupational Health Nurse or Physician).

This list is not exhaustive and not all skills are necessarily learned from completing qualifications. Supporting skills such as business acumen, project management, change management, and leadership are often of equal importance in H&S Generalist roles.

Although the graduate pathway is one option, H&S is often a second or third career for many people. Production or trades workers may take on safety-related responsibilities as part of their role, and workers in many contexts may become interested in the career by acting as a H&S representative. Different academic backgrounds including engineering, science, health, or business management disciplines can underpin a career in H&S.

Entry Routes into the Health and Safety Profession

Many people enter into the H&S profession from previous careers and professions with other qualifications and experience.

The diagram on the next page shows the variety of previous careers that individuals have had before taking the step to move into H&S.

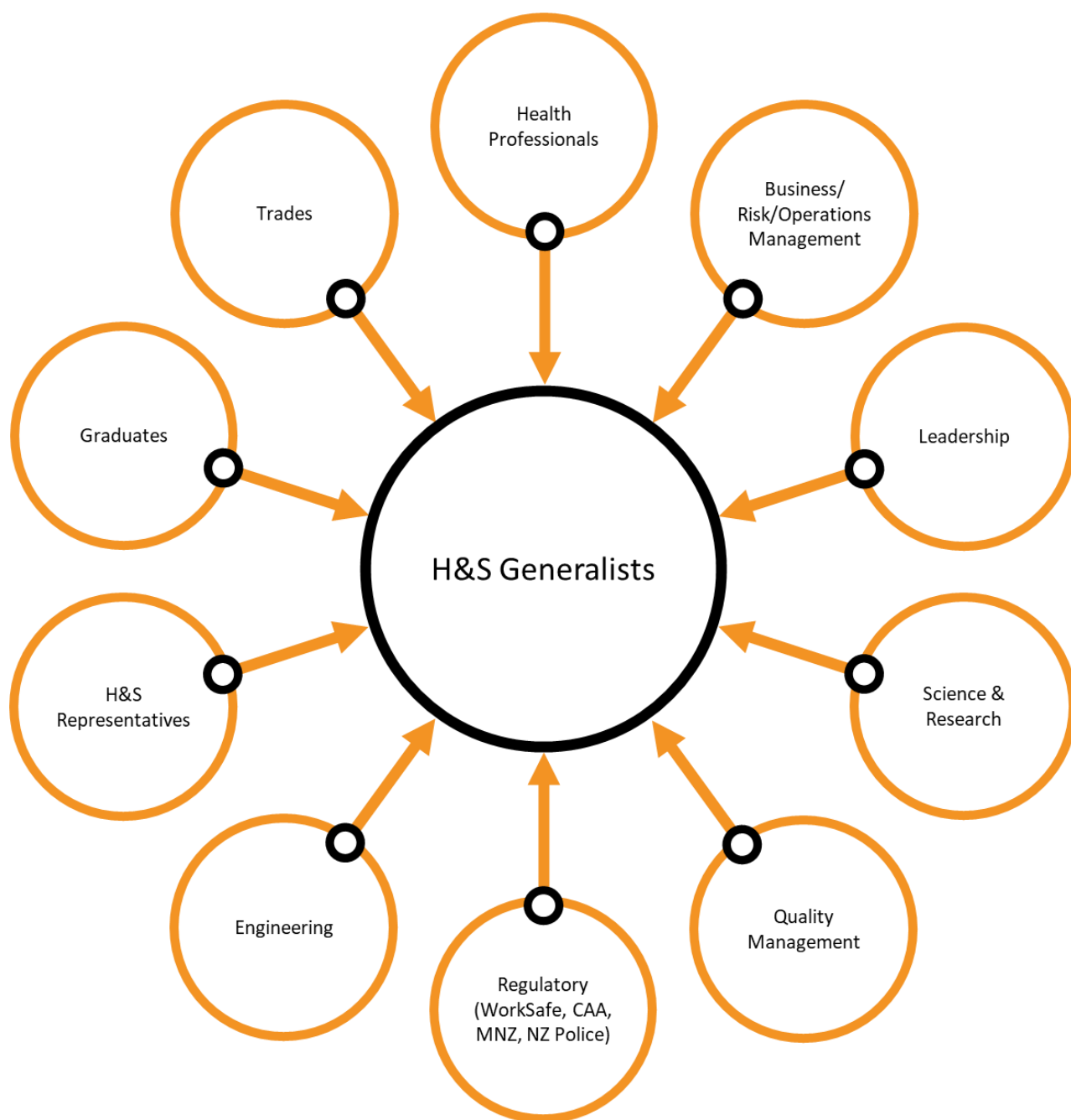


Figure 3: Pathways into a H&S Generalist role

In recent years there has been a noticeable growth in people moving into a career in H&S because of the changing nature of H&S roles. Where compliance was once the main part of a H&S role, that has now changed, and H&S professionals are now seen as also promoting and influencing ideas and practices to improve individual wellbeing, morale and overall business productivity.

The scope and diversity of the H&S Generalist profession also means there are many different roles and environments to work in. These can range from site-specific roles focused on technical work processes and specific hazards, to developing broader systems and processes across an entire (sometimes multinational) organisation; to giving consultancy advice to a diverse range of businesses.

Professional Associations and Accreditation

Health & Safety Association of New Zealand (HASANZ) Register

The Health and Safety Association of New Zealand (**HASANZ**) is an Incorporated Society set up with government support following recommendations from the Independent Taskforce on Workplace Health & Safety' to raise professional standards across the H&S profession.

The Health and Safety Association of New Zealand (HASANZ) is the umbrella organisation representing workplace health and safety professions in New Zealand. Only approved Professional Associations are members of HASANZ.

In 2018 HASANZ launched the HASANZ Register which provides businesses and organisations with a free online searchable database of verified health and safety professionals from ten disciplines.

H&S Generalists listed on the HASANZ Register are required to meet recognised competency standards through the professional associations for H&S Generalists, hold professional grading with NZISM or NZSC, hold tertiary qualifications and have the necessary work experience. For information on the HASANZ Register visit <https://www.hasanz.org.nz/hasanz-register/>

Professional Associations for H&S Generalists

Most New Zealand H&S Generalists belong to the New Zealand Institute of Safety Management (**NZISM**) or the New Zealand Safety Council (**NZSC**). Both Professional Associations offer recognised and approved Professional Accreditation Pathways which enable individuals to progress in their careers. For information on these pathways please refer to their websites: <https://www.nzism.org/> and <https://www.safetycouncil.nz/>

International Qualifications and Accreditation

A wide range of international H&S qualifications are recognised by both NZISM and the NZSC in their accreditation pathways. Professional grading by other professional accreditation bodies, such as the Institution of Occupational Safety and Health (**IOSH**), is recognised by NZISM, and a reciprocal agreement between NZISM and IOSH exists to support this.

Occupational H&S Professional (INSHPO) Capability Framework

The H&S Generalist Pathway maps against the International Network of Safety and Health Professional Organisations' (**INSHPO**) Occupational Health and Safety Professional Capability Framework, which is a global framework for practice in the health and safety (generalist) profession. NZISM and NZSC are both members of INSHPO and work within the boundaries of this capability framework.

More information on the INSHPO Occupational Health and Safety Professional Capability Framework can be found here:

https://www.inshpo.org/storage/app/media/docs/INSHPO_2017_Capability_Framework_Final.pdf

H&S Generalists Professional Accreditation - Technical Skills

Career Pathway		INSHPO	NZISM	NZSC
Technical	H&S legislation knowledge and its application in practice	Knowledge management	Law, regulation, and societal context	Determine the legal framework of OHS in the workplace Provide advice and make judgments on OHS compliance, legislation, and standards
	Risk management (methodology and application)	OHS Risk management processes	Hazard and risk Hazard and risk control	Access sources of information and data to identify hazards and provide advice Control risk associated with hazards Monitor and review risk management processes, technical information, and current/future industry practice Identify hazards arising from the use of plant, equipment, and associated systems of work
	H&S Management systems development	Systems management	Safety management OHS Information management	Lead and support the development and application of systems, policies and procedures and collection of workplace information, data, and records
	Implementation of H&S process & documented systems into practice	Communication, engagement & influence	Risk assessment and decision making on risk	Management of OHS information and Data–application into practice
	H&S Performance analysis and reporting	Measuring & evaluating performance	Monitoring, evaluating, and validating controls Statistics and qualitative analysis	Management of OHS information and data–analyse, identifying trends and mitigation plans. Communication of OHS information to stakeholders
Professional & Ethical Practice				

H&S Generalists Professional Accreditation - Supporting Skills

Career Pathway		INSHPO	NZISM	NZSC
Supporting Skills	Communication and influencing (including through coaching and mentoring)	Communication, engagement, and influence	Communication and consultation change management	Design and develop OHS participative arrangements and processes and facilitate coaching and mentoring
	Business acumen	Business and organisational	Organisational and business imperatives	Lead/support systematic and prioritised approach to managing OHS and provide guidance and advice to key stakeholders, influencing safety & business outcomes
	Training and facilitation	Communication, engagement, and influence	Professional role & functioning safety & health management	Lead and facilitate training and skills development, ensuring worker competency in areas of OHS
	Assurance and verification	Measuring and evaluating performance	Safety & health management	Reviewing safety - lead, plan and implement organisation audit, review, and monitoring activities
	Strategic planning (including preparation of annual work plans/targets and goals)	Strategic planning	Strategic and operational planning	Develop and implement organisational strategies and plans to improve safety practices and outcomes
	Project management	Communication, engagement, and influence	Project management	Identify and recommend controls for hazards associated with projects and continued safe use of plant and equipment throughout lifecycle
	Cultural awareness	Organisational culture and impact on OHS	Organisational culture	Culture – diversity and the changing face of the NZ workplace
	Problem-solving	Organisational culture and impact on OHS communication, engagement, and influence	Systems Individual psychology Social psychology	Facilitate and participate in the development of strategies to resolve issues related to OHS

Appendix 1:

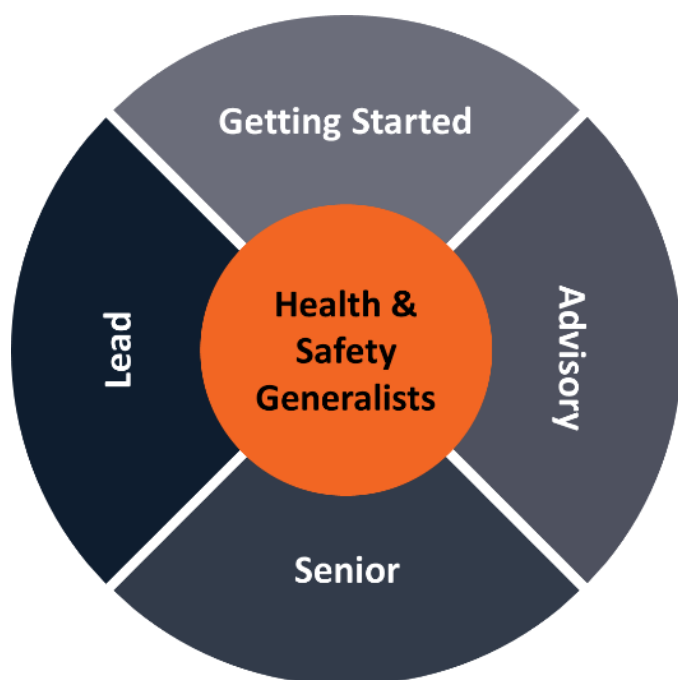
H&S Generalist Job Family

The Career Pathway for a H&S Generalist is not linear and is dependent upon a number of factors, including, but not limited to:

- an individual's prior experience, skills, and attributes;
- the size, type, and maturity of the organisation; and
- the sector they are in or wish to work in.

Let's take a look at some of the roles that are on offer and what they may involve.

Within the H&S Generalist Pathway, there are four groups of job roles: Getting Started, Advisory, Lead, and Senior.



Try not to get stuck on the job title, look more at what you can bring to the role and what you can receive back from the role.

Remember that role expectations, the breadth of the role (or any limitations), and who your stakeholders may be, will vary based on what sector you work in and where your role sits within the organisation.

Along with the information in this appendix, use the **Career Pathway Common Skills** (refer to Appendix 2) to help you map the skills and capabilities you currently hold and where you may want to focus to either secure a particular role or take the steps needed to gain a more senior position.



Check out the stories in the Individual and the Recruiters and Managers Guides to see how Sudha, Peter, and Debbie entered the H&S profession, and how they have developed their skills across the H&S Generalist Career Pathway.

Getting Started

It is not unusual for people to enter the H&S generalist profession at one of these roles, and to decide that they want to stay here. Being hands-on, interacting with people, and making a difference to the day-to-day work life of colleagues is one of the many great things about a career in H&S, and sometimes where people feel they add the most value.

Job titles along with prior skills and experience will vary, with typical job titles for those starting out being advertised as H&S Graduate or H&S Coordinator.

What could you be doing in this role?

Some of the most common activities in these roles are likely to be:

- You may be the first point of contact for initial H&S advice.
- You will understand how processes can and should be used in practice and you will provide support to front-line workers and supervisors.
- Coaching and mentoring a variety of stakeholders to understand what “good looks like” and contributing to problem-solving that improves the workplace H&S environment and culture.
- Instrumental in, or part of the team, creating and delivering basic in-house H&S awareness training.

Who could you be working with/alongside?

Dependent upon the size and type of organisation that you join, key stakeholders and direct contacts may be:

- other H&S team members;
- supervisors and team leaders of the organisation;
- frontline workers, including contractors and service providers; or
- H&S Representatives

Advisory

This may be a next step on the Career Pathway, or even your entry point. Typical job titles may include H&S Advisor or H&S Officer.

What could you be doing in this role?

Some of the most common activities are likely to be:

- You may be the first point of contact for initial H&S advice.
- You are likely to be involved in helping people, especially front-line staff, and supervisors to understand what needs to be done, and how to use H&S forms and documents in practice.
- Coaching and mentoring a variety of stakeholders to understand what “good looks like” and contributing to problem-solving that improves the workplace H&S environment and culture.
- Instrumental in, or part of the team, creating and delivering a variety of in-house H&S awareness training.
- Creating in-house H&S documentation (policies and procedures).
- Preparing initial analytical data for H&S performance reports.

Who could you be working with/alongside?

If you are part of a large organisation and H&S team

- Supervisors and team leaders
- Frontline workers
- H&S Representatives
- Other H&S team members

If you are in a standalone position

- Business owner, General Manager level
- All management levels
- Workers, including H&S Representatives
- External agencies, including the regulator(s)

Senior

Many organisations are able to offer a graduated succession pathway, enabling advancement from an Advisory to a Senior Advisor position and even further. When this is on offer, job titles at the next step up could be Senior H&S Advisor or Principal H&S Advisor.

In many small to medium size organisations, it is not unusual for this to be the most senior H&S position.

What could you be doing in this role?

Sector and industry variations will continue to reflect exactly what the organisation expects of those working at this level. These are some of the most likely expectations:

- You are a credible source of H&S information and expertise for your organisation and play a significant part in helping management to understand the wider picture of good H&S practice and bringing that to life.
- The level of “hands-on” activities may be variable and will most likely focus on more complex and technical H&S requirements, such as critical risk management, culture changes, assurance, and governance.
- If you are part of a team, you will most likely be accountable for team development and deliverables and providing mentoring/coaching to less experienced team members.
- You will be regularly preparing and presenting organisational H&S performance reports and technical documentation and may be attending senior management meetings to deliver and discuss the contents of those reports.

Who could you be working with/alongside?

- Senior management
- Functional managers and internal specialists
- Supervisors and team leaders
- External stakeholders and service providers
- Industry groups
- Other H&S team members

Lead

H&S roles of this nature are often seen as being at the pinnacle of the career journey; unless you have an opportunity to step beyond this into an executive role.

Job titles continue to vary but are likely to include H&S Manager, H&S Business Partner, or H&S Specialist.

Individuals in these posts will most likely have extensive practical and management experience gained across a number of years, and possibly across a variety of industry sectors.

What could you be doing in this role?

In roles of this nature, you are the trusted H&S advisor to the organisation, providing expert advice, working more at a strategic rather than operational level, and frequently interacting with the Executive Team and up to the Board. Other broad activities and attributes could be:

- You will be an experienced strategic thinker, with experience of change management and strong business acumen.
- Sitting as part of the senior management structure in the organisation, your insight and experience are often called upon to form part of business decisions and strategic goals.
- You are seen as a strong leader who can effectively influence across all levels of the organisation.

Who could you be working with/alongside?

- Board and Executive team members
- Senior management
- The Regulator(s) and other external stakeholders or interested parties
- Industry bodies and experts
- Other H&S team members
- All other levels of your organisation

Appendix 2:

H&S Generalist: Career Pathway Common Skills

Skills & Attributes		Getting Started	Advisory	Senior	Lead
		Typical Role Titles: H&S Graduate & H&S Coordinator Ideal practical experience: N/A	Typical Role Titles: H&S Advisor & H&S Officer Ideal practical experience : 1- 2 years'	Typical Role Titles: Senior H&S Advisor/Principal Ideal practical experience : 2-5 years'	Typical Role Titles: H&S Manager/Team Leader/Specialist Ideal practical experience : More than 5 years'
Technical Skills	H&S Legislation knowledge and its application in practice	May have a basic knowledge of HSWA which has been attained through personal study, prior in-house training and/or formal qualification.	Has a comprehensive knowledge of HSWA, attained through completion of formal qualification and with at least 2 years practical/hands-on experience of transferring knowledge into practice.	Has a strong knowledge of HSWA and a range of supporting Regulations and their application in practice gained over a period 5 years or greater. Capable (or with track record of) providing advice on HSWA application in practice at a Leadership/ELT and even Board level.	In addition to that attained at Senior Level, post holder <u>may</u> also have knowledge and experience of implementation of other relevant statutes. e.g., Accident Compensation Act 2001, Hazardous Substance Regulations 2017. If role is within a specific industry setting (e.g., High Hazard Facility, would be expected to have comprehensive knowledge of relevant statutes such as Major Hazard Facilities Regulations 2016).
	Risk Management (methodology and application)	Has a basic understanding of risk assessment tools or processes. May have been gained through hands-on experience or from more formal training.	Understands a broad range of risk identification and management techniques and has proven experience of applying these within an organisational setting (e.g., leading and reviewing suitability of risk assessments).	In addition to that gained at Advisory level, individual is also conversant with the different methodologies that are used to identify and manage critical risks, e.g., Bowtie risk analysis, development of critical control plans.	May also hold formal qualification or additional competencies/experience in more robust and specialist risk management methodology such as Bowtie Risk Assessment/HAZOP/Safety in Design/Event tree analysis etc.
	H&S Management Systems Development	Can prepare simple /basic H&S documents, using plain English and presented in easy-to-follow formats.	Has proven experience of creating "fit for purpose" Health and Safety Management System relevant to the organisation, its size, and risk profile.	Has extensive experience in development of National Health and Safety Programmes and Health and Safety Management Systems which go beyond legal compliance and focus on stakeholder engagement/input and continuous improvement. May also have experience of preparing and implementing integrated management systems and/or H&S documented systems which would be able to achieve a recognised accreditation (e.g., ISO 45001).	
	Implementation of H&S Process into Practice	Knowledge and practical experience may be somewhat limited, but the individual has a keen desire and willingness to engage with stakeholders and support success.	Proven experience and track record of working with internal stakeholders and coaching/supporting them to use the in-house tools as effectively as they can.	Has extensive knowledge and proven track record of stakeholder engagement, change management and successful implementation of agreed protocols and processes at all levels of an organisation including at an ELT/Board level.	
	H&S Performance Analysis and Reporting	May have some understanding of what information can and should be collated and best ways to show these in reports. Can also collate information from available databases/sources and create simple but meaningful graphs and supporting narrative.	Able to interpret data, provide supporting narratives and prepare a range of relevant reports for differing levels of the organisation.	In addition to report preparation, individual presents H&S reports to senior management/Board and can analyse, validate and discuss information as required. Regularly presents H&S reports at ELT and Board level, discussing relevance of information (and any actions to address gaps) to meet Due Diligence obligations and attainment of agreed organisational HSW Goals & targets.	

Note: the above is only an example of some of the fundamental skills and attributes. Please refer to the H&S professional bodies' websites for more specific information across differing levels.

Skills & Attributes		Getting Started		Advisory		Senior		Lead		
		Typical Role Titles: H&S Graduate & H&S Coordinator Ideal practical experience: N/A		Typical Role Titles: H&S Advisor & H&S Officer Ideal practical experience : 1- 2 years’		Typical Role Titles: Senior H&S Advisor/Principal Ideal practical experience : 2-5 years’		Typical Role Titles: H&S Manager/Team Leader/Specialist Ideal practical experience : More than 5 years’		
Supporting Skills	Communication & Influencing, (including through coaching & mentoring)	Able to interact and work collaboratively at same position/level within the organisation or that of levels below this position.		Proven track record of coaching/ mentoring at same level within organisation and with favourable outcomes and high engagement from participants.		May hold formal qualification and/or extensive experience in coaching/mentoring. Able to influence at a senior management level and down to “shopfloor”.		Has strong effective communication skills across all levels of the organisation, including at a governance level and with external stakeholders.		
	Training & Facilitation	Can prepare and deliver in house training/awareness on subjects that they are familiar and experienced in.		Able to prepare and deliver in-house training material which provides participants with a good level of competency/capability outcomes.		Able to prepare and deliver complex or detailed materials which enables participants to meet a high level of capability/competency. May also hold a formal qualification in adult training/education. Strong proven track record of delivering training and education to the organisation, and to ELT/Board level and responding to challenging inquiry as a result of that training. Strong proven track record of delivering training to ELT/Board level and responding to challenging inquiry as a result of that training.				
	Assurance & Verification	Has a basic working knowledge of assurance/verification tools and can use these as intended to help collate meaningful information.		May hold basic/formal qualification in an auditing/assurance discipline.		Likely to hold a formal qualification/competency in auditing techniques. Able to develop in-house assurance and verification processes, outcomes of which assist an organisation to understand what is working well and where there are opportunities for further improvement.				
	Strategic Planning (inc. preparation of annual workplans/ targets and goals)	Has been involved in development of goals/targets and understands what SMART goals are.		Has experience of creating workplans or activity programmes which help an organisation/ function to achieve its agreed Strategic Goals/Targets.		Has experience of functional Strategic Plan development and creation of SMART goals/ targets, and socialising these at a senior management level for approval/endorsement.		Proven track record of successfully integrating functional Strategic Planning into the wider organisational/enterprise plans.		
	Project Management	Has practical experience and exposure to project development and delivery.		Has experience of/participated in development of a significant organisational project and its successful execution.		Experience of taking a leading role in the successful delivery of a strategic/focused business project (including allocation of resourcing/timely delivery of agreed outcomes).		May be formally trained in Six Sigma/PRINCE2 or similar project management methods. Proven record of scoping and delivering a range of inhouse (and possibly external) projects, on time/budget and to agreed outputs.		
	Cultural Awareness	Is conversant with and has experience of the effects that NZs multi-cultural workforce can have on workers attitude, especially when introducing internal change management processes.					Proven track record of the importance of cultural needs and considerations when introducing change management in an organisation and delivering successful outcomes for all.		Has been actively involved in influencing cultural change/or introducing leadership mindset change which sets or determines the future vision/goals of the organisation.	
	Problem Solving	Experience of participating in/contributing towards the implementation of successful & sustainable solutions to address routine or predictable issues.		Experience of participating in/contributing towards the implementation of successful & sustainable solutions to address complex or unpredictable issues.		Proven records of “thinking outside the box” and contributing to effective and sustainable solution to address a variety of issues.		Proven record of “challenging the status quo” and achieving/supporting more productive and effective outcomes within complex organisational environments.		

NOTE: these are for example only. Many supporting skills are transferrable from one career to the next and can be applied

Other Sources of Information

- Health and Safety Association of New Zealand (HASANZ):
<https://www.hasanz.org.nz/>
- HASANZ Register:
<https://register.hasanz.org.nz/search/>
- New Zealand Institute of Safety Management (NZISM):
<https://www.nzism.org/>
- NZISM Pathways to Professional Accreditation:
<https://indd.adobe.com/view/38c95334-fe74-4dbe-8170-77663e2454bb>
- New Zealand Safety Council (NZSC):
<https://www.safetycouncil.nz/>
- Government Health and Safety Lead (GHSL):
<https://www.healthandsafety.govt.nz/>
- The INSHPO Occupational Health and Safety Professional Capability Framework:
https://www.inshpo.org/storage/app/media/docs/INSHPO_2017_Capability_Framework_Final.pdf

The Health and Safety Generalist Career Development pathway has been developed by the Health and Safety Association of New Zealand (HASANZ) in partnership with the Government Health and Safety Lead (GHSL), the New Zealand Institute of Safety Management (NZISM), the New Zealand Safety Council (NZSC), WorkSafe New Zealand and representatives from both public and private sectors.

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