




New Zealand Institute of Safety Management

Governance  
Opportunities  
for Health  
and Safety  
Professionals

- 
1. Background
  2. Governance opportunities for H&S Professionals
  3. Skills required for Governance roles
  4. Professional development through the IoD
  5. CV tips for Governance roles
  6. HASANZ Women in Safety Scholarship

## Technical



Health and Safety qualifications which enable advancement through grading pathways

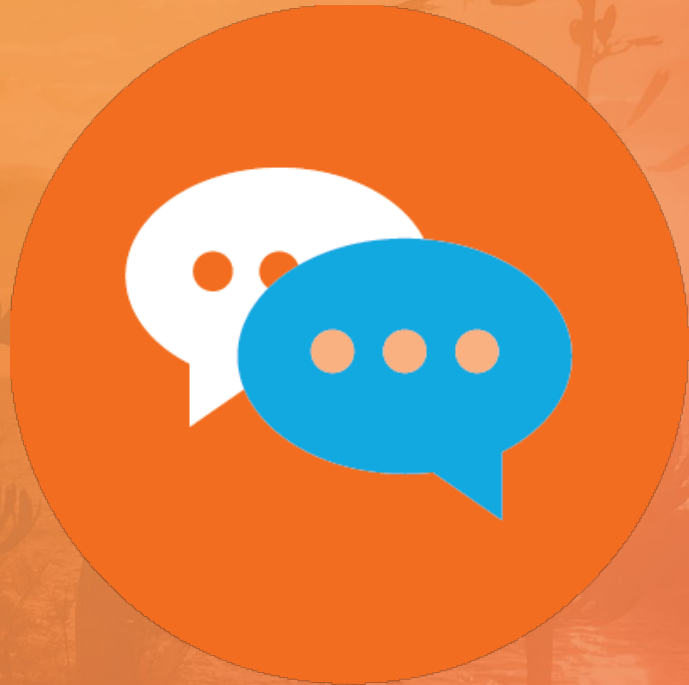
## Leadership

Professional development in leadership

## Governance

Professional development in governance

Career Pathway



Leadership  
development?

Governance  
development?

Background

**H&S Professional** with 25 years' experience in occupational health, safety and wellbeing governance, leadership, advisory, regulatory and consultancy roles in the manufacturing industry, banking, healthcare, disability sector, engineering, marine, science and research, trade industries, local and central government, general consultancy and health and safety enforcement and regulation.

**Business Owner** founder and Managing Director of H&S professional services consulting practice

**Chartered Fellow (IOSH), Certified Fellow (NZISM)**

**HASANZ Health and Safety Professional**

**MINSTD (IoD)** Independent Advisor, Board roles

**CertFellNZISM** |   
New Zealand Institute of Safety Management

 **iosh** Chartered Safety and Health Practitioner

**SAFE+**  
ACCREDITED ASSESSOR



 **Van Schaik**  
health & safety solutions



# Governance Consultancy

Governance consultancy across Public and Private sectors

## Central Government



## Crown Owned Entities



## District Health Boards & Healthcare



## Local Government



## Membership Bodies



## Education & Not for Profit



## Commercial Sector



# Independent Advisor





# Governance Roles



## Women in Safety Excellence New Zealand

- Chair, Women in Safety Governance Committee



## HUHA Animal Welfare

- Board Trustee
- Chair, Safety and People Sub Committee



## Wellington Water

- Independent Advisor, Board Safety Assurance Sub Committee



## St Theresa's School Board of Trustees

- Board Trustee



## Director

- VS Health and Safety Solutions

# Governance Opportunities for Health and Safety Professionals



# Opportunities

## Current State in New Zealand

- Low levels of H&S knowledge and skill at Board level
- IoD building knowledge and skills for Directors across NZ
- Opportunity to influence and transfer knowledge and skills to Professional Directors and Business Leaders
- Significant opportunity for H&S professionals to advocate for better health and safety outcomes across public and private sectors



# What is Governance?

## **Governance (What, Where, Why?)**

- Leadership role
- Longer term focus and direction
- Monitors and holds management to account

## **Management (How?)**

- Executes Board approved strategy
- Works to the business plan
- Day to day operational focus
- Adds value, drives change

*If it's an SME Directors wear two hats*

# Governance Options

Independent  
Advisor

Directorship

# Director Types

Executive Director

Non-executive Director

Independent Director





# Executive Directors

Executive directors have a dual role as employees of the company and as directors.

As directors they:

- have responsibilities, but must retain a degree of independence from their executive role.
- should be appointed as individuals, and not because of any position they hold within the company.
- must always be alert to the potential for conflicts between their management interests and their duties as a director.

An executive director brings an insider's perspective to the table which can be very valuable when discussing the operations of a company.

# Non-executive Directors

These directors bring an **outside perspective** to the table and often a **wealth of knowledge and experience**. A non-executive director may be **representing a major shareholder** but an independent director will generally have no other links with the company other than sitting on the board.

Non-executive director's principal role is to **provide independent judgement**.

This includes:

- **outside experience and objectivity** on all issues which come before the board
- understanding **detailed knowledge of the company's business activities and on-going performance**, so they can make informed decisions
- recognise the **division** between the board and management.

The boundary often gets blurred in start-ups and high growth businesses.

For example, a non-executive director may be appointed to fill a gap in knowledge and expertise and end up assisting management in that area.



# Independent Directors

To gain true separation between **management and governance** it makes sense to include **independent board members**. Some owners can feel threatened by this independence, but in the end their outside thinking can enable the **business to grow** and develop valuable **long-term strategy**.

Characteristics of good independent directors

- **Business experience** – a successful business person will have been 'in the firing line', experiencing and learning from real life experience rather than seminars and books. They will most likely have:
  - experienced adversity, risk and possibly had to fight for the survival of their business
  - scars and 'war stories' to help you avoid making similar mistakes.
- **All-round independence** – an independent director will be someone who will not **compromise loyalty**. They are independent in every way:
  - intellectually
  - financially
  - politically.

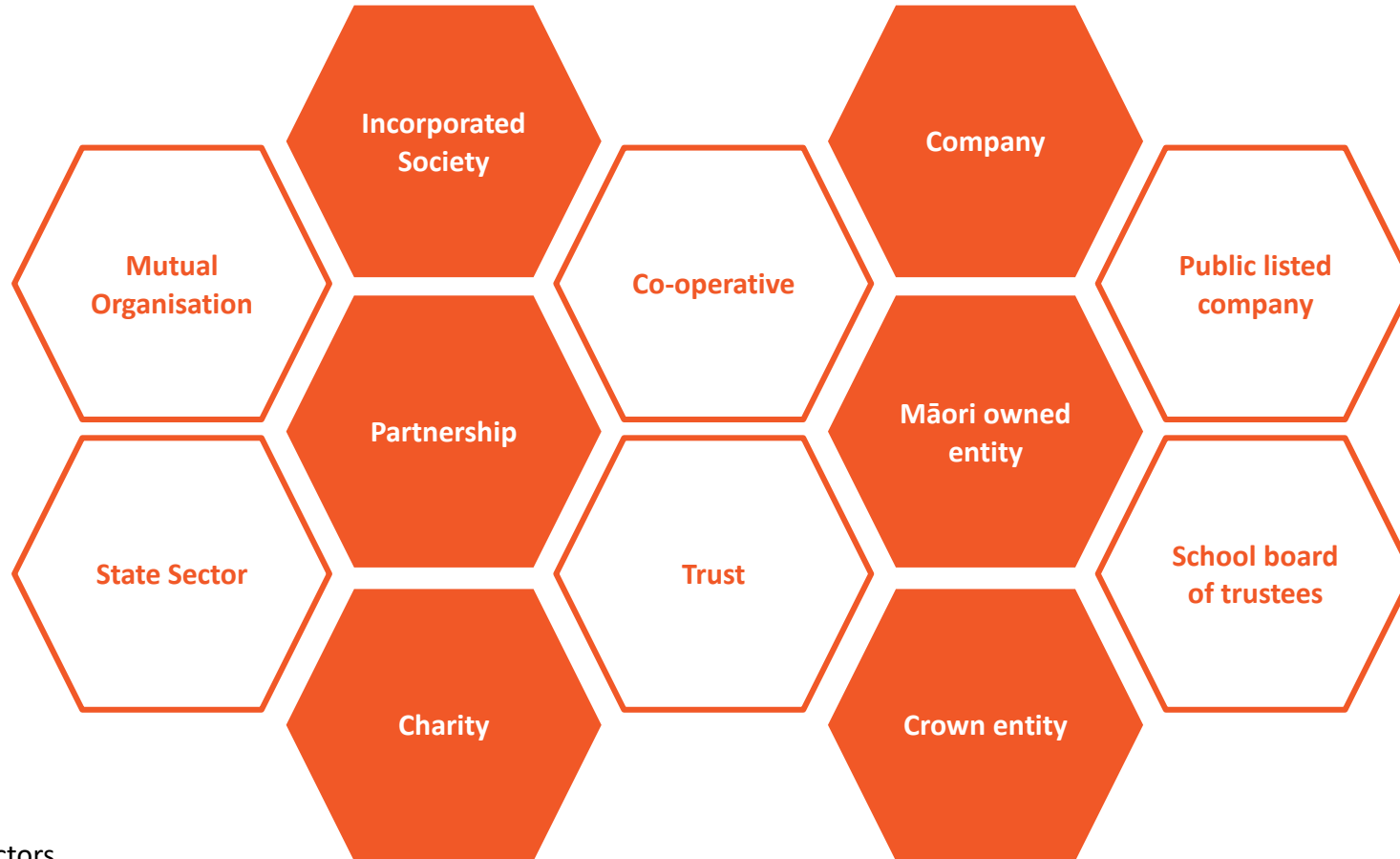


# Considerations

## Reflection

- What other skills can you bring to the table?
- Values alignment?
- Experience and interest in organisation?

# Different entity structures



Source: Institute of Directors



# Entity Law

- Companies Act 1993
- Incorporated Societies Act 2022
- Charities Act 2005
- Trusts Act 2019
- Charitable Trusts Act 1957
- Crown Entities Act 2004
- State-owned Enterprises Act 1986
- Partnership Act 1908
- Limited Partnerships Act 2008
- Cooperative Companies Act 1996
- Local Government Act 2002



# Companies Act 1993

As a director of a company in New Zealand, you must as a minimum:

- act in good faith and in the best interests of the company
- exercise due care, diligence, and skill that a reasonable director would exercise in the same circumstances
- exercise powers for a proper purpose
- comply with the Companies Act and the company's constitution
- not engage in reckless trading; and
- avoid incurring obligations unless satisfied that the company will be able to honour them when required to do so

# Professional Registration



IoD Membership

HASANZ Professional Registration

Clear boundaries on practice scope

Liability issues (Insurance)

# Governance Skills

# Skills needed to Govern



Executive leadership



Strategic thinking



Financial management



Enterprise Risk management



Critical thinking



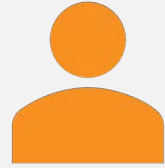
Business acumen and management



Innovation

# Professional Development

# Professional Development



Institute of Directors



Develop in areas where knowledge gaps exist



Understand the sector and organizational context and risks



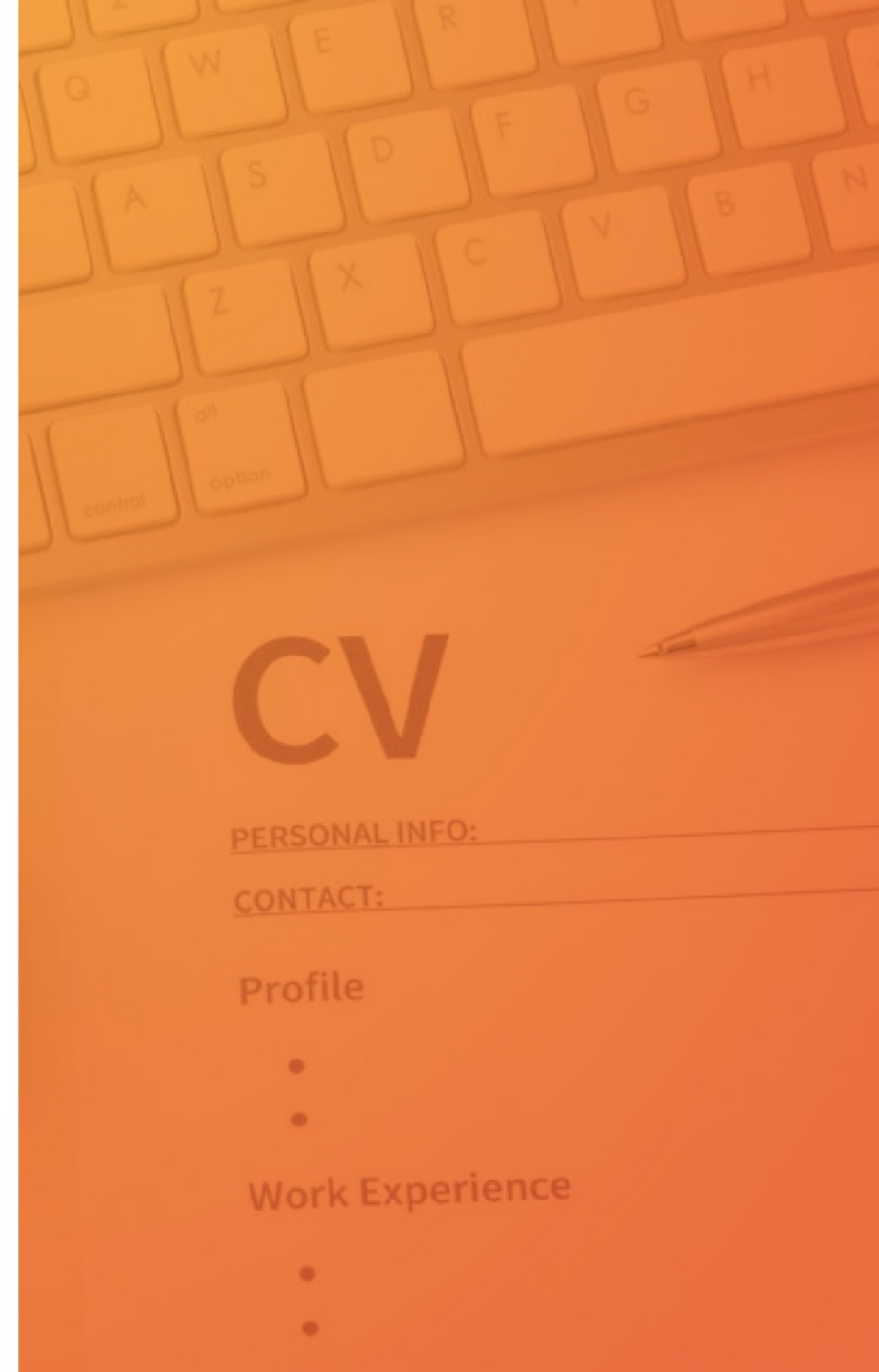
Understand liability issues



# CV Tips for Governance

## Key Tips

- ✓ Highlight governance experience
- ✓ Highlight executive leadership experience
- ✓ Highlight other professional skills (in addition to H&S)
- ✓ Describe how this adds value at the Board table



# Development Tips

## Key Tips

- ✓ **Believe in yourself** and your skills and competency and the **value** you bring to the table
- ✓ Adopt a **growth mindset**
- ✓ Understand areas for **personal development** and continue learning and growing through **CPD**
- ✓ Find a **mentor to help you grow**
- ✓ If you think you can do the role **put yourself forward**
- ✓ **Be confident**
- ✓ **Back yourself!**

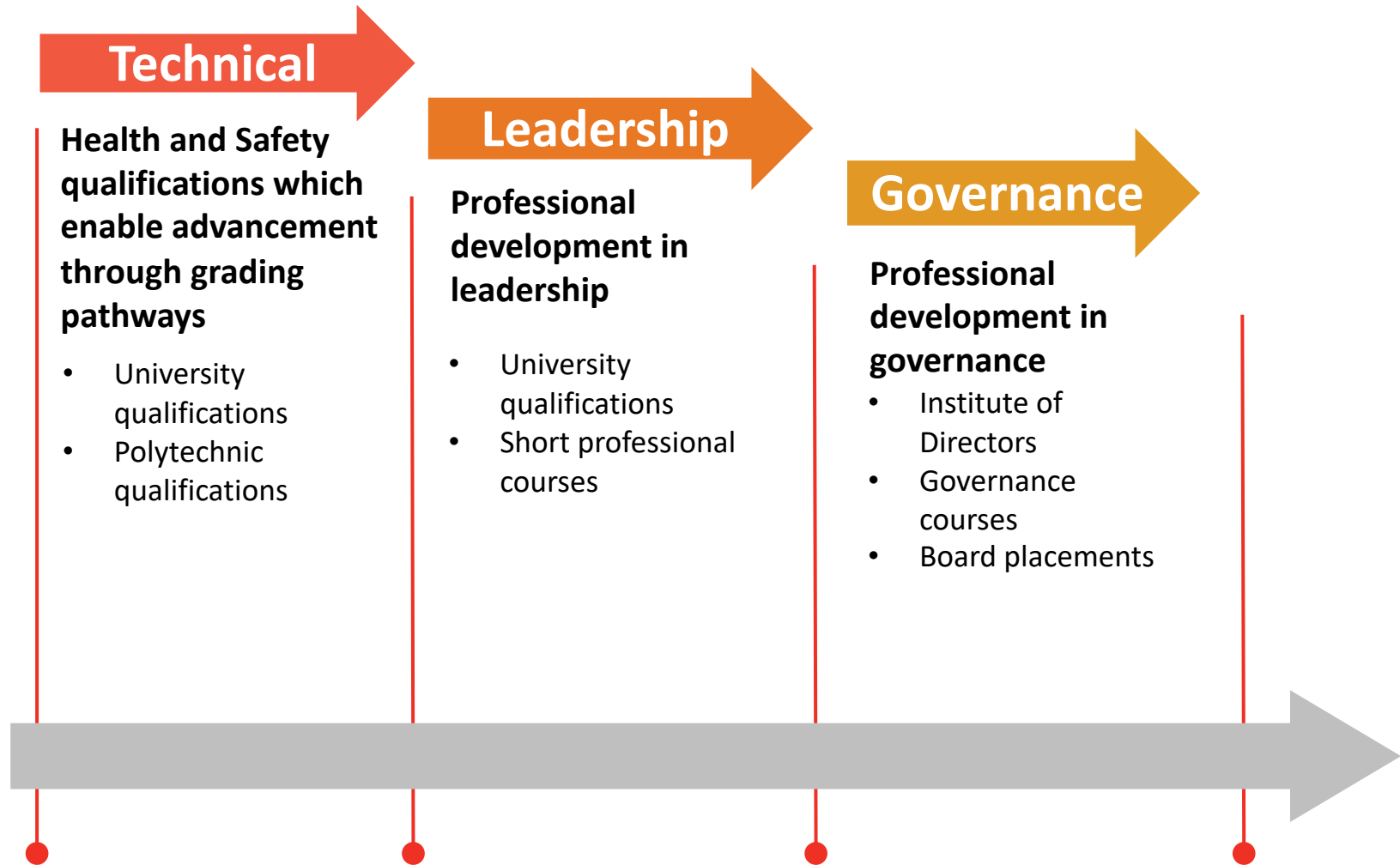


Q&A



# Women in Safety Scholarship

# WISE Capability Development Programme



# WISE Capability Development

01

Scholarship

02

Research

03

Development  
Initiatives  
(Leadership and  
Governance)



The logo for HASANZ, featuring the word "HASANZ" in a bold, black, sans-serif font.

HEALTH & SAFETY ASSOCIATION NZ



# Scholarship

## **HASANZ Scholarship WISE Category**

Encourage and support women working in H&S to upskill from a technical level into leadership and governance to influence health and safety leadership and governance practice in New Zealand.

### **Criteria**

Open to all women working in health and safety in New Zealand wanting to develop in leadership or governance.

# WISE Scholarship Recipients

**2021**

Bridget Jennings  
Professional Directorship  
Company Directors Course  
*(Institute of Directors)*



**2022**

Candis Hawkins  
Executive Leadership  
*(Women in Leadership  
Executive Ready Program)*



**2023**

Announced shortly in Nov!



# Governance Development Pilot 2023

## WISE Governance Essentials

- Funded through HASANZ Scholarship
- Collaboration between the IoD and WISE
- Governance Essentials workshop

## Criteria

Open to all women working with leadership teams and Boards in health and safety

## Overview

20 workshop participants

Annual workshops



Q&A

