

# Health & Safety Generalist Pathway

## A Guide for Recruiters and Managers

*For developing Health and Safety teams and recruiting for Health and Safety professionals*



# Contents

<b>Introduction</b> .....	Page 3
<b>Who is this Guide intended for and how do you use it?</b> .....	Page 4
<b>Health &amp; Safety Disciplines at a Glance</b> .....	Page 6
<b>Current status of the Health &amp; Safety Profession</b> .....	Page 7
<b>Career Pathway Overview</b> .....	Page 8
<b>Qualifications and Professional Accreditation</b> .....	Page 10
<b>Health &amp; Safety Generalist Job Family</b> .....	Page 11
<b>Meet some Health &amp; Safety Generalists</b> .....	Page 12
<b>Skills and Capabilities</b> .....	Page 16
<b>FAQ's</b> .....	Page 19
<b>Other Sources of Information</b> .....	Page 21

# 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 is provided in Table 1 on page 6.

This guide provides information that will support those recruiting for H&S Generalist roles and how, as a manager, you can support your people to develop their H&S Generalist career.

**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.**

# Who is this Guide intended for and how do you use it?



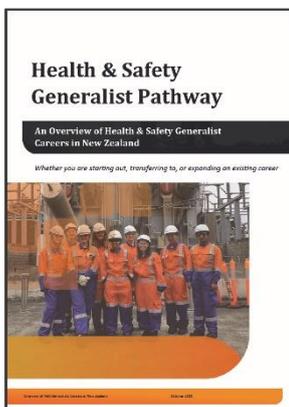
**This guide is intended to help you if you are:**

- a line manager with responsibility for a H&S team or role, or
- responsible for recruiting H&S roles into an organisation.

This guide is part of the H&S Generalist Career Pathway suite of information and has been developed with the intent of:

- helping clarify what a H&S Generalist does (as compared to other H&S disciplines);
- helping individuals and organisations to understand some of the broad differences associated with various H&S Generalist roles which are currently advertised;
- helping clarify the core skills and attributes needed for individuals to be successful in those various roles; and
- supporting line managers and recruiters to have meaningful and constructive discussions with those looking to enter or advance within the H&S profession, to enable understanding of the opportunities for personal and professional development across the breadth of the H&S Generalist Career Pathway.

This guide does not replace the information provided by existing H&S professional bodies and is intended to complement information already widely available through these organisations.



**We suggest you read through this guide alongside the Overview of Health & Safety Generalist Careers in New Zealand document.**

**This guide is primarily intended to provide an overview to recruiters and managers to gain an understanding of the skills and attributes required in the H&S profession. It is intended to support and enable employers to successfully recruit and support individuals to reach their potential.**

## **H&S Generalists**

The scope of a H&S Generalist role is often broad and may depend upon the industry sector and the size of the H&S team or resource in an organisation. An attractive feature of working in a H&S role is the ability to balance technical knowledge and interaction with people. H&S professionals use those 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 not H&S Specialists. A H&S Generalist should identify when a business or organisation may require another type of H&S Specialist (such as a Hazardous Substance Professional, Occupational Hygienist, Human Factors/Ergonomist or Occupational Health Nurse or Physician).

## **Professional Associations for H&S Generalists**

New Zealand H&S Generalists can 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 each Association's website <https://www.nzism.org/> and <https://www.safetycouncil.nz/>

## **Health & Safety Association of New Zealand (HASANZ) Register**

The Health and Safety Association of New Zealand (**HASANZ**) is an Incorporated Society set up by the Government to raise professional standards across the Health and Safety Profession. In 2018 HASANZ launched the HASANZ Register which allows businesses to access competent advice from a range of Health and Safety Professionals. H&S Generalists listed on the HASANZ Register are required to meet recognised competency standards through Professional Associations, hold professional grading with NZISM or NZSC, tertiary qualifications and necessary work experience. For information on the HASANZ Register visit <https://www.hasanz.org.nz/hasanz-register/>

## **International Qualifications & 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 exists for this Accreditation Pathway.

## **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 profession.

[https://www.inshpo.org/storage/app/media/docs/INSHPO\\_2017\\_Capability\\_Framework\\_Final.pdf](https://www.inshpo.org/storage/app/media/docs/INSHPO_2017_Capability_Framework_Final.pdf)

# Health and Safety Disciplines at a Glance

Discipline	What do they do?	Professional Bodies
<b>H&amp;S Generalists</b>	Provide general health and safety advice, planning and risk management across a worksite or organisation.	New Zealand Institute of Safety Management ( <b>NZISM</b> ) <a href="https://www.nzism.org/">https://www.nzism.org/</a> New Zealand Safety Council ( <b>NZSC</b> ) <a href="https://www.safetycouncil.nz/">https://www.safetycouncil.nz/</a> Institution of Occupational Safety and Health ( <b>IOSH</b> ) <a href="https://iosh.com/">https://iosh.com/</a>
<b>Hazardous Substance Professionals</b>	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 ( <b>HSPNZ</b> ) <a href="https://hspnz.co.nz/">https://hspnz.co.nz/</a>
<b>Occupational Hygienists</b>	Specialists in identifying, evaluating, and controlling risks to worker health from physical, chemical, and biological hazards.	New Zealand Occupational Hygiene Society ( <b>NZOHS</b> ) <a href="https://nzohs.org.nz/">https://nzohs.org.nz/</a>
<b>Occupational Health Nurses</b>	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 ( <b>NZOHNA</b> ) <a href="https://www.nzohna.org.nz/">https://www.nzohna.org.nz/</a>
<b>Human Factors Professionals/ Ergonomists (HFE)</b>	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 Ergonomic Society of New Zealand ( <b>HFESNZ</b> ) <a href="https://www.hfesnz.org.nz/">https://www.hfesnz.org.nz/</a>
<b>Occupational Therapists</b>	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 ( <b>OTNZ-WNA</b> ) <a href="https://www.otnz.co.nz/">https://www.otnz.co.nz/</a>
<b>Occupational Health Physiotherapists</b>	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) <a href="https://pnz.org.nz/Chapter?Action=View&amp;Chapter_id=46">https://pnz.org.nz/Chapter?Action=View&amp;Chapter_id=46</a>
<b>Occupational and Environmental Medicine Specialists</b>	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 ( <b>AFOEM</b> ) of the Royal Australasian College of Physicians ( <b>RACP</b> ) <a href="https://www.racp.edu.au/about/college-structure/australasian-faculty-of-occupational-and-environmental-medicine">https://www.racp.edu.au/about/college-structure/australasian-faculty-of-occupational-and-environmental-medicine</a>
<b>Organisational Psychologists</b>	Experts in human behaviour in the workplace and the impact of human behaviour on organisational outcomes.	Institute of Organisational Psychologists <a href="https://organisationalpsychology.nz/">https://organisationalpsychology.nz/</a>
<b>Asbestos Specialists</b>	Professionals and practitioners providing services to the asbestos industry.	Faculty of Asbestos Management of Australia and New Zealand. <a href="https://famanz.org/">https://famanz.org/</a>

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

# Current Status of the H&S Profession

There is currently 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”.

Across the profession in New Zealand, it is also becoming increasingly clear that more needs to be done to entice individuals into the profession, and to provide them with support and career development opportunities.

**HASANZ, along with the Professional Associations, have several initiatives underway to build capacity and capability.**

The value proposition of managing H&S effectively and investing in expertise has changed in recent years. However, some organisations and recruitment agencies still don't fully understand the skill sets required for success in the profession, nor do they see the H&S profession as one which can enhance the perception and culture of an organisation.

Professional qualifications, experience and professional registration are required to work in the H&S profession. Although improving, many New Zealand businesses still have individuals in H&S roles where they do not have the core skills or breadth of knowledge to advise appropriately.

We know from stakeholder feedback that this can result in poor job matching. In some cases, organisations are recruiting individuals without the required skills or experience, placing both the organisation and the individual at risk.

**Collectively, we can help build the H&S profession and in turn improve worker health, safety, and wellbeing across New Zealand.**

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

This guide, the **Guide for Individuals**, and the **Overview of Health & Safety Generalist Careers in New Zealand** documents have been developed by HASANZ, the GHSL - in conjunction with the Health and Safety Generalist Professional Associations, the NZISM and the NZSC. Significant input has been provided by a large number of key stakeholders and individuals from across New Zealand's public and private sectors.

In particular, this ***Guide for Recruiters and Managers*** has been designed to support you to:

- understand the technical and supporting skills required to succeed in the H&S industry;
- support individuals to progress their careers; and
- design remuneration packages for H&S roles based on identifiable skills and proven experience, rather than previous job titles (that may or may not align across different sectors) or previous overseas employment.

The contents of this guide only focus on the role of the H&S Generalist.

This guide also sets out the current qualification frameworks and technical and supporting skills needed for roles to support you to understand where applicants with various qualifications or skills can fit into roles, including those with international qualifications.

When considering overseas applicants with international qualifications, or applicants returning home to New Zealand, it is important to understand the comparison of skills and experience gained from international qualifications and employment opportunities with skills and experience in New Zealand.

In many cases the importance and recognition of formal H&S qualifications, and having some core skills and work experience, is taking second place to getting a role filled.

**Would you take financial advice from someone who does not hold professional registration or is not professionally qualified?**

The Career Pathway is not intended to be linear and recognises that H&S Generalists are likely to move between sectors and industries rather than specialising in a particular industry (oil and gas, energy, construction etc.). It also recognises that there is a variety of H&S job roles and titles advertised (e.g., H&S Graduate, H&S Coordinator, H&S Advisor, H&S Senior Advisor, H&S Principal or H&S Manager). Many organisations will advertise roles with a different job title, but are still looking for the same core skills, attributes, and deliverables.

At the back of this guide are some frequently asked questions, or situations faced, when looking to recruit, retain and support the development of H&S professionals. This list is not exhaustive so if you have any further ideas or unanswered questions, please contact the Professional Associations (NZISM or NZSC).

For the profession to continue to attract and retain competent H&S practitioners and H&S professionals, it is imperative that everyone involved has a clear understanding of the common skills and attributes for success in these variable roles.

# Career Pathway Overview

The Career Pathway that an H&S Generalist takes is not necessarily linear and individuals could easily progress depending upon the size of the organisation and industry they are working in.

The table below is intended to provide a snapshot of some core requirements, including prior experience, qualifications, and professional accreditation.

Take a look at the other documents that make up this suite of information, and the various websites, to help get a broader view of what is on offer.

	Getting Started	Advisory	Senior	Lead
Brief overview of role expectations	<ul style="list-style-type: none"> <li>Often first point of contact for H&amp;S information.</li> <li>May be custodian of H&amp;S systems, such as documentation, reporting database etc.</li> </ul>	<ul style="list-style-type: none"> <li>The “go to” for H&amp;S advice on key matters.</li> <li>A “hands-on” practitioner, familiar with how processes can/should work in practice.</li> </ul>	<ul style="list-style-type: none"> <li>Experienced H&amp;S professional capable of working across whole of the organisation.</li> <li>Acts as lead and/or “in house” coach for less experienced H&amp;S team members.</li> </ul>	<ul style="list-style-type: none"> <li>The organisations expert on all H&amp;S matters.</li> <li>Sets Strategic H&amp;S direction and influences at Senior Management and Board level.</li> </ul>
Ideal entry requirements	<ul style="list-style-type: none"> <li>Prior H&amp;S experience possibly gained as a H&amp;S Co-ordinator, through formal study or with H&amp;S responsibilities as part of prior roles.</li> </ul>	<ul style="list-style-type: none"> <li>Prior practical experience in H&amp;S or associated discipline (ideally 1-2 years).</li> <li>Holding or working towards formal H&amp;S qualification.</li> <li>A proven track record of success.</li> </ul>	<ul style="list-style-type: none"> <li>Generally, 2-5 years’ experience held previous H&amp;S positions at advisory level. OR</li> <li>Senior roles in another discipline.</li> <li>Expected to hold or working towards completion of a tertiary H&amp;S qualification that will support professional H&amp;S accreditation.</li> <li>A proven track record of success.</li> </ul>	<ul style="list-style-type: none"> <li>More than five years’ experience, including in prior senior positions (ideally from a H&amp;S discipline), attained across a variety of organisations and industry sectors.</li> <li>Experience managing teams and working at Executive or Senior level.</li> <li>Expected to hold H&amp;S Professional Accreditation and tertiary qualifications.</li> <li>A proven track record of success.</li> </ul>
Is H&S qualification and accreditation required?	<ul style="list-style-type: none"> <li>Desirable but not essential. See the table in the next page for examples of qualifications and accreditations.</li> </ul>	<ul style="list-style-type: none"> <li>Yes (noting that the more senior the position the more essential a qualification and accreditation should be to the individual and organisation)</li> </ul> <p>Refer to the relevant H&amp;S professional body websites for more information:  <a href="https://www.nzism.org/">https://www.nzism.org/</a>  <a href="https://www.safetycouncil.nz/">https://www.safetycouncil.nz/</a></p>		

# Qualifications and Professional Accreditation

As with other professions, the importance of formal qualifications, applied experience and professional accreditation is required. It is desirable that those working as H&S Generalists should hold or be working towards attaining appropriate recognised H&S qualifications and professional association accreditation.

The table below provides a brief overview of what this looks like in New Zealand, across the four areas of H&S Generalist roles: Getting Started, Advisory, Senior and Lead.

Job Family	Getting Started	Advisory	Senior	Lead
<b>H&amp;S Qualification</b>	Working towards NZQA Level 4	NZQA Level 4	NZQA Level 6 Diploma	NZQA Level 7 Degree or Higher Qualification
<b>NZISM Accreditation</b>	NZISM Affiliate	NZISM Practitioner <b>NOTE: Requires Level 4 certificate in OHS</b>	NZISM Professional and HASANZ Registered	NZISM Certified Professional and HASANZ Registered
<b>NZSC Accreditation</b>	NZSC Student	NZSC Registered Safety Professional (RSP) <b>NOTE: Requires Level 6 Diploma</b>	NZSC Registered Safety Professional (RSP) & HASANZ Registered	NZSC Registered Safety Professional (RSP) & HASANZ Registered

Further information on recognised qualifications and accreditation pathways aligned to the two New Zealand professional associations can be found at <https://www.nzism.org/> and <https://www.safetycouncil.nz/>.

## Points of note:

- Sectors also set their own preferred technical and supporting skills and capabilities; this is common in both the public and private sectors.
- It is important for organisations (and those working in H&S) to recognise that a H&S Generalist may need to enlist the assistance of one or more of the other H&S disciplines so that expert advice and assistance can be provided on specific issues and risks.

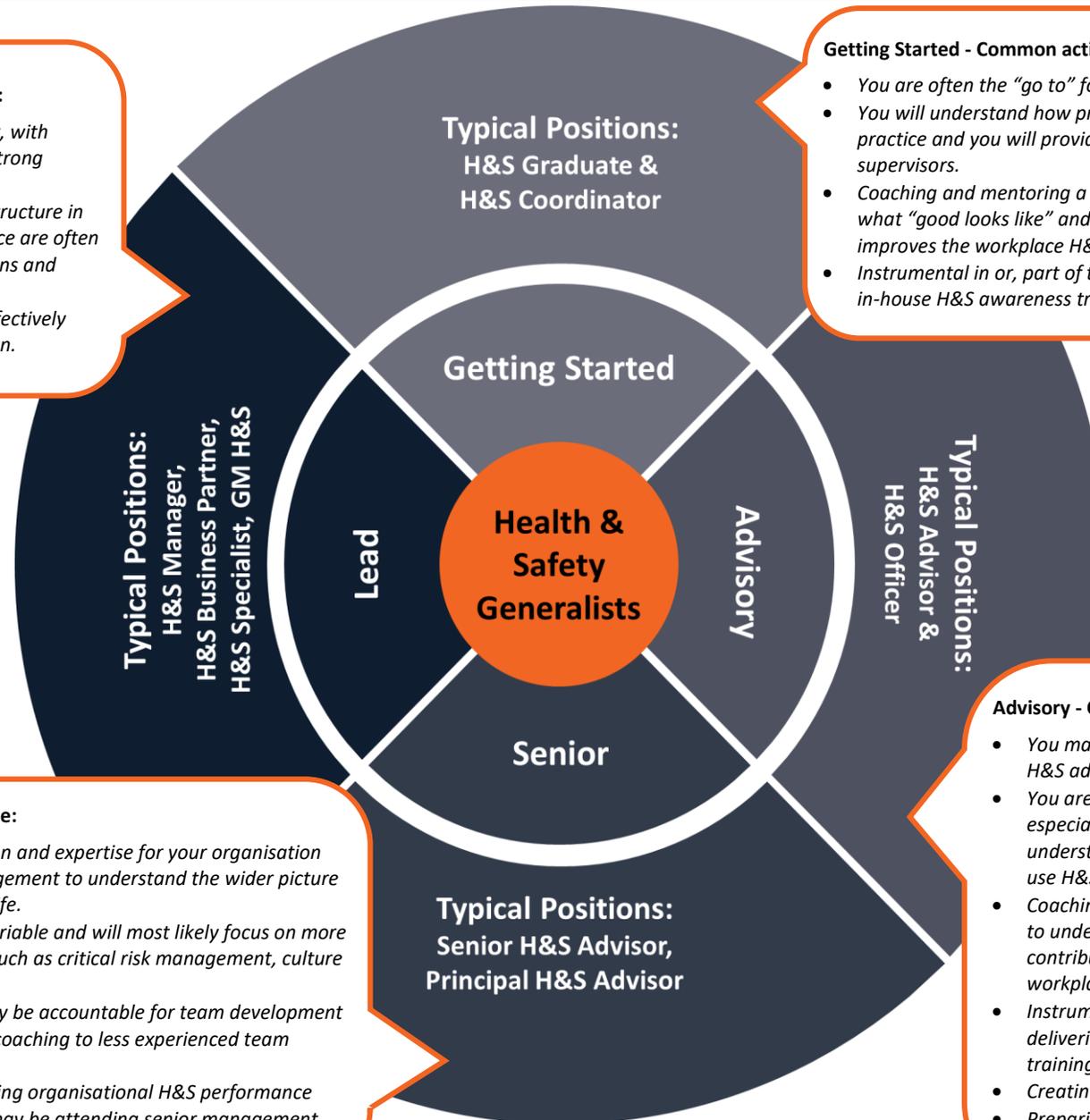
# H&S Generalists - Job Family

## Lead - Broad activities and attributes could be:

- You will be an experienced strategic thinker, with experience of change management and a 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.

## Getting Started - Common activities in these roles are likely to be:

- You are often the “go to” 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.



## Senior - Broad activities and attributes could be:

- 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 contents.

## Advisory - 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.
- Preparing initial analytical data for H&S performance reports.

# Meet some H&S Generalists

Within the H&S Generalist Pathway, there are four groups of jobs roles: Getting Started, Advisory, Lead and Senior. More information on these roles can be found in the **Overview of H&S Generalist Careers in New Zealand**, refer Appendix 1: **Health & Safety Generalist Job Family**.

Common skills and attributes exist in all four job roles. You can take a look at these in the **Overview of H&S Generalist Careers in New Zealand**, refer Appendix 2: **Career Pathway Common Skills** to give you an idea of what common technical and supporting skills and attributes are generally needed for success for a particular role or position in an organisation.



**Check out the stories to follow from Sudha, Peter, and Debbie to see how they entered the H&S profession, and how they have developed their skills across the H&S Generalist Career Pathway.**

## Sudha's story

Sudha was a 3rd year student at Massey University studying for their Bachelor of Health Science Degree when they applied for a government internship through the 2016/2017 Government Health and Safety Lead Summer Intern Programme.

Sudha completed the summer intern programme which they really enjoyed. The variety of health and safety work that the intern team was involved in was fascinating and Sudha's interest in making a career in health and safety was established.

In February 2017, after deciding to focus on health and safety as a career, Sudha went back to university to complete their Health Science Degree. Sudha found that after having had a 'real world' experience to apply their Health Science theoretical knowledge during the summer internship, they were able to approach their final year of study with a broader understanding of the contribution that they could make once in the workforce full time.

After graduating in December 2017 Sudha decided to apply for an entry level Health and Safety Coordinator role at a public sector agency. **Sudha wanted to be able to make a difference for their community and New Zealand.** Sudha was successful and loved the challenge of a new environment and collaborating with new people.

After working in the coordinator role for a year Sudha was given the opportunity to be seconded into an Emergency Response Team to help with the Whakaari/White Island tragedy in late 2019.

**Sudha loved the reactive, responsive, and coordinated nature of this work.** When a permanent role came up in early 2020 Sudha applied and was successfully appointed as a Health and Safety Advisor working at a central government agency responsible for emergency management.

Sudha has since become a member of a H&S professional association, which is where they found a mentor for health and safety career professional development support. Under the helpful eye of their mentor Sudha has enrolled to complete further study in Occupational Health and Safety.



## Peter's story

Peter was working for three years as Team Leader in a Distribution & Logistics Centre in Palmerston North where he enjoyed the workplace culture, with a fantastic team. Peter has always had a sense of pride in the team that he leads, and **he always encouraged his team to speak up if they think something could be done better.**

Peter was elected as a H&S Representative for the Distribution & Logistics Centre; he joined an existing health and safety team of one other H&S Advisor and the H&S Manager.

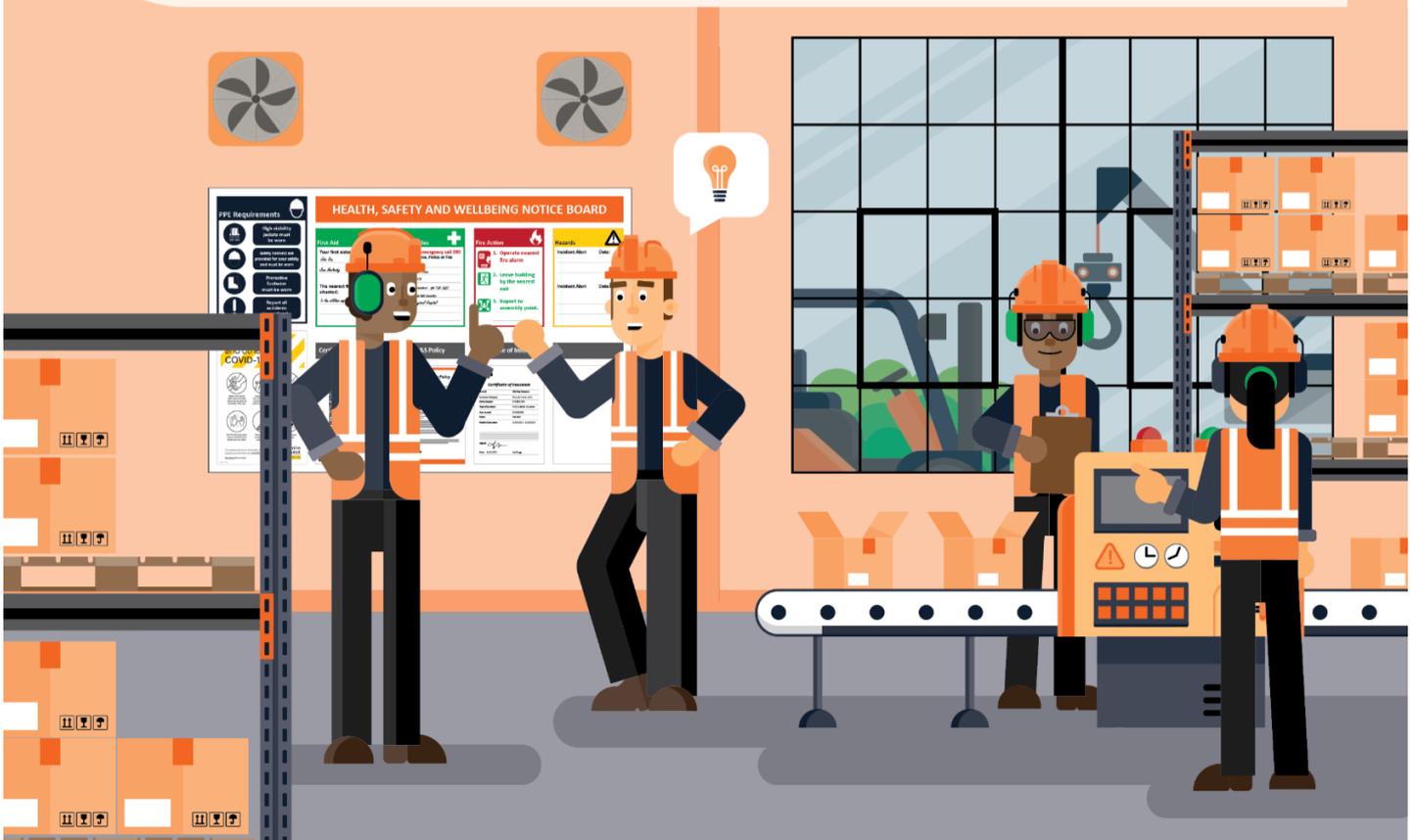
The role of H&S Representative felt very natural to Peter, and **he quickly realised that he was already operating, and leading his team, in a way that aligned with the organisation's health and safety vision and values.**

The involvement Peter has had as part of the H&S Team, the H&S Representative training he has received, and the interactions he has had across the wider organisation have been positive and rewarding experiences, so much so that Peter began thinking about H&S as a full-time career.

Fast forward three years and Peter has graduated with a Diploma in Health and Safety, which he completed part-time while still working in his Team Leader role. Peter is now about to start a new role as H&S Advisor for a manufacturing company.

Along with the technical H&S skills that he now holds, Peter will also make use of his existing communication, organisational, people engagement and people leadership skills from his previous role.

Peter joined a H&S Professional Association while studying and is now working towards the Association's Practitioner Accreditation.



## Debbie's story

After college, Debbie went to university and graduated with a Diploma in Business Studies and a Bachelor of Business in Human Resource Management and Employment Relations.

The following eight years saw Debbie working in People and Capability branches across Government agencies. First, as a Communications Advisor for two years, which she didn't enjoy, so Debbie then took a year off to complete a Graduate Diploma in Health and Safety; as she felt **she was most engaged when she was working to find better outcomes for the people around her.**

Debbie re-entered the workforce and took a role as an HR Advisor, which she excelled at, and after another four years Debbie took a step up into a Senior HR Advisor role.

Debbie enjoyed the nature of HR work, particularly helping to develop workplace cultures. During her time as a Senior HR Advisor, Debbie developed HR training programmes, HR reporting systems and frameworks to support the demanding needs of the organisation. It was in this role that **Debbie found a lot of what she was doing had key elements of H&S unpinning the HR outcomes.**

It occurred to Debbie that her next role could be a step sideways, into a Senior H&S Advisor role.

Debbie did some research and found that to excel in H&S she would need to become a Registered H&S Professional with NZISM and/or NZSC and HASANZ.

With her Graduate Diploma in Health and Safety, and as a member of the Human Resources Institute of New Zealand (HRNZ) for the last four years, Debbie was able to use her Continued Professional Development (CPD) to demonstrate her existing knowledge and experience. This enabled her to gain professional grading with a H&S Professional Association, which Debbie would need to become registered with HASANZ.

Fast forward eight years, Debbie is now a General Manager of Health, Safety and Wellbeing for a large Government agency. Debbie is setting the direction for H&S in this agency and is leading a team of H&S professionals to create better health, safety and wellbeing outcomes for the agency and its people.



# Skills and Capabilities

Successful H&S Generalists will often hold a variety of attributes that include both technical H&S and supporting skills. Organisations and industry sectors (especially those of a high hazardous or specialist nature) may require specific H&S competencies and skills.

Using the **Career Pathway Common Skills** (refer Appendix 2 of the **Overview of H&S Generalist Careers in New Zealand** document) each professional body and their respective accreditation programmes, including other international accreditation bodies that are recognised in New Zealand, have been mapped to reference the skills and capabilities that each professional accreditation requires.



# H&S Generalists Professional Accreditation - Technical Skills

Career Pathway		INSHPO	NZISM	NZSC	
Technical	H&S Legislation knowledge and its application in practice	Professional & Ethical 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 and documented systems into practice		Communication, engagement, and influence	Risk assessment and decision making on risk	Management of OHS information and Data-application into practice
	H&S Performance analysis and reporting		Measuring and 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

# 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	Organisation's business imperatives	Lead/support systematic and prioritised approach to managing OHS and provide guidance and advice to key stakeholders, influencing safety and business outcomes
	Training and facilitation	Communication, engagement, and influence	Professional role and functioning safety and health management	Lead and facilitate training and skills development, ensuring worker competency in areas of OHS
	Assurance and verification	Measuring and evaluating performance	Safety and health management	Reviewing safety - lead, plan and implement organisation audit, review, and monitoring activities
	Strategic planning (incl. 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

# Frequently Asked Questions

After reading this guide, you may have some further or specific questions. Read on for our FAQs.

Question	Answer / Guidance
<p><b>I need to recruit a H&amp;S person but am confused with all the H&amp;S job titles.</b></p> <p><b>Where do I start?</b></p>	<p>We suggest you look at the Common Skills in Appendix 2 of the <b>Overview of Health &amp; Safety Generalist Careers in New Zealand</b> document to understand what skills certain roles should have.</p> <p>Your organisational needs and where the role might sit in the hierarchy of the organisation (along with its remuneration) are also factors to consider.</p> <p>If you are recruiting in-house, you might want to reach out to a reputable, specialist H&amp;S recruitment company or search on the HASANZ Register to see if someone there can help you: <a href="https://register.hasanz.org.nz/search/">https://register.hasanz.org.nz/search/</a></p> <p>NOTE: If you are in the public sector contact the GHSL as they may have information that you can also use: <a href="https://www.healthandsafety.govt.nz/">https://www.healthandsafety.govt.nz/</a></p>
<p><b>I've shortlisted a candidate who has overseas experience.</b></p> <p><b>How do I know that the H&amp;S qualifications they have will meet New Zealand's standards?</b></p>	<p>H&amp;S qualifications gained overseas from the UK, the USA, Europe, South Africa and Australia are comparable to New Zealand H&amp;S qualifications. If you are considering a candidate who only has overseas experience it is advisable to check professional qualifications and professional accreditation with international bodies (e.g., IOSH).</p> <p>Professional accreditation with international professional bodies such as IOSH is recognised in New Zealand. The IOSH Accreditation Pathway is recognized by the NZISM Accreditation Pathway and a reciprocal agreement exists between NZISM and IOSH to support this.</p>
<p><b>I've found a great candidate from another sector, however I am unable to meet the salary expectations for this candidate.</b></p>	<p>With such a limited supply of experienced H&amp;S professionals in New Zealand, salary expectations have been inflated across the board.</p> <p>One of the reasons for the development of this guide is to provide guidance for recruiters and managers about what good looks like across the different roles within the H&amp;S Generalist Career Pathway.</p> <p>Use the information from the <b>H&amp;S Generalist Job Family</b> (refer Appendix 1) and the <b>Career Pathway Common Skills</b> (refer Appendix 2) of the <b>Overview of Health &amp; Safety</b></p>

Question	Answer / Guidance
<p><b>How can I be sure that I'm not overpaying and increasing future remuneration expectations?</b></p>	<p><b>Generalist Careers in New Zealand</b> document to determine what each role would be responsible for, and the roles expected technical and supporting skills. This should provide you with the guidance you need to determine salary bands for these roles within your organisation.</p>
<p><b>I am trying to build a H&amp;S team, but how do I know how many people I should have, or what roles they should hold?</b></p>	<p>The New Zealand H&amp;S legislation does not state the number or types of H&amp;S roles needed for the size of an organisation, therefore you will need to consider a number of aspects, such as:</p> <ul style="list-style-type: none"> <li>• What is your organisation's level of H&amp;S maturity?</li> <li>• How many locations do you have, and where are they placed geographically?</li> <li>• What is your organisation's H&amp;S risk profile?</li> <li>• What does your organisation want to achieve in regards to H&amp;S outcomes?</li> </ul> <p>You could also use the HASANZ Register to find a H&amp;S Consultant, or similar, who could come into your organisation, undertake a review, and provide you with some advice and options.</p>
<p><b>What are the benefits of having H&amp;S staff who belong to a Professional Association?</b></p>	<p>There are many benefits in having H&amp;S staff belong to a H&amp;S Generalist Association, some of these benefits include:</p> <ul style="list-style-type: none"> <li>• Providing confidence for your organisation that you are receiving competent advice because your H&amp;S staff members are professionally qualified and registered.</li> <li>• Providing assurance for your organisation as H&amp;S staff members practice under a Professional Code of Ethics</li> <li>• Access for your H&amp;S staff members to ongoing Continued Professional Development (CPD) opportunities.</li> </ul>
<p><b>I want to help my H&amp;S team member create their personal development plan, but I don't know where to start.</b></p>	<p>There are a variety of tools in the suite of H&amp;S Generalist Career Pathway documents that may be of help.</p> <p>Start with the <b>Career Pathway Common Skills</b>, refer Appendix 2 of the <b>Overview of Health &amp; Safety Generalist Careers in New Zealand</b> document. This shows you the</p>

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	<p>H&amp;S Generalist’s Job Family which includes four broad role profiles, key deliverables, and skills that a person working in that role should hold for success.</p> <p>You could then use this to discuss and map where the person is currently sitting and their “capability level”, and agree if there are any aspects they may wish to (or might need to) focus on to ensure success and also to plan for that next role.</p> <p>Professional bodies also have online tools for creating development plans and determining individual gaps in knowledge and skills. Contact either NZISM or NZSC for further information.</p>

# 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](https://www.inshpo.org/storage/app/media/docs/INSHPO_2017_Capability_Framework_Final.pdf)

**This 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.**

For more information about the Health & Safety Generalist Career Pathway please contact the Health and Safety Association of New Zealand [info@HASANZ.org.nz](mailto:info@HASANZ.org.nz)