

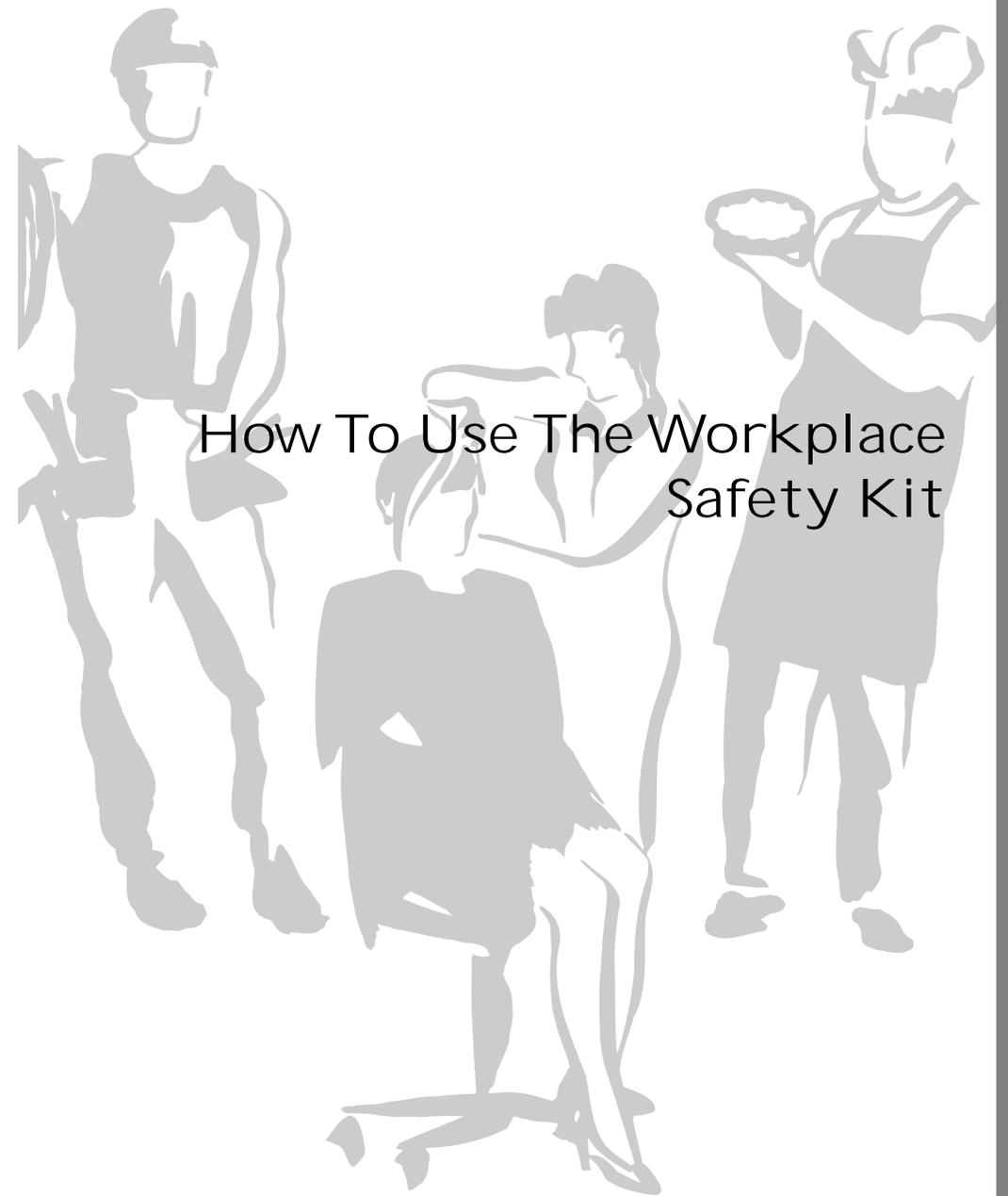
# WORKPLACE SAFETY KIT

A STEP BY STEP GUIDE TO SAFETY FOR BUSINESS



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# How To Use The Workplace Safety Kit

## Why You Should Use This Kit

Welcome to **WorkCover's Workplace Safety Kit**, a *step by step guide to managing safety in your workplace*.

Health and safety laws in NSW require employers to have in place a means to:

- ◆ identify all hazards in their workplace;
- ◆ assess the risks arising from those hazards;
- ◆ implement measures to eliminate or control those risks;
- ◆ provide instruction, training and supervision for employees; and
- ◆ consult with employees on matters which affect their health, safety and welfare.

This practical kit has been designed to help you develop and put in place a health and safety system that will help you comply with the law, but is flexible, easy to understand and fits comfortably within existing business activities.

By using the activities and tools provided as part of this kit, you and your workers will be able to determine the best way to manage the health and safety risks in your workplace. This process is called risk management and it is an approach which will assist you to meet your responsibilities under safety laws to ensure your workplace is safe and without risks to health.

This kit uses the term Occupational Health and Safety (OHS) management system to include all those activities which help you manage health and safety risks. It includes activities which you need to have in place to prevent injuries or accidents occurring, as well as activities which help you minimise the impact of an injury or illness should an accident happen and one of your employees get hurt (usually called injury management).

This kit will make the job of creating a safe and healthy workplace easy to understand and easy to achieve.

## Who This Kit Is For?

This kit has been specifically designed with small to medium sized businesses in mind. It recognises the resource issues facing small business and the need to streamline the process of developing an OHS management system as well as the documentation requirements. It can, however, be easily adapted to fit any sized organisation.

While the term "company" is used throughout the kit, it is not used to refer to a legal entity but rather an assembly of people in a business. This kit is applicable to use with companies, partnerships or other business entities.

This Kit is for you if:

- ◆ your business needs to develop an occupational health and safety system from scratch, but you don't know where to start.
- ◆ your business has an occupational health and safety program but it is not working well.
- ◆ you have some OHS policies and procedures in place but there have been significant changes in the structure of your company or the way you do your business and the existing procedures are no longer applicable.
- ◆ you have OHS policies and procedures in place but you have not involved your employees in their development.
- ◆ you are thinking of introducing new work methods or new products into your existing operations and there are OHS implications.

## Who Needs to be Involved?

### The Workgroup

Deciding who should be involved in the group process is an important decision to be made by the management of your company. As this Kit is modelled on a consultative approach, it is essential that both management and employees are represented. The size and structure of the company will determine the level of management and employee representation.

The group of people involved in using this kit will be referred to as the workgroup.

Who should be involved in the workgroup?

- ◆ If your company is an owner operated company then the Managing Director/owner needs to be involved.
- ◆ If your company has different levels of management, then someone from senior management needs to be involved.
- ◆ The people who plan and manage the work such as plant managers and foreman/supervisors need to be included.
- ◆ Representatives of the people who do the work must be involved and given the time to participate in the process.
- ◆ If you rely heavily on contract staff then they will need to have some input.

If you have an OHS Committee then this is the logical group to be involved in the process. If you don't have an OHS Committee then you need to get the right mix of people involved and you need senior management endorsement of their selection and involvement.

### The Facilitator

Because consultation is an essential requirement of the OHS laws and is central to the use of this kit, a facilitator is required to lead the workgroup through the activities contained in the kit. All future references to "you" refer to the facilitator.

The facilitator can be the owner or manager of the company, a senior manager or anyone else who has the authority to successfully take the workgroup through the process.

The role of the facilitator is to:

- ◆ familiarise themselves with the overall structure, content and approach promoted in this kit;
- ◆ read the background information supplied with the kit including the **Risk Management at Work Guide** and the step by step instructions on how to lead the workgroup through the meetings;
- ◆ schedule and coordinate the group meetings, including booking rooms, supplying materials, informing participants of the arrangements, copying handouts etc;
- ◆ lead the group activities found in the kit ensuring the involvement of all participants;
- ◆ summarise the key outcomes of each meeting and present it back to the group at the next meeting;
- ◆ coordinate and follow-up on any work that needs to be completed by group members.

## What This Kit Will Help You Do

This kit provides practical guidance to managers of small to medium sized businesses on how to comply with the requirements of the new occupational health and safety laws.

In particular, it provides methods to help your company consult with their employees on OHS matters, as well as tools and activities that will help your workplace undertake risk management.

### Objectives of the Kit

By using the **“Workplace Safety Kit”** you will be able to involve management and employees in:

1. identifying OHS responsibilities;
2. writing an OHS Policy;
3. identifying OHS activities already in place and ones which need to be developed;
4. creating an OHS system which allows hazards and risks to be managed in a systematic way;
5. putting in place a plan to manage injuries, should they occur;
6. formalising your OHS system into useful procedures;
7. developing a training program to help all staff to understand and use the OHS system;
8. checking that the system complies with OHS laws.

## Contents of the Kit

The **Workplace Safety Kit** contains the following.

- **Risk Management At Work Guide**
- **Video**
- **The Facilitators Guide**
- **The Tools**
- **Tools on Disk**

Let's look briefly at what each part of the kit is about.

### Risk Management At Work

This **Guide** contains essential background information on risk management and the systematic management of workplace health and safety. This is essential reading for the facilitator and is recommended reading for members of the workgroup.

It illustrates what risk management is and how it is applied in the workplace and gives some good “plain English” examples of identifying hazards and assessing and controlling risks. It also clearly illustrates how safe working procedures can be developed.

### The Video

The video provides an overview of the whole process involved in developing an OHS system. It gives visual instruction to the facilitator on how to conduct the workgroup meetings and what the process actually involves. You should view the video prior to commencing the process.

### The Facilitators Guide

The kit uses a model which requires the workgroup to gradually create your company's OHS management system as they work through the activities in the kit. **The Facilitators Guide** is therefore organised around the seven steps which form the basis of the OHS management system.

**The Facilitators Guide** contains the tools and activities to be used by the workgroup to design and implement your OHS management system. It is set out like a training package with specific instruction and guidance provided for the facilitator on what to do, and how to involve the workgroup in the process.

### The Tools

**The tools** are the means by which the system is created and they are used in a set sequence which allows each step in the process to lay the building block for the next step.

**The tools** are very easy to use and are central to the group activity and you will find that they help you facilitate the group to complete the activity.

**The tools** are designed in such a way that they make sure that essential risk management elements are incorporated into the OHS management system you develop and they form the basis of the documentation required to formalise your system. The tools are located at the back of the Facilitators Guide.

Completed tools which have been filled out with your company's information become known as **documents**.

### The Tools on Disk:

The **disk** supplied with the **Kit** contains copies of all the tools. These can be used as templates for you to write up the outcome of the meetings with your workgroup and when documenting all aspects of your OHS management system.

## Overview of the Process

As discussed, the process is organised around seven steps which form the basis of the OHS management system. These building blocks structure the activities of the facilitator and the workgroup. They are as follows:

- Step 1:** Determining Your OHS Responsibilities.
- Step 2:** Determining Your Risk Management Activities.
- Step 3:** Translating Risk Management Activities into OHS Procedures.
- Step 4:** Determining Gaps and Deficiencies in Your OHS Management System.
- Step 5:** Developing an OHS Action Plan.
- Step 6:** Documenting and Promoting the System.
- Step 7:** Reviewing and Improving the System

## The Result

When your workgroup has completed all the activities in this kit your company will have in place an occupational health and safety system which is tailored to your specific work activities and which addresses the hazards in your workplace.

You will also have a documented plan which helps your company integrate occupational health and safety into all its business activities and ensures that your workplace is free from health and safety risks and complies with OHS laws.

## Using the Kit

### Preparation

This is a do-it-yourself kit and has been prepared in such a way that it does not rely on occupational health and safety expertise to successfully implement.

What it does rely on however is an enthusiastic facilitator who has the drive to get things happening in the workplace and the commitment to keep things moving. You don't need OHS experience to facilitate this process, you just need the desire to help make the workplace safe and healthy.

While you don't need OHS expertise to use this kit, there may be times when you will need technical expertise to assess particular risks (such as air quality or noise monitoring) or design certain procedures. The tasks in the kit will help you identify if and when you need this expert advice but it is a good idea to have your OHS system underway before such advice is obtained.

Preparation is the key to using this kit successfully and the key to making sure that all participants are comfortable with, and actively involved in, the process. The more familiar you are with the content of the kit the more confident and effective you will be in leading others through the process.

### Facilitator Action Points

As indicated earlier, the kit has been designed as a facilitator's package and as such uses a system of icons which visually describes the action to be taken by the facilitator. These icons are:



#### **Get prepared**

This icon is used to indicate things you need to do to prepare yourself for a meeting with your workgroup.



#### **Get organised**

This icon is used to indicate what needs to be done prior to the next meeting.



#### **Hold meeting**

This icon is used to indicate all the times the workgroup is required to meet.



#### **Write up outcome**

This icon means that the facilitator is required to write up the results of the meeting onto one of the blank tools.



#### **Follow-up activity**

This icon indicates that there is work to be done before the next meeting by the facilitator.



#### **Tools**

This icon prompts you to use the special tools that have been designed for the step or task.

## Map of the Process

Because it is important that you are well prepared and understand what is involved in using the kit and where it will lead you, a map of what is involved in each step is set out at the beginning of each section of the facilitators manual.

The map provides you with an overview of the step, what is involved in completing the step, which tools you use and what you will have when you have completed the step. It also lets you see how much you have to do and when you have to organise a meeting with the workgroup.

It is important that you review the map prior to commencing each step.

## Summary

You are now ready to start the process of developing an OHS management system for your company.

Before you commence the process remember to do the following:

1. Read the Risk Management at Work Guide.
2. Watch the video
3. Determine who will need to be involved in the workgroup and invite them to participate.
4. Read over Step 1 – 'Determining Your OHS Responsibilities' so you are prepared for the first meeting.

The next section introduces the activities to be undertaken in developing your OHS management system. It is a step by step guide of what you need to do.

If you follow the steps spelt out in this guide and use the tools provided in the kit, you are assured of creating an OHS management system which fits comfortably with your business activities and which will allow you to run a safe and productive operation.

**Good luck!**



# STEP 1

## Determining Your OHS Responsibilities

## Introduction

While the ultimate responsibility for making sure that work activities are safe lies with the employer/owner of a company, everyone has a role to play in creating a safe workplace and in working together to keep it that way.

The purpose of this first step is to establish what is expected of people at each level of the company to create and maintain a safe and healthy working environment. It will also identify what is needed by each group for them to be able to meet these OHS expectations.

This first step starts the process of planning and managing workplace risks in a systematic way by having your workgroup generate:

1. An interlocking set of OHS responsibilities for all levels of the company, from shop floor employees to the owner/manager of the business or senior executive of the company.
2. An OHS policy which incorporates a statement about the OHS responsibilities of people at all levels of your company. The following information will walk you through a number of tasks which will help you complete this step.

## Map of Step 1

What is to be achieved	How to do it	Where to get help	The result
<b>STEP 1</b> <b>Determining your OHS Responsibilities</b>	 <b>Task 1: Get Prepared</b> Modify the expectations tool to reflect the structure of your company.	Tool 1: Expectations Tool	
	 <b>Task 2: Get Organised</b> Determine who will be in the workgroup, inform them about the kit and the process and invite them to a meeting.		
	 <b>Task 3: Hold First Meeting</b> Hold a meeting to identify what is expected of people in relation to OHS and what they need to meet these expectations.	Tool 1: Expectations Tool  Tool 2: Expectations Checklist	
	 <b>Task 4: Write up the Outcome</b> Transfer expectations and needs determined by workgroup onto the Expectations Tools.  Replace the word "Expectations" at the top of the column with "Responsibilities".	Tool 1: Expectations Tool  Appendix 1: Expectations Tool example  Appendix 2: Responsibilities from expectations	A set of inter-related OHS expectations and needs.  An OHS Responsibilities Document
	 <b>Task 5: Develop or Review your OHS Policy</b> Incorporate OHS responsibilities for all levels of the company into an OHS policy. If you already have an OHS policy review it to make sure it reflects the responsibilities which the work group have identified.	Tool 3: OHS Policy Tool	OHS responsibilities defined & documented  A draft OHS Policy for review by management and consideration at the next meeting of workgroup.

## Where to start

A good place to start developing your Occupational Health and Safety (OHS) system is to involve the people in your company in determining their health and safety responsibilities. Once you have done this you can build your system to make sure that managers, supervisors and employees can effectively carry out their OHS responsibilities.

In many companies health and safety responsibilities are not clearly identified. While specific OHS responsibilities may not have been spelt out or written down, people in your company will have certain expectations in relation to health and safety. These expectations usually develop as part of the way the workplace is managed.

For example there is probably an expectation that employees wear hearing protection when they use a noisy piece of equipment. There is probably an expectation that the supervisors in your company make sure that employees are supplied with hearing protection, and wear it when required.

You can use the expectations people have of others in the workplace to develop OHS responsibilities for all levels of the company. These responsibilities then help shape your occupational health and safety system.

The way to do this is to use:



- **Tool No. 1: The Expectations Tool**, and
- **Tool No. 2: The Expectations Checklist**.

Both these tools will help you determine the various levels of responsibility for health and safety matters in your company. You will find them in the tools section of this kit.

## What do I do?

Sit down with your workgroup and, using the two tools, write up the expectations and needs of all levels of the company.

Following is a step by step process to help you to do this.



### Task 1: Get Prepared

In preparation for meeting with your workgroup, look at **Tool 1: Expectations Tool** and modify it to reflect the structure or the levels of your company.

If, for example, you are the owner and you only have a couple of supervisors and the rest are employees, then there are three levels within your company as follows:

Level 1 – Owner

Level 2 – Supervisors

Level 3 – Employees

Draw up a separate large sheet of paper for each level with two columns on it. Label each sheet as follows:

Level: \_\_\_\_\_

EXPECTATIONS	NEEDS

If you have 4 levels there will be 4 pieces of paper, and so on.



### Task 2: Get Organised

Organise a meeting of your workgroup to discuss **Tool 1: Expectations Tool** and **Tool 2: Expectations Checklist**.

At this meeting all you really need is:

- the sheets of paper you have prepared for each level of the company and a means to display them (bluetack or masking tape);
- a whiteboard marker;
- enough copies of **Tool 2: Expectations Checklist** for everyone.



### Task 3: Hold the First Meeting

Explain that as a group you are going to discuss what is expected of people in the company in relation to health and safety. Tell the group that this is the first step in putting together an OHS system to manage health and safety in your workplace.

Emphasise that you will be identifying what is expected of each level of the company, in order to create and maintain a safe and healthy working environment.

### 3.1: Start at the bottom and work up to the top of the company structure

The reason we start here is because what is expected of employees is usually the easiest to identify.

Ask the group – “What does this company expect of its employees concerning health and safety?”

### 3.2: Write up the responses on the sheets of paper you have prepared

If you get answers like “be careful” or “work safely” ask the group what are employees **doing** when they are being careful and working safely. You should get responses like “following procedures” or “wearing their PPE” (goggles, safety vests, gloves, ear protection etc).

Write these in the Expectations column of the sheet of paper for the Employee Level.

### 3.3: When the group runs out of answers hand out *Tool 2: Expectations Checklist*

Ask the group if there are any items listed that the company expects or **should** expect of employees which have not been put up on the sheets of paper.

**Note:** the checklist is designed to extend the range of behaviors that the company normally expects of employees.

You may like to go through them one by one until the group is satisfied that they have captured all the expectations that the company **does** and **should** expect of its employees.

### 3.4: The next activity is for the group to decide what employees need in order to meet the expectations others have of them

The way to do this is to nominate a particular expectation and ask “What do employees need to meet this expectation?”

For example, if employees are expected to wear personal protective equipment (PPE) what they need is that personal protective equipment be supplied. Therefore, for every expectation there is a corresponding need.

For example your Expectation Tools should look something like this:

EXPECTATIONS	NEEDS
Wear PPE	PPE supplied
Follow procedures	Procedures
Report incidents	Reporting methods

A need that will not necessarily correspond to an expectation is “training”. If there is an expectation to follow procedures or report incident or injuries, employees will need training in work procedures and reporting procedures. Therefore, training is an important need employees have. It is unreasonable to expect them to know what to do if they have not been informed about what they have to do and how to do it.

### 3.5: The next activity is to consider what is expected of supervisors

Get the group to consider what is expected of supervisors in terms of the expectations and needs you have identified for employees.

For example if there is an expectation that employees wear personal protective equipment or report incidents to supervisors then there is a corresponding expectation that supervisors ensure PPE is supplied and worn, and that they act on incident reports, fix the problem and if they can’t fix it, that they refer the problem to the next level of management for action. Write the expectations on the sheet of paper for the Supervisors Level.

### 3.6: Refer to *Tool 2: The Expectations Checklist*

Again, once the group cannot supply any more expectations they should consult the Checklist and decide, from the items remaining, which are reasonable expectations of the supervisors in your company.

### 3.7: The next activity is for the group to decide what needs follow on from these expectations of supervisors

Again help the group link the needs to expectations.

For example, if there is an expectation that supervisors make sure procedures are followed, then they need the “procedures” to be in place.

Notice that for procedures, both employees and supervisors need procedures, therefore there is an expectation that someone else must develop and put these in place.

### 3.8: Continue to work up each level of the company to consider what is expected of people at that level

After the supervisors, the same questions are asked of the other levels of the company, plant managers, senior managers, CEO’s, owners etc. The responses are noted on the appropriate sheet of paper.

In this process the group will have to decide who is expected to develop and implement such things as work procedures or reporting systems.

### 3.9: Generate a set of interrelated OHS expectations and needs for your company

At the end of the process you should have generated a set of interrelated expectations and needs. An example of such a set of expectations and needs is provided in **Appendix 1: Expectations Tool Example**.

Have a look at the example in Appendix 1. This example is not given to demonstrate what your meeting should come up with. It is merely an illustration. **Tool 1: The Expectation Tool** will generate a specific set of expectations and needs that reflect the experience of the particular company in which it is used.

You will notice in the example that the **Needs** column for the General Manager is blank. The reason for this is that when we fill in the needs column there is the expectation that these needs will be met by a higher level in the company. When we get to the General Manager there is no further level to meet any perceived needs. It is an expectation that all the unresolved needs are to be met by the General Manager, in this example.

If your workgroup identifies there is a need to develop and implement reporting methods and this does not fit with anyone's role then it is ultimately the expectation that the General Manager will do this.

### 3.10: Close the meeting

When you have completed **Tool 1: The Expectations Tool** you should close the meeting and inform the group that you will write up the work of the group and this information will form the basis of the discussions at the next meeting.

You may then decide when the next meeting will be held.



## Task 4: Write up the Outcome

Transfer the expectations and needs, as determined by the workgroup, from the sheets of paper onto **Tool 1: The Expectations Tool** using the disc version of the tool supplied with the kit. If you don't have a computer rewrite the information from the sheets of paper onto a photocopy of **Tool 1**.

Refer to **Appendix 1: Expectations Tool Example**, at the back of the manual. This will give you an idea of what the completed tool will look like.

To determine the OHS responsibilities for all levels of your company just replace the word Expectations at the top of the column with **Responsibilities**. This now becomes your **Responsibilities Document**.

By doing this you will be formalising the various expectations that were decided by the group into a set of responsibilities for all levels of the company. **Appendix 2: Responsibilities from Expectations** shows you how the expectations in the example in Appendix 1 have been converted into responsibilities.

Once you have done this you will need to take the set of responsibilities back to the next meeting for the group to consider and agree on.

If you do not have the authority in your company to determine responsibilities you may need to have them checked by senior management before the group looks at them at the next meeting.



## Task 5: Develop or Review your OHS Policy

When you have determined the various OHS responsibilities for your company it is a good idea to incorporate these responsibilities into an OHS Policy.

An OHS policy states the values and goals of the company in relation to preventing injuries and illness and should be written in such a way that it can be used as the basis for all decisions and actions about health and safety. This is why it should include a statement about the OHS responsibilities of the various levels of the company .

If you do not have a policy you should look at **Tool 3: OHS Policy Tool**. This tool explains the reasons for having an OHS Policy, what should be in it and how to develop one.

If you already have a policy you may wish to review your policy in the light of the responsibilities you have determined and the information and advice in **Tool 3**.

You will need to have this draft policy ready to be looked at by the group at the next meeting.



STEP 2  
Determining Your  
Risk Management Activities



## What do I do?



### Task 1: Get Prepared

#### Identifying Basic Risk Management Activities:

In preparing for your next meeting with your workgroup, look closely at the Responsibilities Document which you have extracted from **The Expectations Tool**. You will notice clusters of similar activities.

Look at the example in **Appendix 2: Responsibilities from Expectations**, and consider all the times the various responsibilities relate to “procedures”. The following pattern emerges:

- General Manager: Develop and implement procedures
- Supervisors: Ensure procedures are followed  
Provide training in procedures
- Employees: Follow procedures

By doing this we have identified that this company needs what we call **Safe Working Procedures**, as part of its risk management activities.

**Safe Working Procedures** are what companies need to have in place to make sure that employees know how to work safely when they are carrying out the tasks involved in their job.

This is a risk management activity because its purpose is to reduce the risks to health and safety in the workplace, and to minimise the likelihood of the employees getting hurt.

You will notice that we have included “provide training” in the supervisor’s box. One of the responsibilities of supervisors is to “provide training” and a critical area of training is training in safe work procedures.

Have a look at the **Responsibilities Document** you have developed and see if you can find a similar group of activities related to safe working procedures.

There are also other groups of activities contained in this list. The range of activities you should be able to identify include:

- Safe Housekeeping
- Hazard Reporting
- Accident/Incident Reporting
- Purchasing Procedures



- Injury Management
- Emergency Procedures
- Contractor Management
- Equipment Management

Some of these activities may not be relevant or necessary for your company but it will give you a guide to the types of activities you are likely to uncover.

### Task 2: Get Organised

#### Draw up your Risk Management Activity Document:

**Tool 4: Risk Management Activities Tool** will help you do this. You may wish to use the disk version of the tool.

In the **Activity** column place all the activities you have identified in task 1.

Refer to the **Who** column and change it to reflect the levels of your company. You can do this simply by writing down the levels that apply to your company as you did in the **Expectations Tool**. The reason you are doing this is to assist the group at your next meeting, to reorganise the information they generated from the **Expectations Tool** into the various risk management activities.

Have a look at the example in **Appendix 3** and you will see how the **Activity** and **Who** column should look when completed. You will also see what the **What** and **Where** column will look like.

Spend some time on this because it will show you what the group will be doing at its next meeting.



### Task 3: Plan the Second Meeting

In this meeting the group have three matters to deal with. They are required to:

- Consider the **Expectations and Needs** which they determined in the first meeting and agree on the **Responsibilities** that you have identified from the expectations and needs;
- Consider the Draft **OHS Policy**;
- Complete the **Tool 4: Risk Management Activities Tool** in which you have identified the basic risk management activities that should comprise your OHS management system.

It is a good idea to have copies of the documents you have developed for all members of the group. Again these are:

- **OHS Responsibilities Document**
- **Draft OHS Policy**
- **Modified Risk Management Activities Tool**

You will also need large sheets of paper or a whiteboard on which you will record the decisions of the group when you work on the **Tool 4: Risk Management Activities Tool**.

To make the process as simple as possible it is a good idea to prepare, on a separate sheet of paper, a **Risk Management Activities Chart** for each of the activities (eg. safe working procedures).



## Task 4: Hold the Second Meeting

### 4.1: Open the meeting

At the opening of the meeting explain what you are going to do and why. Explain that the purpose of this meeting is to:

- Discuss and agree on the responsibilities that have been extracted from **The Expectations Tool**. If the company is to effectively manage health and safety it needs to have these responsibilities clearly defined, understood and accepted.
- Consider the draft **OHS Policy** which incorporates the OHS responsibilities as the means of informing employees of the organisation's commitment to a safe and healthy workplace and the responsibilities of everyone in the workplace to achieve this.
- Reorganise the information on **The Responsibilities Document** into Risk Management Activities, to allow the company to establish its OHS management system.

### 4.2: Agree on OHS Responsibilities

Hand out the **Responsibilities Document** and explain how the responsibilities have been extracted from the Expectations.

Explain that if the workgroup have agreed on what is expected of all levels of the company, it is a good idea to formalise these expectations into a set of OHS responsibilities.

Allow the group to discuss the responsibilities and make any adjustments that may be required

Obtain agreement from the group to these responsibilities.

### 4.3: Consider Draft OHS Policy

Hand out the draft **OHS Policy document**.

Explain the reasons for the policy (as outlined in **Tool 3: OHS Policy Tool**).

Inform the group that the document is supported by senior management (if you needed to do this).

Discuss and agree on the draft.

Discuss the need for everyone in the workplace to have the opportunity to comment on the document and how this will be done.

Agree on a strategy to enable this to happen. For example each workgroup member could take a copy back to their work area or the document could be sent to all employees with a letter from the General Manager/Owner or it could be placed on a notice board with a book for comments.

### 4.4: Identify Risk Management Activities

Hand out the **Tool 4: Risk Management Activities Tool**.

Explain to the group that the next task is to transfer the information from the **Responsibilities Document** to the **Risk Management Activities Tool**.

You will recall that the activities identified include safe working procedures, reporting procedures and so on. Explain how you identified the various activities. This will give participants an idea of what they are going to do.

For each activity allocate the appropriate responsibility to the **What** column.

The group can put this information on their **Risk Management Activities Tool** while you record it on the prepared sheets of paper or whiteboard.

As the group goes through each activity run a line through the particular responsibility listed on the **Responsibilities Document** as you are transferring it. This will make sure the group doesn't miss any.

When you have completed the **What** column, the group should consider the **When** column.

For example, if you have identified Safe Working Procedures as an **Activity** and you have placed the responsibility "develop procedures" in the **What** column for a particular level of the company (say the General Manager) the obvious question is:

*When should the General Manager develop safe working procedures?*

There are a number of circumstances when this should happen. These would include:

- When there is a new job or task to be introduced;

- When there are changes planned for a job or task;
- When there is a problem (there may have been an accident or incident which suggests the procedures are inadequate).

All the **What** answers need to be examined in this way.

When the group has completed this task it has practically fleshed out the basic activities that make up the way OHS should be managed in the company. The workgroup has now determined:

- **What** all the levels of the company are required to do to ensure a safe and healthy workplace, and;
- **When** they are required to do it.

It will be obvious to the group that some or most of these activities do not yet exist in the workplace or, if they do, they are probably inadequate.

Inform the group that at the next meeting the group will review this in more detail and will determine the gaps and deficiencies that exist in the current OHS management system.

### Task 5: Write up the Outcome

After the meeting you need to write up all the **Whats** and **Whens** into a **Risk Management Activities Tool** as per **Tool 4**. This is available on disk if preferred or can be written manually onto a blank copy of Tool 4. This document will help you to determine the gaps and deficiencies in the way you currently manage OHS.

You will also need to write up the information in this document into a set of procedures that will form part of the documentation of your OHS management system. How this is done is explained in the next section.



## STEP 3 Translating Risk Management Activities into OHS Procedures

## Introduction

This step will help you turn the risk management activities you have identified in the previous step into simple but useful OHS procedures.

This is an important step because procedures are stated in such a way so as to make it clear who has to do what, when. OHS procedures are the steps that have to be followed to work safely and to maintain a safe workplace.

Because the procedures are developed straight from information in the **Risk Management Activities Document** and presented in the form of instructions, this step has been designed to be completed by the facilitator. Once you have written up each OHS procedures they will be considered by the workgroup as part of the next step.

While writing the procedures this way is a fairly straightforward process, it may take some time depending on the number and complexity of the risk management activities you have identified.

When you have completed this part of the step by step process and the procedures have been considered and confirmed by your workgroup you will have a set of procedures that can be incorporated into a document such as an OHS Manual or Training Manual

Let's see how this is done!

Map of Step 3

What is to be achieved	How to do it	Where to get help	The result
<b>STEP 3</b> Translating Risk Management Activities into OHS Procedures	 <b>Task 1: Get Prepared</b> Review Safe Work Procedures example in Appendix 3.	Appendix 3: Risk Management Activities Tool Example "Safe Working Procedures"	Written procedures for the Risk Management activities that are in place.
	 <b>Task 2: Get Organised</b> Translate activities into procedures <ul style="list-style-type: none"> <li>- Who is required to initiate the procedure and when?</li> <li>- What should happen next and when?</li> <li>- What happens next?</li> </ul>		
	 <b>Task 3: Write up Other OHS Procedures</b> Use this same approach to document procedures for all the other risk management activities you have identified.	Tool 12: Incident and Injury Procedures Tool Tool 9: Purchasing Procedures Tool Tool 11: Contractor Management Procedures Tool	

## What do I do?



### Task 1: Get Prepared

The best way to explain how to do this is by way of example. If you look at **Safe Working Procedures** in **Appendix 3: Risk Management Activities Tool Example**, you will see them expressed in the following way.

**Risk Management Activities Document**

Activity	Who	What	When
Safe Working Procedures	CEO/Owner	<ul style="list-style-type: none"> <li>• Develop and Implement Procedures</li> </ul>	<ul style="list-style-type: none"> <li>• New jobs or tasks are introduced</li> <li>• Jobs or tasks change</li> <li>• Problems are identified with the procedure</li> </ul>
	Supervisor	<ol style="list-style-type: none"> <li>1. Ensure procedures are followed</li> <li>2. Provide training in procedures</li> </ol>	<ol style="list-style-type: none"> <li>1. When jobs or tasks are undertaken</li> <li>2. Before commencing work and as required</li> </ol>
	Employee	<ul style="list-style-type: none"> <li>• Follow procedures</li> </ul>	<ul style="list-style-type: none"> <li>• When undertaking jobs or tasks</li> </ul>



### Task 2: Get Organised

#### Translate into a Procedure:

To translate this into a procedure you need to ask.

**Who** is required to initiate the procedure and **When**?

If you look at the example above the answer is:

– *The CEO/Owner, when there are new jobs or tasks, when jobs or tasks change and when problems with the procedure are identified.*

This can be written up as follows



The owner will develop and implement safe working procedures when:

- New jobs or tasks are introduced
- Jobs or tasks are changed
- Problems are identified with the process

What next and when?

The next question to ask is “*what should happen next and when?*”. The obvious answer is that the supervisor should train employees before they undertake the task or when required as a result of changes to the procedure. Therefore, we can add Step 2:

## STEP 2

Supervisors are to train employees in the relevant procedure:

- Before they commence the task requiring the procedure
- When required (eg. When changes to the procedure are made)

And then

The next steps follow automatically and they involve the supervisors ensuring procedures are followed and employees following procedures when they are required.

Safe Working Procedures

## STEP 1

**The owner will develop and implement safe working procedures when:**

- New jobs or tasks are planned
- Jobs or tasks are changed
- Problems are identified with the procedure

## STEP 2

**Supervisors are to train employees in the relevant procedure:**

- Before they commence the task requiring the procedure
- When required (eg. When changes to the procedure are made)

## STEP 3

**Supervisors are to ensure procedures are followed when a task requiring the procedure is performed**

## STEP 4

**Employees are to follow procedures when performing tasks requiring the procedure**



Task 3: Write up Other OHS Procedures

Repeat this process for all the other risk management activities.

You will notice that some procedures will be initiated by employees. This is particularly true of reporting procedures. These will usually be initiated by an employee reporting an injury or a hazard. **Tool 12: Incident and Injury Procedures Tool**, has an example of a procedure for reporting injuries and incidents.

In some cases you may not be able to satisfactorily write up the procedure at this stage.

Again, if you look at the example in **Appendix 3: Risk Management Activities Tool Example**, under Purchasing Procedures, you will see that the CEO/Owner is required to purchase safe equipment when *requisitioned*. It is obvious that the process is initiated by someone requisitioning a purchase. Therefore, before you can write up the procedure you will need to establish who in your company requisitions purchases and under what circumstances.

After writing up the procedures for each activity you are ready to go on to the next step.

When you have completed this you will have a set of procedures which represent the basis for your OHS Management System. These are your **Procedures Document**. Some of these procedures you may already have in place. Others you will need to develop. The next step in the process is to review what you currently have against the procedures you have developed and work out what you need to do to ensure they match.



## STEP 4

Determining Gaps  
and Deficiencies in Your  
OHS Management System

## Introduction

So far you have developed the following documents to form the basis of your OHS management system:

- ◆ **OHS Responsibilities**
- ◆ **OHS Policy**
- ◆ **Risk Management Activities**
- ◆ **OHS Procedures**

The next step is to determine what procedures your company already has in place and what is still missing.

Step 4 requires you to gather together any OHS procedures that you already have in place and to assess them to see if they meet OHS legal requirements and if they are based on OHS best practice.

You will find **Tool 5: Risk Management Procedure Checklist** in the kit helps you do this.

## Map of Step 4

What is to be achieved	How to do it	Where to get help	The result
<b>STEP 4</b> <b>Determining Gaps and Deficiencies in your OHS Management System</b>	 <b>Task 1: Get Prepared</b> Locate Risk Management Activity documents which already exist in your organisation. List them against the relevant activities in the "documents" column of the Risk Management Activities document.	Risk Management Activities Document	
	 <b>Task 2: Get Organised</b> Compare any existing procedures with procedure developed by the workgroup. Determine gaps or deficiencies in existing procedures and which ones need to be reviewed. Note the differences and what needs to be done.	OHS Procedures Document  Tool 5: Risk Management Procedure Checklist	
	 <b>Task 3: Plan Third Meeting</b> In this meeting the workgroup will: <ul style="list-style-type: none"> <li>- review the completed Risk Management Document</li> <li>- review the OHS procedures document</li> <li>- discuss what needs to be done to improve or develop your procedures.</li> </ul>		
	 <b>Task 4: Hold Third Meeting</b> At this meeting you will: <ul style="list-style-type: none"> <li>- review the completed Risk Management Document</li> <li>- review the OHS procedures document</li> <li>- discuss what needs to be done to improve or develop your procedures.</li> </ul>		

## What do I do?



### Task 1: Get Prepared

#### Locate Existing Risk Activity Documents

The best way to help you to determine what safety procedures your company has in place, is for you to gather together all the documents your company has which may describe, or in some way support, OHS procedures.

These will include injury report forms, workers compensation claim forms, purchase requisition forms and any safety procedures you may have.

Once you have done this, list them against the relevant activity in the **Documents** Column of your completed **Risk Management Activities Document**.

Even though the procedures you have in place might not be perfect or even adequate, put a '✓' (tick) against them in the **Status** column.

For the other procedures, where there appear to be no existing documents, put an 'x' (cross) in the **Status** column. These are the gaps in your OHS management system.



### Task 2: Get Organised

#### Determine the Deficiencies in Your Current Procedures

To do this you will need to the **Procedures Document** you developed earlier on.

Check the current procedure or document that is in place against the relevant procedure on the **Procedures Document** which you or your workgroup has developed. Make a note where the procedures differ. The procedure will need to be reviewed to address these differences.

As you read in the introduction to this kit, employers are required to manage workplace health and safety using a process of risk management and consultation. You need to check your current procedures against these legal requirements to make sure that you have processes in place to identify all hazards and to assess and control risks, in consultation with your employees.

**Tool 5: Risk Management Procedure Checklist** will help you to determine if any existing procedures meet these legal requirements as well as other general requirements needed for an effective procedure.

Complete a **Risk Management Procedure Checklist** for each of the existing procedures. This checklist will help you identify deficiencies, if any do exist, in your procedures, by checking them against legal requirements and good OHS practice.

You don't need to concern yourself at this stage with the procedures you do not have in place. When you come to use the tools that make up the rest of this kit, these gaps will be addressed.

When you have completed this step it is time to hold another meeting.



### Task 3: Plan the Third Meeting

In this meeting the group will:

- Review the completed **Risk Management Activities Document**
- Review the procedures you developed from this document
- Discuss what needs to be done to improve or develop your procedures

At this meeting you will need copies of the following documents:

- **Completed Risk Management Activities Document (Tool 4)**
- **The Procedures Document**
- **Risk Management Procedure Checklist (Tool 5)**
- **Notes you have prepared on the current procedures where they differ from those in the Procedures Document**



### Task 4: Hold the Third Meeting

#### 4.1: Open the Meeting

**Explain that at this meeting the workgroup will look at the procedures that are required for managing risk management activities and compare these with the company's existing OHS procedures.**

Hand out the completed **Risk Management Activities Document**.

Explain the status you have given to each activity and refer to the documents, (if any) you have been able to obtain on any particular procedure.

Discuss and agree on the "**status**" of the "**activities**" as expressed in the **Risk Management Activities Document**

Hand out the **Risk Management Procedure Checklist (Tool 5)** for each of the company's existing procedures.

Explain that this checklist helps assess the existing procedure against legal requirements and OHS best practice.

Discuss the results for each procedure.

Discuss the deficiencies, if any, that the checklist reveals and agree that these procedures need to be reviewed.

## 4.2: Review Procedures Document

Hand out the procedures you have developed from the **Risk Management Activities Document**. It is a good idea to hand them out one at a time. Starting with the procedures you already have in place.

With the aid of the **Risk Management Activities Document** explain how you drafted the procedure.

Discuss this with the group and get the agreement of the group to the procedure and make any amendments if necessary.

Discuss any discrepancies between current procedures and what is in the Procedure Document.

Reach agreement that these discrepancies will need be addressed in the review of the procedure. For procedures you have developed that do not currently exist, reach agreement on the procedures and that they need to be developed.

Go through each procedure and demonstrate how they have been translated from the **Risk Management Activities Document**.

For each procedure explain that there is a **Tool** in the **Kit** that will assist the company to develop or review these procedures.

When you discuss each procedure make a note of what the group thinks needs to be done. For example , when discussing Safe Working Procedures it might be decided that there is a need to:

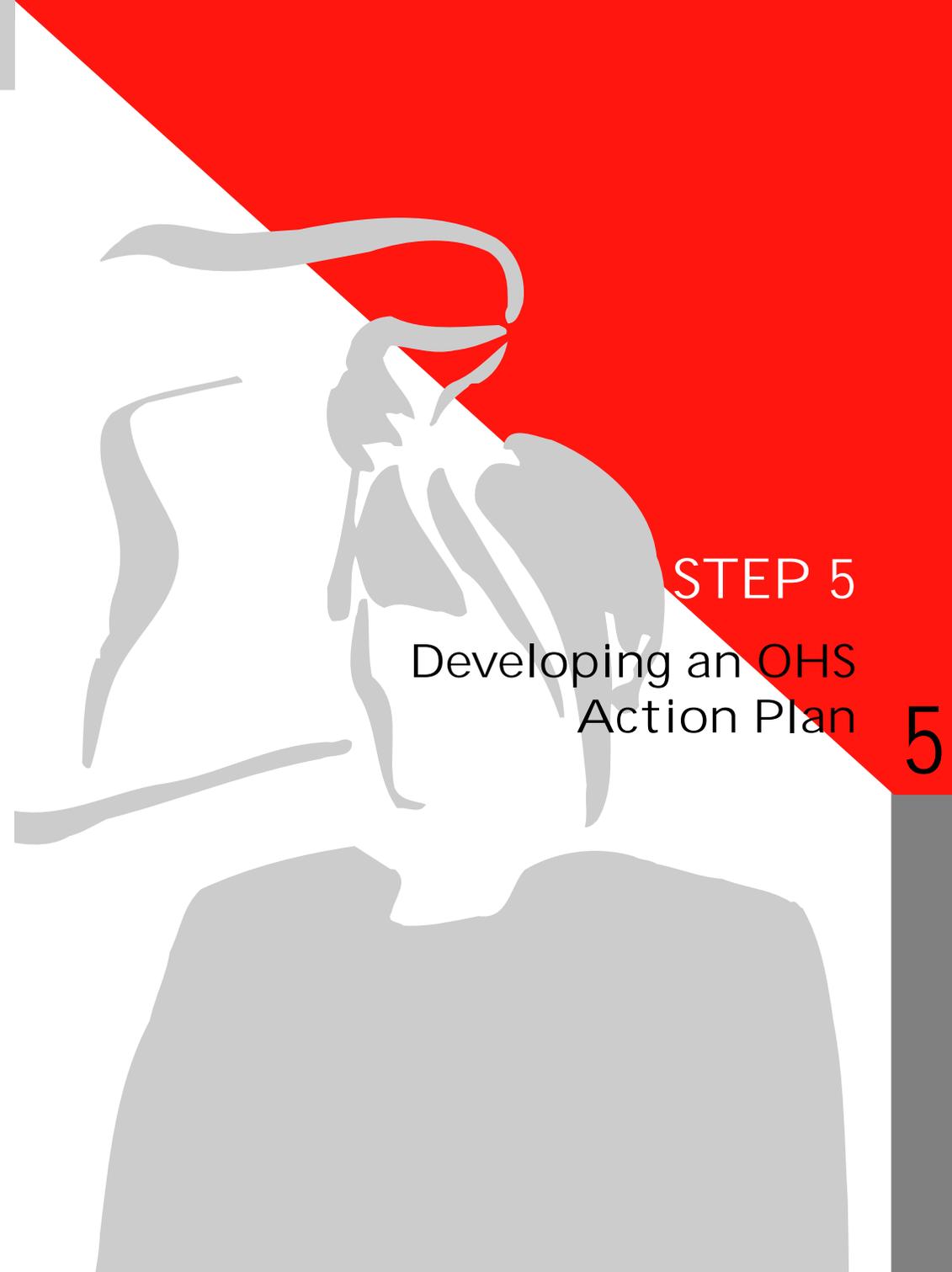
- *Identify the job/tasks in the organisation*
- *Prioritise the jobs/tasks based on risk*
- *Develop procedures in accordance with these priorities*

or, when discussing Purchasing the need might just be:

- *write up the current procedure and ensure safety and consultation are built into the decision making process.*

## 4.3: A Plan of Action

When all the procedures have been examined and noted, inform the group that all this information will need to be written up into an **OHS Action Plan** and a draft of this plan will be discussed at the next meeting.



## Introduction

A lot has been achieved so far. It is essential that the process continues until all the OHS activities that were identified as being needed in your company are developed and are in place.

It's now time to map out a big picture plan and a way forward to complete all the procedures you need in place to have an effective OHS management system.

In this step you will draft an OHS Action Plan showing what still needs to be done to complete your OHS management system. You will then present this to the workgroup who will decide how this will be achieved and by whom.

This is how to get it done.

### Map of Step 5

What is to be achieved	How to do it	Where to get help	The result
<b>STEP 5</b> Developing the OHS Action Plan	 <b>Task 1: Get Organised</b> Draft an OHS Action Plan using the OHS Action Plan Tool. This will identify what needs to be done, by whom and by when. Use the specific procedure tool to determine what is involved in developing the procedure, who needs to be involved and how to take into consideration all the possible risk factors.	Tool 6: OHS Action Plan Tool  Tool 7: Safe Working Procedures Tool  Tool 9: Purchasing Procedures Tool	
	 <b>Task 2: Hold Fourth Meeting</b> At this meeting the workgroup will: <ul style="list-style-type: none"> <li>- discuss the draft Action Plan</li> <li>- amend the action Plan if necessary</li> <li>- decide how to process and complete the Action Plan</li> <li>- decide what meetings will be necessary to monitor the progress of the Action Plan.</li> </ul>	Tool 8: Injury & Claims Management Procedures Tool  Tool 10: Emergency Procedures Tool  Tool 11: Contractor Management Procedures Tool	
	 <b>Task 3: Follow-up and Assist Others to Complete the Procedures</b> Arrange to meet with each sub-group to encourage and assist them to do the tasks allocated to them in the Action Plan.	Tool 12: Incident and Injury Procedures Tool	A set of document and up-dated procedures for all the Risk Management Activities needed in your company.

## What do I do?



### Task 1: Get Organised

#### Draft the OHS Action Plan:

After the third meeting, sit down with:

- **Tool 6: OHS Action Plan;**
- the rest of the tools in the Kit (**Tool 7, 8, 9, 10, 11, 12**); and,
- the comments about the procedures made at the last meeting.

The **Tool 6: OHS Action Plan Tool** will help you to draft your action plan which will organise what the company is going to do to get an OHS management system up and running. It will also spell out who is going to do it and when.

Against each procedure put the list of tasks that need to be done that were agreed to at the previous meeting. If for example the group had decided that for Safe Working Procedures the following tasks need to be undertaken:

- identify all jobs/tasks;
- prioritise them based on risk (the ones most likely to cause injuries to several people and the ones most likely to cause a serious injury to someone should be placed first);
- develop procedures for the jobs in accordance with these risks.

Place these tasks in the “**What needs to be done**” column.

After you have done this, look in the **Kit** for the appropriate tool for the particular “**Procedure**” to see if there are other tasks required.

The tools in the **Kit** which will help you develop this Action Plan are:

- **Tool 7: Safe Working Procedures Tool**
- **Tool 8: Injury & Claims Management Procedures Tool**
- **Tool 9: Purchasing Procedures Tool**
- **Tool 10: Emergency Procedures Tool**
- **Tool 11: Contractor Management Procedures Tool**
- **Tool 12: Incident and Injury Procedures Tool**



These tools take you step by step through what is involved in developing the particular procedure in a way that makes sure you involve all the right people, consider all the possible risk factors and come up with a procedure that is straight forward yet effective. Remember, the objective is to make sure that the risks are suitably controlled. The development of your procedures needs to focus on this objective.

**Tool 7: Safe Working Procedures Tool**, for example, advises that in developing these procedures certain safety information should be consulted eg. Injury statistics, Material Safety Data Sheets (MSDSs), equipment manuals etc. You may like to add these to your list if they are not already on there because it will give an indication of the complexity of the task and how long it is likely to take.

You will notice in the **Tool 6: Action Plan Tool** there are columns for **'By Whom'** and **'By When'**. At the next meeting you will get the group to determine how these should be filled. It is a good idea to give some thought to this beforehand to make sure the **Action Plan** is realistic and achievable.

An example of a completed **Action Plan** can be found in **Appendix 4: OHS Action Plan Example**.

If you do not have the authority to commit resources to this Action Plan, you need to sit down with senior management to get approval in principle to the tasks that need to be done.



## Task 2: Hold the Fourth Meeting

This meeting will:

- Discuss the **Tool 6: OHS Action Plan**
- Amend **Tool 6: OHS Action Plan** if necessary
- Allocate tasks and time frames
- Decide what meetings will be necessary to monitor progress of the **OHS Action Plan**

### 2.1: Handout draft Action Plan

For each Procedure explain the **"What Needs to be done?"** column and the process you went through to fill it in using the tools in the **Kit**.

Discuss the list of things to be done for each activity with the workgroup.

Add or amend tasks as agreed by the group.

### 2.2: Decide How to Progress the Action Plan

For each task discuss and agree on **'By Whom'** and **'By When'**.

In most cases, developing, completing or reviewing a procedure should involve the relevant manager or supervisor.

Discuss who else should be involved in the task. The principle should be that those who are affected by the procedure should be consulted in its development.

Some tasks may involve several different groups of people. Developing Safe Working Procedures for all the high risk jobs in the company may need to be divided up in such a way that people from different sections of the company work on the procedures for the jobs that they are involved with. This is the most difficult and time consuming aspect of the management system to be developed but is a key activity in managing safety in your workplace. It needs to be coordinated and managed so that it gets done.

### 2.3: Schedule Follow-up Sub-group Meetings

Once the allocation of work has been determined and the timeframes set and agreed to, organise a schedule of meetings to monitor and review the progress of the **Action Plan**. This should reflect the varying completion dates.

Arrange to meet separately with the person or group of people responsible for progressing each procedure.

The groups involved in writing **Safe Working Procedures** for specific jobs should be given a copy of the **"Artlight"** lamp company example in the **"Risk Management at Work Guide"**.

This example clearly and simply spells out each step involved in identifying hazards and assessing and controlling the risks involved in the job. This is used to write up a safe working procedures for that job, in line with what the OHS laws require.

In addition they should also be give a copy of the **Appendix 5: Artlight Safe Working Procedures Document**, which gives an example of how to use the **Safe Working Procedures Tool 7** and **Appendix 6: Artlight Tool 7: Example – Safe Working Procedures**, which gives an example of the completed procedure and how it should read.



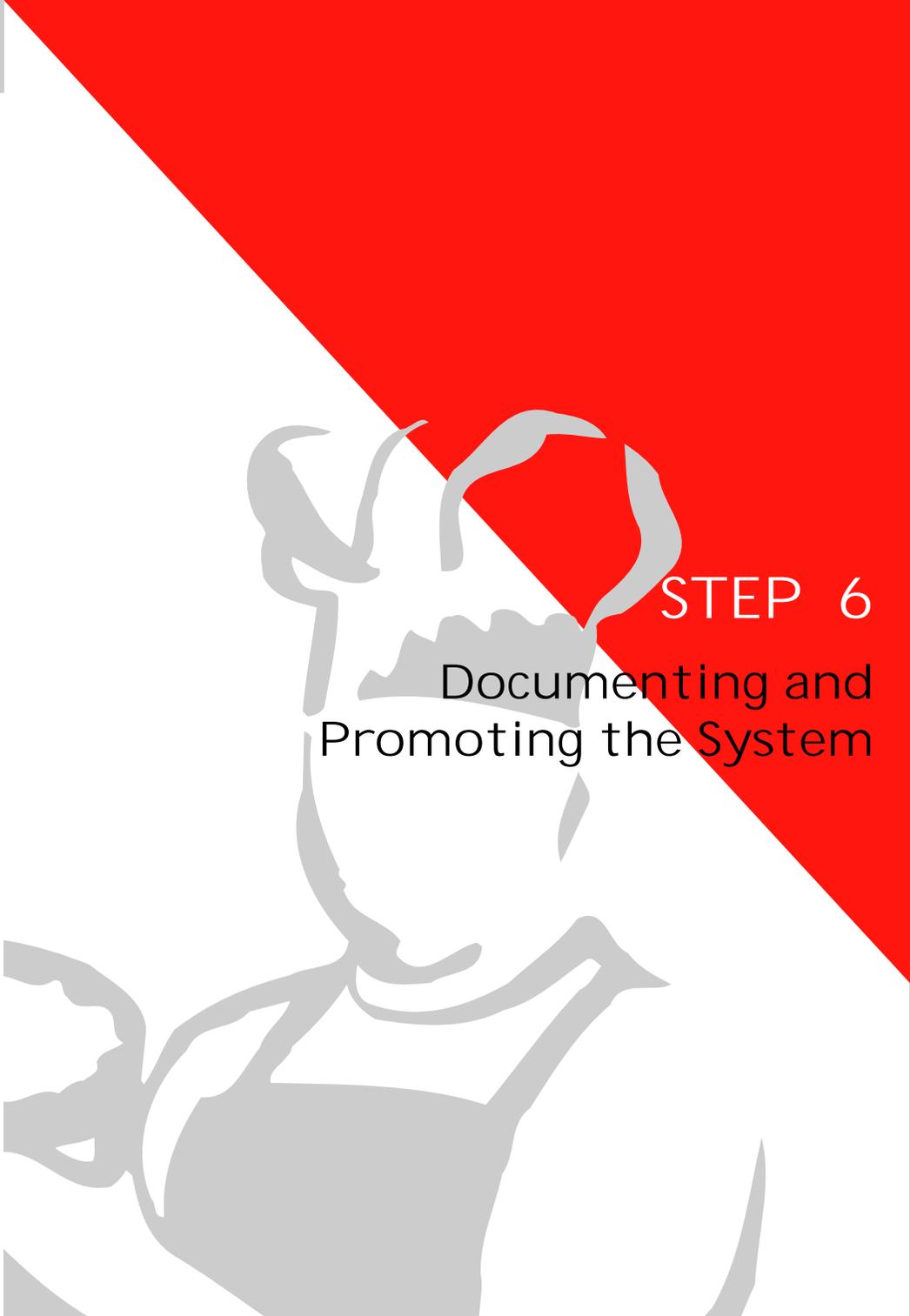
## Task 3: Follow-up and Assist Others to Complete Procedures

Now that you have an **Action Plan** with timeframes and people responsible for developing or reviewing procedures you need to encourage and assist the others in the workgroup along the way of completing the procedures allocated to them on the **Action Plan**.

When you initially meet with each group, give each member of the group a copy of the relevant Procedure Tool from the **Kit**. Get the group members to read through the Tool and then show them how the '**what needs to be done**' was extracted from the guidelines provided by the particular tool and emphasise that their job is to actually complete and write up the particular procedure.

It is also important to explain to the workgroup that all the **Tools** have been designed to make sure that the procedures developed using them, contain essential risk management elements.

You may need to arrange to meet with each group more than once to keep things on track and moving. Make sure you stress the timelines agreed to in the **Action Plan**.



# STEP 6

## Documenting and Promoting the System

6

## Introduction

Once all the procedures have been developed and written up by the individual “sub-groups” they can be put together in such a way that they become your company’s OHS Manual and your company’s OHS Induction Training Material. It is really important to take this next step in the process for two reasons:

1. The procedures put together in a logical and easy to use way enable you to inform all employees of your OHS management system and of what is expected of them and others in the workplace. This makes it easy to implement your OHS management system and to train your employees in the procedures.
2. The documents can be used to prove compliance with OHS laws if required and to demonstrate that you provide OHS information, instruction and training to your staff.

**Step 6** will help you do this. By completing the tasks in this step you will end up with an OHS Manual which draws together all the parts of your OHS management system which have been developed. This makes it easy to present to others in the company or to an Inspector should the need arise.

It also makes it easy to extract parts of the OHS Manual to turn into training material for new staff or existing staff who will need to know about your new OHS system.

Let’s see how this is done!

## Map of Step 6

What is to be achieved	How to do it	Where to get help	The result
<b>STEP 6</b> <b>Documenting and Promoting the System</b>	 <b>Task 1: Get Prepared</b> Collect all the procedures that have been written and check them against the guidelines provided in the particular procedure tool. Amend if necessary.	Tool 6: OHS Action Plan Tool  Tool 7: Safe Working Procedures Tool	OHS Policy and Procedure Manual  OHS Induction Handbook or training material and Training Plan.  An information strategy to launch and implement the OHS management system.  Endorsement from the top of the company to the OHS management system
	 <b>Task 2: Get Organised</b> Compile completed procedures into your company’s OHS Manual.	Tool 9: Purchasing Procedures Tool  Tool 8: Injury & Claims Management Procedures Tool	
	 <b>Task 3: Get More Organised</b> Extract information to compile OHS Induction Handbook which is needed to inform employees and others of your system and to train them in the procedures.	Tool 10: Emergency Procedures Tool  Tool 11: Contractor Management Procedures Tool	
	 <b>Task 4: Hold Fifth Meeting</b> This meeting will: <ul style="list-style-type: none"> <li>- Review draft OHS Policy &amp; Procedure Manual;</li> <li>- Review training material or OHS Induction Handbook;</li> <li>- Amend manual and training material if required;</li> <li>- Determine strategy to promote and implement the OHS management System.</li> </ul>	Tool 12: Incident and Injury Procedures Tool	
	 <b>Task 5: Follow-up Activity</b> Have the OHS Manual Endorsed by Person at the Top of the Company. The person at the top of the company endorses the OHS management system and expresses a commitment to the prevention of injuries by implementation of the policies and procedures in the OHS.		

## What do I do?



### Task 1: Get Prepared

#### **Draw all the Procedures Together**

As the sub-groups complete their allocated tasks, have them submit them to you.

Examine each of the procedures to make sure that they have been developed according to the guidelines in the relevant **Tool**.

If there are any glaring omissions or contradictions amend the procedure but note down the changes so you can discuss them at the next group meeting.

Have all the procedures typed up or presented in a consistent format.



### Task 2: Get Organised

#### **Compile the OHS Manual**

Once this has been done, the procedures are ready to compile into your company's OHS Manual.

It is important to have the company's OHS Policy as the first document in the Manual, followed by the procedures which apply to all employees.

Next, place those procedures which apply to some particular aspects of the company's business such as purchasing or contractor management.

All job specific Safe Working Procedures should be contained in a section at the back of the Manual.

If there are a lot of Safe Working Procedures they should be contained in a separate folder or perhaps in various folders relating to the work areas or process that they relate to.

Following is a suggested table of contents for your OHS Manual.

1. Occupational Health and Safety Policy
2. Consultation Arrangements
3. Safe Working Procedures
4. Hazard Reporting Procedures
5. Incident Reporting Procedures
6. Accident Investigation Procedures
7. Injury Reporting Procedures

8. First Aid
9. Emergency Evacuation
10. Workers Compensation and Claims Management Procedures
11. Injury Management & Return to Work Procedures
12. Purchasing Procedures
13. Contractor Management Procedures
14. Job Specific Safe Working Procedures for high risk jobs



### Task 3: Get More Organised

#### **Create the OHS Induction Handbook and Training Material**

In addition to the OHS Manual which pulls together all the documented procedures, some aspects of these procedures need to be conveyed to all people in the company. These parts form the basis of OHS training material.

People can't follow procedures if they don't know about them.

Obviously if you are introducing a whole OHS management system into your company then you need to support it with an information / training program to inform people about the system and what they are required to do.

You must also inform people about the OHS system when they commence working with your company. Parts of the system you have written can be used to conduct OHS Induction Training and can be summarised to produce an OHS Induction Handbook.

In addition, the Safe Working Procedures provide the basis for on the job training in specific areas of work. Use these to train new employees in the safe way of doing the job.

You could even laminate some of the procedures and place them as signs near the relevant work areas or machines.



### Task 4: Hold the Fifth Meeting

It should not take you too long to compile the training material. Once you have it in a draft form, make multiple copies of the OHS Manual and any training material and call another meeting.

This meeting will:

- Review the draft OHS Policy and Procedure Manual
- Review the training material or OHS Induction Handbook
- Amend the manual and training material if required
- Decide on a strategy to promote and implement the OHS system

#### 4.1: Hand out the draft OHS Policy and Procedure Manual

Explain how the OHS Manual is made up of the individual procedures developed by the sub-groups and that these procedures make up the framework of the company's OHS management system.

Explain that you have reviewed the procedures in relation to the guidelines provided with the **Tools** and highlight any changes that you made and why.

Have the group read through the OHS Policy and Procedure Manual and then ask the group to comment on any changes that need to be made to the draft manual.

#### 4.2: Hand out the draft OHS Induction Handbook or any other training material

Explain that the OHS management system will only work if people are told about it and what is expected of them and others in the workplace in relation to OHS.

Explain how you used the procedures developed by the sub-groups to extract the information for the OHS Induction Handbook and other training material.

Again, have the group read through the Handbook or other material and then ask the group to comment on any changes that need to be made.

#### 4.3: Develop a strategy to promote the OHS management system

Once you have agreed on any changes that need to be made to the material, devise a strategy to tell everyone about your OHS management system. Such a plan to promote the system may include:

- having the manual printed and distributed to all sections or placed on the company intranet.
- conducting training for all managers and supervisors in the OHS management system and their roles and responsibilities.
- having the OHS Induction Handbook and any training material printed.
- conducting training for all staff in the system and their roles and responsibilities.

- planning for the introduction of OHS Induction training for all new staff using the Induction Handbook.
- having any forms which were developed to support the system printed up and distributed to appropriate sections.
- writing an article about the way the system was developed and who was involved to publish in the company newsletter or on your intranet, if you have one.



#### Task 5: Follow-up Activity

##### Have the OHS Manual Endorsed by the Person at the Top of your Company

After the meeting, make any changes to the materials that were agreed to by the group.

If your company has other people who need to meet to review and approve the final material arrange for this to happen.

Reprint the material and have it presented in a folder.

Arrange a meeting with whoever is at the top of your company, (CEO/General Manager/Owner) to present the material and to request that he/she write a letter to go in the front of the OHS Manual endorsing the material as the company's OHS management system and acknowledging the work of those involved in the workgroup in creating the system.

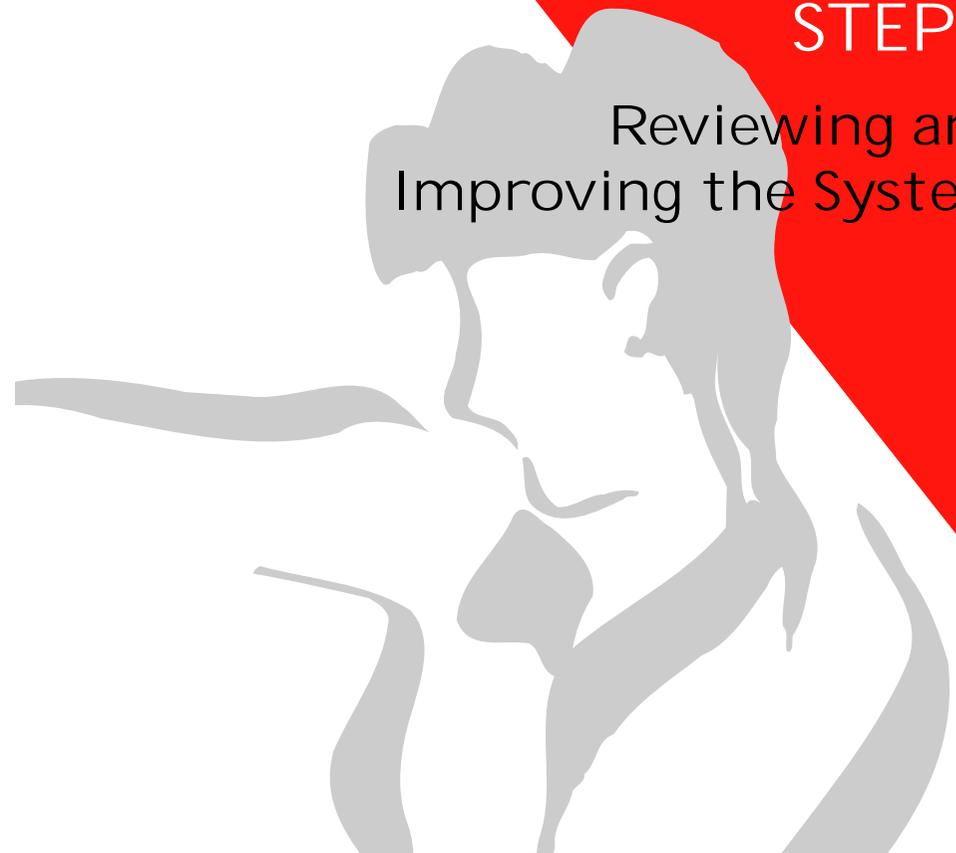
If you are the Owner/General Manager of the company do as indicated above.

Discuss the promotional strategy with whoever may need to approve the process, allocate resources or make it happen.

Your OHS management system is now ready to implement and should be quickly up and running.

## STEP 7

### Reviewing and Improving the System



7

## Introduction

Once your procedures have been in place for a while it is important to monitor the effectiveness of your system to make sure the procedures you have developed are doing what they have been designed to do and that people are following the procedures.

It is also time to check that your system complies with all the requirements of the OHS legislation.

This is the final step in the process of developing your OHS management system and it is best done some weeks or up to two months after you have promoted and implemented the system.

You will notice that this **Kit** has helped you create your own system with little reference to OHS laws. This is because the **Tools** in this **Kit** are designed to use the knowledge of your own employees about their jobs and your workplace to create a system which reflects the needs of the workplace.

It is now time to just check if there is anything else that you need to include in your system to make sure that you are meeting all your OHS obligations.

This process will also highlight where improvements to your OHS management system can be made. In addition, benchmarks used for WorkCover's Premium Discount Scheme are included so you can see how your system measures up.

Map of Step 7

What is to be achieved	How to do it	Where to get help	The result
<b>STEP 7</b> <b>Reviewing and Improving the System</b>	 <b>Task 1: Get Prepared</b> Review and improve the system to see if it is working and what needs improving. Do this by: <ul style="list-style-type: none"> <li>- talking to the people implementing the system</li> <li>- talking to the people doing the jobs</li> <li>- reviewing injury, incident and hazard reports</li> <li>- conducting workplace inspections</li> <li>- conducting accident investigations</li> <li>- reviewing safety information</li> </ul>		
	 <b>Task 2: More Preparation</b> Check for compliance with OHS Laws and requirements.	OHS Act 2000  OHS Regulation 2001	
	 <b>Task 3: Hold Sixth Meeting</b> This meeting takes place some time after the system has been implemented to review information and to modify and improve the system.	Workplace Injury Management Compensation Act 1998  WorkCover Premium Discount Benchmarks	An OHS management system tailored to your business which meets OHS requirements.
	 <b>Task 4: Examine WorkCover's Premium Discount Scheme Benchmarks</b> Review your OHS System against the Benchmarks for the Premium Discount Scheme		

## What do I do?

The first thing you need to do is to review the system you have implemented to see how it is working. Doing this also allows you to modify the system to take account of any changes that have taken place in the workplace and will result in a system which is continually being improved.

Next, you need to check your system for compliance with OHS laws and requirements.

Let's get started.



## Task 1: Get Prepared

### Review and Improve the System

There are a number of ways to review your system to see if it is working and what needs to be improved:

#### 1.1: Talk with the people involved in implementing the system

This will involve informal discussions with supervisors, managers, heads of department, to see if there are any problems in the way the procedures are designed or the practicalities of putting them in place.

This will also help you find out how much people know about the OHS system and if the training and information strategy has been successful.

You may also be able to determine the degree of management commitment to implementing the system and this is a key factor in the success or otherwise of your program.

#### 1.2: Talk to the people doing the jobs

The people doing the jobs and trying to follow the procedures are in a good position to comment on their effectiveness. Involve employees in the process of reviewing the system because this will not only make it workable but people will be more committed to its success if they are involved in designing the system.

Consulting employees about matters which affect their health safety and welfare is also a legal requirement of the OHS Act 2000.

#### 1.3: Review injury, incident and hazard reports

Behind every serious injury there are usually several similar minor incidents or 'near misses' which should have served as warning signs.

Incident and accident reports serve as a valuable source of data which can assist with hazard identification and helps risks to be controlled and injuries prevented. Keeping a record of these incidents, 'near misses' and accidents is now part of your system and is also a legal requirement. Under workers compensation law you are required to keep a Register of Injuries which records injuries that occur in the course of work.

Following up on any hazard reports ensures that problems are identified and dealt with before someone is hurt. This process is legally required and also is a simple way to make sure you are continually improving your OHS management system.

The reporting forms and procedures you developed using this **Kit** meet these reporting requirements. Keep them together in a folder and they become your 'Register of Injuries and Hazards' and they will provide you with a valuable source of information about the things that are happening in your workplace which pose a risk.

These reports should be regularly reviewed by your workgroup.

#### 1.4: Conduct workplace inspections

The best way to see if the system is in place and working is simply to have a look.

Inspections are probably already happening in your workplace. Managers and supervisors carry out inspections of certain things to make sure work is being performed to a certain standard.

Checking that the job is being done safely and that procedures are being followed should be an automatic part of these inspections.

Inspections also provide a great opportunity to discuss with employees any safety problems they are seeing on the job and to ask them for suggestions on how the job can be done safely.

#### 1.5: Undertake accident investigations

If an accident does occur it is essential that corrective action is taken to make sure that the chances of a similar thing happening are minimised.

As mentioned, a Register of Injuries is a compulsory requirement under the workers compensation laws and is used to record all injuries which occur, no matter how small.

A procedure should be in place to investigate all injuries recorded in the Register to take the necessary action to prevent it happening again.

#### 1.6: Refer to safety information

When discussing the development of Safe Working Procedures, we mentioned the need to review any safety information about the chemicals or equipment being used in the job.

OHS laws require that such safety information is supplied with the product when you purchase, lease or hire it. This information provides very important information which can help improve safety.

Manufacturers and suppliers of hazardous substances must provide Material Safety Data Sheets (MSDS's) which list the hazards and appropriate controls for the use of the substance.

Manufacturers of plant must also supply information on how the piece of plant must be used safely and any precautions that must be taken. Such information is usually located in the operators / manufacturers manual.

You should have used this information when devising the Safe Working Procedures but it is a good idea to review it when changing any procedures.



## Task 2: Check for Compliance

The next step in the cycle of reviewing and improving your OHS management system is to check that it complies with all OHS and workers compensation laws. We have been doing some of this along the way.

### 2.1: Risk management and consultation

At several points we have emphasised the requirement for your OHS management system to be risk management focused and to involve employees in the process.

By using the **Tools** in the **Kit** and following the process detailed in this manual, you will have complied with these legal provisions which are specified in the **OHS Act 2000** and detailed in the **OHS Regulation 2001 (Chapter 2: Risk Management, Chapter 3: Consultation)**.

The **Risk Management at Work Health and Safety Guide** supplied with this **Kit** and the **Code of Practice on Consultation** also provide some practical information.

### 2.2: Information, instruction and supervision

Both the **OHS Act 2000** and **OHS Regulation 2001** require employers to provide adequate information and instruction to employees to enable them to do their job safely.

Your Safe Working Procedures serve this purpose but they must also be supported by effective on the job supervision to make sure that they are understood and followed.

The requirements in relation to information, instruction and supervision can be found in **Section 8** of the **OHS Act 2000** and in **Chapter 2** of the **OHS Regulation 2001** because they are considered to be an essential aspect of the general duty of care and of risk management.

### 2.3: Training

Inexperienced workers are often the most at risk in the workplace. The OHS Act and Regulation require employers to provide an adequate level of training for their employees.

All employees must be trained in the work they perform. Safe Working Procedures form the basis of this training.

In addition, new workers should receive induction training to advise them of particular hazards and procedures. Your OHS Induction Handbook will help you do this.

You should also make sure that all persons involved in any work for the company have the necessary knowledge and skills to apply Safe Work Procedures, and to follow the company's safety rules and procedures.

Only those persons who have received appropriate training and instruction in the company's Safe Working Procedures and are qualified to carry out specific work (work requiring a qualification) should carry out the work.

When any new equipment or technology is introduced into the workplace or changes to work methods or the work environment are made, you must ensure that these changes are made in consultation with employees and that training in the new method is provided before it is introduced.

You need to keep a record of all OHS training provided, including details of the content, the person trained and the dates of training.

### 2.4: First Aid

The **OHS Regulation 2001** requires you to have suitable first aid facilities in your work place which reflect the size of your company. You will find the first aid provisions in **Chapter 2** of the Regulation.

### 2.5: Work premises and working environments

**Chapter 4** of the **OHS Regulation 2001** covers a range of provisions related to the working environment. These requirements apply to all workplaces.

While there is a strong emphasis on identifying hazards and assessing and controlling risks in relation to working environments, there are a range of hazards with known control measures which must be complied with.

The following hazards are covered in **Chapter 4** and you should review this information to make sure you have all the necessary controls in place:

- Duties of controllers of premises (If you lease premises)
- Working space
- Heat and cold
- Atmosphere
- Fire prevention
- Confined space
- Lighting
- Noise
- Working at heights
- Scaffolding
- Manual handling

## 2.6: Plant

Plant is any machinery, equipment or appliance. All work places have plant of some description. **Chapter 5** of the **OHS Regulation 2001** covers the requirements of plant in the workplace.

You have covered plant hazards in drawing up your Safe Working Procedures but you will need to check the provisions of **Chapter 5** again to make sure specific requirements have been met.

For example, if you have a piece of plant specifically designed for your particular purpose, the design must be registered. If you use certain high risk plant in your workplace then these items of plant must be registered.

The Regulation also details controls for amusement devices, pressure equipment, powered mobile plant, tractors and earth moving equipment, forklift trucks, and plant designed to lift or move.

There are also requirements for the maintenance of plant as well as obligations on the supplier of hired or second-hand plant which may be relevant to you.

## 2.7: Hazardous Substances

Like plant, the Regulation specifies certain requirements for hazardous substances in the workplace. These can be found in **Chapter 6**.

We have already mentioned the need to obtain MSDS's for any chemical used in the workplace and to use this information when drawing up your Safe Working Procedures.

In addition, **Chapter 6** details the need for:

- A Register of Hazardous Substances (which can simply be a folder with all the MSDS's).
- The prohibition of some substances in some circumstances.
- The need to monitor the health of employees using certain substances to identify changes in their health and to keep records of this monitoring.

## 2.8: Hazardous processes

If your company is involved in particular hazardous processes then you need to check the control measures in **Chapter 7** of the Regulation. These include controls for:

- Spray painting
- Abrasive blasting
- Welding
- Electroplating
- Molten Metal work

- Lead risk work
- Electrical work

## 2.9: Construction

**Chapter 8** of the **OHS Regulation 2001** concerns hazards specific to construction work. You must review and comply with these provisions if you are a owner, principal contractor or sub-contractor working in construction.

The requirements in **Chapter 8** relate to:

- OHS induction training
- Responsibilities of owners/principal contractors
- Safe work method statements for sub-contractors
- Specific risk controls for known hazards such as falling objects, formwork, structural collapses, site security
- Specific controls for high risk work such as excavation, demolition, asbestos work and diving.

## 2.10: Certification of operators of industrial equipment

While the law requires all workers to be trained and competent for the tasks they perform in the workplace, certain occupations require specific training and certification arrangements.

These requirements are detailed in **Chapter 9** of the **OHS Regulation 2001** and involve the operation of particular types of industrial equipment, specifically:

- scaffolding
- concrete boom pumps
- cranes
- loadshifting equipment (forklift trucks, excavators, loaders and backhoes)
- rigging
- dogging
- hoists
- boilers
- steam turbines
- reciprocating steam engines
- explosive powered tools
- formwork

If you have workers involved in any of the occupations above you need to ensure that they hold a current Certificate of Competency issued by WorkCover or an equivalent Government OHS Authority.

## 2.11: Notification of Certain Accidents

While all accidents need to be recorded and investigated, the OHS Regulation requires certain types of accidents to be notified to WorkCover. These accidents are detailed in **Chapter 12** of the Regulation and include those where:

- a person has been injured or harmed such that they are unable to perform their normal work for seven continuous days or more.
- serious incidents involving death, amputation of a body part, person on life support or other occurrences which are an immediate threat to life.
- incidents which cause damage to plant or equipment but which are not an immediate threat to life.

In addition, there are some accidents so serious that the area where the incident occurred must not be disturbed or changed until WorkCover has undertaken an investigation of the site. These occurrences are those involving:

- Death
- Amputation
- The person being placed on a life support system
- Occurrences which are an immediate threat to life

WorkCover must be notified immediately of such accidents.

## 2.12: Injury management

The **Workplace Injury Management and Workers Compensation Act 1998** and associated Regulation requires you to have an effective Return to Work Program in place to ensure that any workers injured receive swift attention and an early return to work.

The Injury Management and Return to Work Plan you have developed using this **Kit** meets these legal requirements which include minimum procedures to ensure:

- early notification of the injury;
- early contact with the employee, treating doctor and insurance company;
- provision of suitable duties enabling the injured employee to return to work;
- depending on the amount of your base workers compensation premium, a requirement to have a person trained to WorkCover standards to be your Return to Work Co-ordinator.



### Task 3: Hold Meeting Six

#### Examine the Information and Modify the System

Now that you have gathered together all the information and resources needed to formally review your OHS management system, call a meeting of the workgroup to consider the additional information.

The **Workplace Safety Kit** has allowed you to develop a sound basic OHS management system and you are now well positioned to include any additional requirements needed to improve your system and to make sure it complies with OHS and workers compensation laws.

Identify what needs to be done using the same process that you used initially to identify the gaps and deficiencies in your existing system.

Use the **OHS Action Plan** to identify what has to be done, by whom and when.

This process of reviewing and action planning to improve the system should be carried out at least every 6 months.



### Task 4: Examine WorkCover's Premium Discount Scheme Benchmarks

WorkCover's Premium Discount Scheme rewards employers who implement programs to improve workplace safety and return-to-work strategies for injured workers. The reward the scheme provides is a discount on the employer's workers compensation premium.

Employers who elect to participate in the scheme can earn up to a 30% discount on their workers compensation premium, over three years, if they put in place an OHS management system, like the one this **Workplace Safety Kit** has helped you develop.

To obtain the discount, Premium Discount Advisors registered by WorkCover, are required to audit your OHS system against a set of benchmarks or standards.

These benchmarks are presented on the next page. If you take a close look at them you will notice that they cover the same OHS procedures and requirements as the OHS management system you have created using this **Kit**.

If you correctly implement your OHS management system and keep it up to date by regularly reviewing it, then the Premium Discount Scheme may benefit you.

Let's have a closer look at the benchmarks.

## Benchmarks for Employers to obtain a Premium Discount

### 1. Management responsibility

#### **BENCHMARKS**

- 1.1 One person within the organisation shall be designated with responsibility and accountability for Injury Management (IM) and OHS.
- 1.2 Responsibility and accountability will be allocated to people in control of workplace activities.
- 1.3 Senior management must clearly demonstrate commitment to the implementation of systematic approaches to IM and OHS.

### 2. Consultation and Communication

#### **BENCHMARKS**

- 2.1 Employer must demonstrate meaningful consultation and communication that results in positive IM and OHS outcomes.
- 2.2 Employer must review effectiveness of communication and consultation.

### 3. Risk Management and Process Control

#### **BENCHMARKS**

- 3.1 Employer must develop an OHS risk management program in consultation with employees that incorporates hazard identification, risk assessment and risk control of tasks undertaken at the place of work.

Particular attention should be paid to:

- Areas/activities identified as high risk;
- Plant and equipment;
- Manual Handling;
- Noise;
- Hazardous substances/Chemicals.

- 3.2 Employer must implement the risk controls identified in the OHS risk management program.

### 4. Training, Learning and Skills Development

#### **BENCHMARKS**

- 4.1 Employer must assess the training needs of employees in conjunction with the OHS risk management program to determine what training and learning needs to be provided to enable employees to undertake their work in a safe manner.
- 4.2 Employer must develop and/or access and implement appropriate training/learning programs to ensure that employees are competent to undertake their work in a safe manner.

### 5. Records and Records Management

#### **BENCHMARKS**

- 5.1 Employer must ensure that an appropriate record system for monitoring and reviewing Return to Work and OHS systems is established, implemented, maintained and applicable information made available to relevant parties.

### 6. Injury Management

#### **BENCHMARKS**

##### **6.1 Injury Notification**

- Employees are made aware of the system for early notification to their insurer of significant injuries within 48 hours and all other injuries within 7 days.
- Formal processes are in place to ensure insurers are notified of injury/illness within 48 hours.

##### **6.2 Communication**

- Employer to ensure Return to Work Program is consistent with insurers Injury Management Program and WorkCover Guidelines for employers' Return to Work Programs.
- Processes are in place to ensure communication occurs between insurer-employee-treating doctor.
- Communication maintained between the employer and the injured worker during the return to work process.
- Formal process in place to ensure insurer is notified on a timely basis of information that may affect individual claims.

##### **6.3 Workplace Responsibility**

- Formal processes in place identifying those responsible and accountable for injury management implementation.
- Processes are in place to support return to work activities.

##### **6.4 Suitable Employment**

- Formal process in place for the identification of suitable duties for an injured worker.
- Suitable duties are negotiated with all relevant parties and form part of the return to work plan for the injured worker.
- Suitable duties are time limited and include regular reviews representing a graded return to normal hours/duties.
- Procedures are in place to assist a worker to find alternative employment if they cannot return to their pre-injury job.

### 6.5 Dispute Resolution

- Procedures are in place to resolve disputes quickly with the direct involvement of the parties concerned including the worker, doctor, insurer and employer.
- The Return to Work Program identifies resources to be used when direct involvement fails.

### 6.6 Corrective Action

- Formal process in place to ensure all injuries/illnesses are investigated and appropriate action taken to prevent a recurrence.

So you can see that the OHS management system which this *Kit* has helped you put together, covers all the requirements of the WorkCover Premium Discount benchmarks, listed above.

When you have successfully implemented your OHS management system you should contact the WorkCover Information Centre, on 131050, to get more information on the Premium Discount Scheme as you may well be able to save on your workers compensation premium.

## Conclusion

Reviewing and improving your OHS management system is the basis for making changes and improvements.

As other things in your workplace change, such as the introduction of new machinery, materials or new ways of doing a job, the need to review and up date your OHS management system will be ongoing. It is a process of continuous monitoring and reviewing, using the strategies listed in step 7, which will lead to an OHS system that is continuously being improved.

Monitoring and reviewing the system will also show if the time and money spent on preventing injuries is having an impact and if the system is being followed.

As we have seen, reviewing and improving the system need not be a complex or time consuming process and should be part of the overall review of your business performance.

# APPENDICES



# 1: Expectations Tool Example

Elastic Plastic

Management Level	Expectations	Needs
<b>General Manager</b>	<ul style="list-style-type: none"> <li>• Provide resources for selection and supply of safety gear (PPE)</li> <li>• Develop and implement procedures</li> <li>• Ensure safe equipment is purchased and maintained</li> <li>• Have workers compensation insurance and procedures to deal with injuries</li> <li>• Have a Return to Work program</li> <li>• Develop an injury and incident reporting system</li> <li>• Act on injury and incident reports</li> <li>• Supply resources for safety gear and cleaning material</li> <li>• Develop and implement emergency procedures</li> <li>• Ensure appropriate training for all employees</li> </ul>	
<b>Supervisors</b>	<ul style="list-style-type: none"> <li>• Supply safety gear and ensure it is worn</li> <li>• Ensure procedures are followed</li> <li>• Ensure equipment is safe and properly maintained</li> <li>• Act on injury reports, provide first aid, report injuries</li> <li>• Act on safety problems, take remedial action, fix or refer</li> <li>• Ensure work areas are kept clean</li> <li>• Provide cleaning equipment</li> <li>• Supervise return to work on suitable duties</li> <li>• Help manage emergency procedures</li> <li>• Provide training</li> </ul>	<ul style="list-style-type: none"> <li>• Proper safety equipment available (PPE)</li> <li>• Procedures</li> <li>• Supply of safe equipment and consultation on equipment purchases</li> <li>• Reporting system</li> <li>• First aid training and supplies</li> <li>• Reporting method and resources to fix problems</li> <li>• Supply of cleaning equipment</li> <li>• Return to work program</li> <li>• Authority</li> <li>• Training</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Wear safety gear (PPE)</li> <li>• Follow procedures</li> <li>• Use equipment properly</li> <li>• Report injuries</li> <li>• Report safety problems</li> <li>• Keep work area clean</li> <li>• Participate in rehab</li> <li>• Return to work on suitable duties</li> <li>• Evacuate when told</li> </ul>	<ul style="list-style-type: none"> <li>• Proper safety gear supplied</li> <li>• Procedures</li> <li>• Safe equipment</li> <li>• Reporting method</li> <li>• Reporting method</li> <li>• Cleaning material</li> <li>• Rehab program</li> <li>• Suitable duties available</li> <li>• Evacuation procedures</li> </ul>

# 2: Responsibilities from Expectations

Elastic Plastic

Management Level	Responsibilities
<b>General Manager</b>	<ul style="list-style-type: none"> <li>• Provide resources for selection and supply of safety gear (PPE)</li> <li>• Develop and implement procedures</li> <li>• Ensure safe equipment is purchased and maintained</li> <li>• Have workers compensation insurance and procedures to deal with injuries</li> <li>• Have a Return to Work program</li> <li>• Develop an injury and incident reporting system</li> <li>• Act on injury and incident reports</li> <li>• Supply resources for safety gear and cleaning material</li> <li>• Develop and implement emergency procedures</li> <li>• Ensure appropriate training for all employees</li> </ul>
<b>Supervisors</b>	<ul style="list-style-type: none"> <li>• Supply safety gear and ensure it is worn</li> <li>• Ensure procedures are followed</li> <li>• Ensure equipment is safe and properly maintained</li> <li>• Act on injury reports, provide first aid, report injuries</li> <li>• Act on safety problems, take remedial action, fix or refer</li> <li>• Ensure work areas are kept clean</li> <li>• Provide cleaning equipment</li> <li>• Supervise return to work on suitable duties</li> <li>• Help manage emergency procedures</li> <li>• Provide training</li> </ul>
<b>Employees</b>	<ul style="list-style-type: none"> <li>• Wear safety gear (PPE)</li> <li>• Follow procedures</li> <li>• Use equipment properly</li> <li>• Report injuries</li> <li>• Report safety problems</li> <li>• Keep work area clean</li> <li>• Participate in rehab</li> <li>• Return to work on suitable duties</li> <li>• Evacuate when told</li> </ul>



PROCEDURE	ADEQUATE	WHAT NEEDS TO BE DONE	BY WHOM	BY WHEN
Safe Working Procedure	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<ul style="list-style-type: none"> <li>Identify all jobs</li> <li>Prioritise jobs by degree of risk – the most risky first</li> <li>Obtain relevant information – injury &amp; accident statistics</li> <li>Review MSDS's</li> <li>Develop procedures involving employees using Tool 7: Safe Working Procedures Tool</li> <li>Review by group</li> </ul>	Owners and supervisors	8 weeks
Safe Housekeeping	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	No action required – present arrangements are adequate		
Hazard Reporting	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<ul style="list-style-type: none"> <li>Develop report form using Tool 12: Incident and Injury Procedures Tool to reflect identified procedures</li> <li>Review by group</li> <li>Consult employees</li> </ul>		4 weeks
Injury and Incident Reporting	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<ul style="list-style-type: none"> <li>Develop a report form using Tool 12: Incident and Injury Procedures Tool which covers injury reporting requirement under OHS and workers comp law</li> <li>Integrate it with hazard reporting and workers comp claims procedures</li> <li>Review by group</li> <li>Consult with employees</li> </ul>	Owner	4 weeks

PROCEDURE	ADEQUATE	WHAT NEEDS TO BE DONE	BY WHOM	BY WHEN
Purchasing Procedure	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<ul style="list-style-type: none"> <li>Write up procedure to include risk management and consultation using Tool 9: Purchasing Procedures Tool</li> </ul>	Owner	2 weeks
Personal Protective Equipment	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<ul style="list-style-type: none"> <li>Review and identify PPE requirements</li> <li>Ensure PPE is appropriate in consultation with the employees</li> <li>Report to group</li> </ul>	Supervisor	6 weeks
Emergency Procedures	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<ul style="list-style-type: none"> <li>Organise group to review risks that are likely to cause emergencies</li> <li>Draft emergency procedures with appropriate responsibilities using Tool 10: Emergency Procedures Tool</li> <li>Review by group</li> <li>Conduct a drill</li> <li>Review procedure</li> </ul>	Supervisor	6 weeks
Workers Compensation	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<ul style="list-style-type: none"> <li>Develop workers compensation procedures in conjunction with the development of the injury reporting form</li> <li>Develop injury management procedures in consultation employee's representative</li> </ul>	Owner or Return to Work Co-ordinator	4 weeks

# 5: Airtight Safe Working Procedures Document

STEP 1 Who is involved? What is the job or process called?		STEP 2 What tasks comprise the job? How often? How long?		STEP 4 Assessing the OHS risks What are the safety problems?		STEP 5 Finding solutions to the OHS risks How?		
METAL CAST PREPARATION	Task	Manual handling Lifting, bending, reaching, carrying	Twice a week, 2 hrs at a time	Possible back, muscle strains injuries from dropping boxes or slipping, falling	Can the job process or equipment be changed to reduce manual handling? Can we introduce mechanical handling rather than manual handling? Can a safer chemical or a lesser concentration be used? Can we reduce splashes or spills? Can ventilation be improved? What PPE is needed? Can safer equipment be used? Can equipment be modified and made safer? Can use of equipment be reduced? What PPE is required to work safely?	Purchase from supplier in crates on pallet, unload and transport with forklift	How?	
	Who supervises the job?	Chemicals	Not used					Equipment
	PRODUCTION SUPERVISOR	Equipment	Not used					
METAL CAST WORKER	Task	Manual handling Lifting, bending, reaching	6 hours a day	Back, muscle strains, repetitive injuries	Can the job process or equipment be changed to reduce manual handling? Can we introduce mechanical handling rather than manual handling? Can a safer chemical or a lesser concentration be used? Can we reduce splashes or spills? Can ventilation be improved? What PPE is needed? Can safer equipment be used? Can equipment be modified and made safer? Can use of equipment be reduced? What PPE is required to work safely?	Have crates unloaded on waist high table, gate in crate for gravity feed Vary grinding and cleaning tasks	How?	
	Who supervises the job?	Chemicals Solvent	2 – 3 hours a day					MSDS's refers to possible effects: headaches, skin irritation, dermatitis etc
	PREPARE METAL CASTS FOR PAINTING PROCESS	Equipment Grinder	3 hours a day					Injuries caused by moving parts, metal fragments, exploding wheel, noise, dust, poor maintenance
METAL CAST WORKER	Task	Manual handling Lifting, bending, reaching	All day	Back and muscle strains	Can the job process or equipment be changed to reduce manual handling? Can we introduce mechanical handling rather than manual handling? Can a safer chemical or a lesser concentration be used? Can we reduce splashes or spills? Can ventilation be improved? What PPE is needed? Can safer equipment be used? Can equipment be modified and made safer? Can use of equipment be reduced? What PPE is required to work safely?	Casts transported to paint shop on conveyor	How?	
	Who supervises the job?	Chemicals	Not used					Equipment
	PREPARE METAL CASTS FOR PAINTING PROCESS	Equipment	Not used					
<b>STEP 3 What is the work environment?</b>								
Environment		Noise Air Traffic Hazardous activities	Forklift traffic	Collision with people or objects	Can the temp be more comfortable? Can noise be reduced? Can air quality and ventilation be improved? Can traffic be separated from activities?	Ensure operation is well clear of forklift traffic, mark lanes for forklift	How?	

# 6: Airtight Example – Safe Working Procedures

Work Activity: Preparing metal casts for lampshades  
 Employees involved: Metal Cast Worker  
 Supervisor: Production Supervisor

Task	Safe Work Procedure
<b>Loading and unloading materials</b>	<ul style="list-style-type: none"> <li>All materials will be supplied in crates on pallets. If materials are not delivered on pallets, do not accept the goods from the supplier. Immediately contact the workshop manager.</li> <li>All materials are to be unloaded from truck using forklift, driver to be certificated.</li> <li>The crates are to be stacked on top of each other in the store area, no more than two crates high.</li> <li>When materials are required, one crate at a time is to be fork lifted onto the designated work bench.</li> <li>Remove casts from crate by lifting gate on side of crate and casts will gravity feed onto workbench.</li> <li>Avoid bending into crate to remove casts.</li> <li>All finished products are to be placed on conveyor.</li> </ul>
<b>Operating Grinder</b>	<ul style="list-style-type: none"> <li>Only those employees who have been specifically instructed to operate the grinder are allowed to use it.</li> <li>The guard on the grinder must be in it's fixed position when grinder is in operation.</li> <li>If you notice any problem with the guard, switch off the grinder and report the problem immediately to the workshop manager.</li> <li>The guard must never be removed by anyone other than the maintenance fitter.</li> <li>The face shield supplied must be worn at all times when operating the grinder</li> <li>The extraction system must always be switched on when grinder is in operation.</li> <li>The acoustic hood fitted must be closed at all times while the grinder is in operation.</li> <li>The ear muffs supplied must be worn when operating the grinder.</li> <li>Only the model wheel specified in the manufacturers manual will be purchased and used to replace worn wheels.</li> <li>The workshop manager will maintain maintenance log book and arrange for the grinder to be serviced by a qualified fitter quarterly.</li> </ul>
<b>Using Solvent</b>	<ul style="list-style-type: none"> <li>Cleaning solvent is supplied in 1 litre containers and is not to be decanted into other containers under any circumstances.</li> <li>Only those employees who have read the MSDS's and have been instructed in the safe use of the solvent are to perform this task.</li> <li>Gloves must be worn at all times when using the solvent.</li> <li>Eye protection must be worn at all times when using the solvent.</li> <li>Care must be taken not to expose the eyes, skin, nose or throat to contact with the solvent.</li> <li>The main exhaust system must be turned on at all times.</li> </ul>
<p>Procedure developed by: _____ Date: _____</p> <p>To be reviewed by: _____ Date: _____</p>	



# WORKPLACE SAFETY KIT

A STEP BY STEP GUIDE TO SAFETY FOR BUSINESS





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Management Level	Expectations	Needs
<p><b>CEO, Owner/Director, General Manager</b></p>		
<p><b>Department/ Operations Manager</b></p>		
<p><b>Team Leader/ Supervisor</b></p>		
<p><b>Employees</b></p>		

# Expectations Checklist



From the list below *match* the expected behaviors to the different management levels of your company. Put an initial in the box to indicated who the behavior is expected of. The checklist is not an exhaustive list but rather to help you on the way. There will be other expected behaviors you may have for each level.

<input type="checkbox"/> Identify hazards and fix or report	<input type="checkbox"/> Investigate incidents and accidents
<input type="checkbox"/> Participate in Return to Work program if injured	<input type="checkbox"/> Make sure a Return to Work program is developed
<input type="checkbox"/> Allocate budget to OHS	<input type="checkbox"/> Report injuries
<input type="checkbox"/> Make sure machines are maintained	<input type="checkbox"/> Make sure procedures are in place and communicated to all staff
<input type="checkbox"/> Manage contractors	<input type="checkbox"/> Identify suitable duties options for injured employees
<input type="checkbox"/> Wear Personal Protective Equipment (PPE) (Hearing, gloves etc)	<input type="checkbox"/> Make sure PPE is supplied & worn
<input type="checkbox"/> Make sure work areas are clean and cleaning materials are provided	<input type="checkbox"/> Supervise the return to work program of injured workers
<input type="checkbox"/> Know and initiate emergency and evacuation procedures	<input type="checkbox"/> Keep work area clean
<input type="checkbox"/> Develop and review procedures	<input type="checkbox"/> Make sure OHS policy & procedures are developed and implemented
<input type="checkbox"/> Make sure procedures are followed	<input type="checkbox"/> Follow procedures
<input type="checkbox"/> Train operators in safe procedures	<input type="checkbox"/> Fix hazards that are reported
<input type="checkbox"/> Evacuate when instructed	<input type="checkbox"/> Make sure employees are trained in procedures
<input type="checkbox"/> Make sure operating procedures are developed and implemented	<input type="checkbox"/> Return to work on suitable duties if injured
<input type="checkbox"/> Report hazards (faulty machines, leaks, spills etc)	<input type="checkbox"/> Make sure equipment required for safe work is available



## Why have an OHS Policy?

An OHS Policy is a way an organisation communicates its commitment to a safe and healthy workplace and the responsibilities of everyone in the workplace to achieve this.

Successful management of health and safety in the workplace requires the following elements:

1. A commitment by the employer to provide a workplace that is safe and without risks to health. This commitment is demonstrated by giving health and safety issues priority in all decisions affecting the workplace and the conduct of work.
2. The provision of adequate resources to ensure the workplace is safe and without risks. Adequate resources are needed to ensure that things such as equipment are safe and properly maintained. OHS issues are promptly addressed and employees are trained to carry out their tasks in a safe manner.
3. OHS responsibilities are clearly defined and people in the workplace are aware of their responsibilities and are competent and resources to meet them.
4. There is an OHS program comprising of a range of health and safety activities to enable the workplace to identify hazards, assess risks and implement control measures to ensure the highest level of workplace health and safety. Such activities as hazard reporting, accident and incident reporting, emergency procedures and incorporating health and safety into job design, training and purchasing would constitute the OHS program.

By developing an OHS policy which addresses these issues, the organisation can clearly express its commitment to a safe and healthy workplace and how it is going to achieve it.



## Developing an OHS Policy Step by Step

### STEP 1

Determine OHS responsibilities.

It is important that this is done before the policy is developed so the responsibilities can be incorporated into the policy to emphasise what the organisation expects of everyone in ensuring a safe and healthy workplace.

### STEP 2

Do a rough draft of the policy covering the issues in the *OHS Policy Tool* (use the WorkCover draft policy as a basis if you wish).

Discuss it with senior management and reach agreement on the draft.

### STEP 3

Discuss the draft with your consultative committee (the OHS Committee or the committee you have set up to develop your OHS system).

### STEP 4

Put the draft out for comment by employees and review if necessary.

### STEP 5

Have senior management endorse the policy.

### STEP 6

Publicise and promote the policy.

This can be done by:

- Placing copies of the policy in prominent positions in the organisation (notice boards, crib room, foyer).
- Using the policy to drive the OHS program.
- Incorporating the policy in OHS training.



## Sample Draft Policy

### General Policy

The occupational health and safety of all persons employed within the organisation and those visiting the organisation is considered to be of the utmost importance. Resources in line with the importance attached to occupational health and safety will be made available to comply with all relevant Acts and Regulations and to ensure that the workplace is safe and without risk to health.

### Management's Responsibility

The promotion and maintenance of occupational health and safety is primarily the responsibility of management. Management at all levels is required to take contribute to the health and safety of all persons in the workplace. To this end, it is management's responsibility to develop, implement and keep under review, in consultation with its employees, the Organisation's OHS Program.

### Specific Responsibilities

#### a) **MANAGERS**

Each manager is required to ensure that this policy and the OHS Program is developed and effectively implemented in their areas of control, and to support supervisors and hold them accountable for their specific responsibilities.

#### b) **SUPERVISORS**

Each first-line supervisor is responsible, and will be held accountable, for taking all practical measures to ensure:

- that in the area of their control the OHS Program is complied with and employees are supervised and trained to meet their requirements under this Program;
- that employees are consulted in issues which affect their health and safety and any concerns they may have are referred to management.

#### c) **EMPLOYEES**

All employees are required to co-operate with the OHS Policy and Programs to ensure their own health & safety and the health and safety of others in the workplace.

#### d) **CONTRACTORS AND SUB-CONTRACTORS**

All Contractors and sub-contractors engaged to perform work on the organisation's premises or locations are required, as part of their contract, to comply with the occupational health and safety policies, procedures and programs of the organisation and to observe directions on health and safety from designated officers of the organisation. Failure to comply or observe a direction will be considered a breach of the contract and sufficient grounds for termination of the contract.

### Occupational Health and Safety Program

In order to implement the general provisions of this policy, a program of activities and procedures will be set up, continually updated and effectively carried out. The program will relate to all aspects of occupational health and safety including:

- OHS training and education;
- work design, workplace design and standard work methods;
- changes to work methods and practice; including those associated with technological change;
- emergency procedures and drills;
- provision of OHS equipment, services and facilities;
- workplace inspections and evaluations;
- reporting and recording of incidents, accidents, injuries and illnesses; and;
- provision of information to employees, contractors and sub-contractors.

**MANAGER'S SIGNATURE** \_\_\_\_\_

**DATE** \_\_\_\_\_



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ACTIVITY	WHO	WHAT	WHEN	STATUS	DOCUMENTS
Safe Working Procedures	CEO/Owner				
	Operations Manager				
	Supervisor				
	Employee				
Safe Housekeeping	CEO/Owner				
	Operations Manager				
	Supervisor				
	Employee				
Accident/Incident Reporting	CEO/Owner				
	Operations Manager				
	Supervisor				
	Employee				
Hazard Reporting	CEO/Owner				
	Operations Manager				
	Supervisor				
	Employee				
Injury Management	CEO/Owner				
	Operations Manager				
	Supervisor				
	Employee				

ACTIVITY	WHO	WHAT	WHEN	STATUS	DOCUMENTS
	CEO/Owner				
	Operations Manager				
	Supervisor				
	Employee				
	CEO/Owner				
	Operations Manager				
	Supervisor				
	Employee				
	CEO/Owner				
	Operations Manager				
	Supervisor				
	Employee				
	CEO/Owner				
	Operations Manager				
	Supervisor				
	Employee				
	CEO/Owner				
	Operations Manager				
	Supervisor				
	Employee				

∞





**PROCEDURE:** \_\_\_\_\_

*In developing or reviewing the procedure do the following elements form part of the process?*

1. RISK MANAGEMENT	Yes/No	HOW?
Are hazards identified and assessed?		
Are all possible control strategies considered?		
Are control strategies incorporated into the procedure?		

2. TRAINING	Yes/No	FOR WHOM?	WHEN?
Is training provided for the procedure?			

3. IMPROVING	Yes/No	BY WHOM?	WHEN?
Is the procedure reviewed & revised?			

4. CONSULTATION	Yes/No	HOW?	WHEN?
Are those who carry out the procedure involved in its:			
• DEVELOPMENT			
• REVIEW			



PROCEDURE	ADEQUATE	WHAT NEEDS TO BE DONE	BY WHOM	BY WHEN
	<input type="checkbox"/> Yes <input type="checkbox"/> No			
	<input type="checkbox"/> Yes <input type="checkbox"/> No			
	<input type="checkbox"/> Yes <input type="checkbox"/> No			
	<input type="checkbox"/> Yes <input type="checkbox"/> No			



## Safe Working Procedures Instructions

This tool helps you address the health and safety issues that may arise from the jobs and tasks that make up the system of work in your workplace. You should use this tool when you are:

- Designing a new job or task
- Changing a job or task
- Introducing new equipment or substances to the workplace
- Reviewing a procedure when problems have been identified, eg from an accident or incident investigation.

### STEP 1

#### Who is involved?

In developing safe procedures for a job you need to identify who is, or who will, supervise and do the job.

Firstly, they may have a great deal of experience in doing the types of tasks that the job will involve and consulting them will make the task of developing safe procedures easier. **Moreover, under health and safety laws you are required to consult with your employees on matters which may affect their health and safety.**

Secondly, as part of the developing procedures you will need to identify the new skills and knowledge that will be required to do the job safely. Therefore, you need to know what skills and knowledge supervisors and workers currently have.

### STEP 2

#### What does the job involve?

Jobs usually involve one or more of the following:

- The application of physical effort, such as lifting, standing carrying, pulling - this is often called Manual Handling
- Using equipment such as computers, saws, presses, lathes forklifts etc.
- Working with chemicals and substances such as solvents, acids, gases, metals etc.

Many jobs involve all three elements. It is important to identify what manual handling tasks; equipment and substances are involved in order to identify the hazards and risks associated with the job. *For example grinders create noise problems and can cause injury through sparks and metal fragments.*

It is also important to estimate how long and how often various tasks are undertaken as part of the job. *For example constant lifting of even small loads can increase risks of back injury or prolonged exposure to noisy equipment increases the risk of hearing loss.*

Therefore, make a list of the manual handling tasks, the equipment and tasks that make up job.



## STEP 3

### What is the work environment?

People undertake their work tasks within a workplace or environment that may present its own OHS problems. *For example the tasks may be out in the open and there is the issue of exposure to ultraviolet light and the weather, jobs may be undertaken at heights, or in a noisy or hot area or close to hazardous operations.*

These need to be identified because they can pose health and safety risks.

## STEP 4

### Assessing the Health and Safety Risks

Once the potential hazards have been identified in Step 3, it is then necessary to consider to what extent they pose a risk to health and safety.

As part of this, you may need to gather a range of information, other than your own knowledge and experience, about the potential risks. Good sources of information include:

- Your own health and safety records

If the job involves equipment, chemicals or activities that are already part of the various jobs in your workplace you may well have documented the risks they pose. Moreover, your injury and illness records may also provide you with information about the risks.

- Your employees

Their experience of the workplace and the range of activities that go on are a valuable source of information about potential risks.

- Material Safety Data Sheets - MSDSs

For substances the MSDS will provide information on the Health Effects of exposure to the substance. MSDS's detail the health and safety risks posed by the substance.

- User Manuals and Equipment Manuals

These provide information on the safety issues about plant and equipment. If these are unavailable, you should ask the manufacturer to supply this information to you, particularly if you intend to purchase the plant or equipment.

- Safety Information

There may be information on the work process from WorkCover, your local industry association or safety group.

The risks identified in this process need to be listed against the particular hazard. *For example hearing loss from using a grinder for significant periods of the day, nausea and dermatitis from exposure to a solvent.*



## STEP 5

### Finding Solutions to the OH&S Risks

The most important part of the development of safe working procedures is to develop measures to eliminate or control the risks in the work process.

All the above information, besides helping you identify and assess the OHS risks will also help you to address them.

Employees, from their experience often have good ideas on what to do to address OHS problems.

Material Safety Data Sheets (MSDS's) provide information on:

1. How to handle and store chemicals safely.
2. What exposure controls should be used, such as ventilation and appropriate personal protective equipment.

User and Equipment Manuals provide information on what procedures need to be in place to operate the equipment safely.

In this process, you may generate a number of possible solutions to address the various OHS risks. You should evaluate the risks in accordance with the hierarchy of controls. In descending order the hierarchy organises risk control strategies into those that:

#### **Level 1 Eliminate the risk**

For example if it is possible to eliminate a manual handling risk by the use of conveyors or mechanical lifting devices then this is the preferred solution to the manual handling problem.

#### **Level 2 Minimise the risk**

Where practicable noise levels from machinery should be reduced by isolation, use of mufflers or noise dampening methods.

If decanting poses risks in the use of chemicals these risks can be reduced by the having the chemicals supplied in smaller quantities.

Ensuring exposed moving parts on equipment are adequately guarded and lockout devices are fitted.

#### **Level 3 Other Controls**

A) Reduce Risks by Administrative Controls Exposure to risks can sometimes be reduced by organising the way tasks are done. Job rotation and task variety can reduce the risks associated with repetitive manual handling tasks.

#### **B) Personal Protective Equipment (PPE)**

Personal protective equipment is the least satisfactory solution to OHS problems as it does not try address the hazard but merely provides a shield to protect the worker. It should only be used to supplement other risk reduction strategies or when it is not reasonably practicable to address the risk in any other way. PPE can include *earplugs or muffs, respirators, safety eyewear or footwear.*

Where it is reasonably practicable, you should select a solution as high up the hierarchy as possible. By doing this, you are ensuring the safest and healthiest workplace possible.

Appendix 5 has a worked example of Steps 1 -5 based on the Artlight case study in the "Workplace Risk Management Guide" in the Toolkit.



## STEP 6

### Write up Safe Working procedure

The next step is to write the solutions in Step 6 into a Safe Working Procedure. The Procedure should identify:

- The Supervisor for the task or job and the employees who will undertake the task;
- The tasks that are to be undertaken that pose risks;
- The equipment and substances that are used in these tasks;
- The control measures that have been built into these tasks;
- Any training or qualification needed to undertake the task;
- The personal protective equipment to be worn;
- Action to be undertaken to address safety issues that may arise while undertaking the task.

In Appendix 6 is a worked example of a Safe Working Procedure based on the Airlight case study to help you

## STEP 7

### Train in the Procedure

Having determined the procedures that need to be in place you need to consider what training and information needs to be provided to supervisors and employees.

You should consider the current knowledge and skills they have concerning manual handling, equipment, substance and the work environment.

Training should be designed to bridge the gap between what they can do now, and what they need to do, to do the job safely.

The training should cover:

1. what the job involves;
2. what are the OHS problems associated with the job;
3. the procedures that have been developed to ensure the job is undertaken safely.

## STEP 8

### Review procedures

The procedures should be reviewed:

- At regular intervals;
- When there is an injury or incident;
- When there are changes to the work system. This could be as a result of introducing new equipment or substances, modifying the workplace, using different types of employees to do the job;
- If new information is obtained about a previously unidentified hazard or risk.



STEP 1 Who is involved?		STEP 2 What does the job involve?		STEP 4 Assessing the OHS risks	STEP 5 Finding solutions to the OHS risks	
What is the job or process called?	What tasks comprise the job?		How often? How long?	What are the safety problems?	Can we reduce the safety risks?	How?
	Task	Manual handling			Can the job process or equipment be changed to reduce manual handling? Can we introduce mechanical handling rather than manual handling?	
Who supervises the job?	Chemicals				Can a safer chemical or a lesser concentration be used? Can we reduce splashes or spills? Can ventilation be improved? What PPE is needed?	
	Equipment				Can safer equipment be used? Can equipment be modified and made safer? Can use of equipment be reduced? What PPE is required to work safely?	
Who does the job?	Task	Manual handling			Can the job process or equipment be changed to reduce manual handling? Can we introduce mechanical handling rather than manual handling?	
	Chemicals				Can a safer chemical or a lesser concentration be used? Can we reduce splashes or spills? Can ventilation be improved? What PPE is needed?	
What is the purpose of the job?	Equipment				Can safer equipment be used? Can equipment be modified and made safer? Can use of equipment be reduced? What PPE is required to work safely?	
	Task	Manual handling			Can the job process or equipment be changed to reduce manual handling? Can we introduce mechanical handling rather than manual handling?	
	Chemicals				Can a safer chemical or a lesser concentration be used? Can we reduce splashes or spills? Can ventilation be improved? What PPE is needed?	
	Equipment				Can safer equipment be used? Can equipment be modified and made safer? Can use of equipment be reduced? What PPE is required to work safely?	
	Environment		Noise Air Traffic Hazardous Activities			Can the temp be more comfortable? Can noise be reduced? Can air quality and ventilation be improved? Can traffic be separated from activities?
STEP 3 What is the work environment?						



## Why Manage Injuries and Claims:

Both the economic and personal costs of workers compensation can be minimised through consistent and effective management of the injured person, management of the injury, and management of the workers compensation claim.

The most critical functions which can positively effect the outcome and overall cost of the claim are:

- Early notification of the injury;
- early contact with the injured worker; and,
- early lodgment and processing of the claim.

The aim of early intervention is to assist the injured worker to return to the workplace as soon as possible, consistent with advice from the worker's nominated treating doctor.

If this occurs the damaging physical and psychological effects on the worker of a long term absence from gainful employment are minimised and the cost of having someone off work and of meeting the costs of a long term workers compensation claim are significantly reduced for the employer. All up, a positive outcome for all those involved.

## Why Include Injury & Claims Management as part of an OHS System?

While the risk management approach is aimed at identifying all possible hazards and eliminating or controlling them before they can cause harm to people in the workplace, an injury can still happen.

The injury management approach adopts risk management principles by making sure that a plan is in place for the early and effective management of injuries should they occur.

This approach minimises the losses, for both the employee and the employer, associated with a lost time workers compensation claim and in this way is part of an effective risk management system.

For these reasons the **Workplace Injury Management and Workers Compensation Act 1998**, requires employers to:

- Establish a Return to Work (RTW) program for their injured workers.
- Document and display the Return to Work Program in the workplace.
- Notify their workers compensation insurer of an workers compensation injury within certain timeframes.
- Provide suitable duties, where practicable.
- In certain circumstances (depending on the amount of workers compensation premium you pay), to nominate and train someone to assume responsibility for coordinating the Return to Work Program.

## Your Relationship with Your Workers Compensation Insurer:

Because the employers workers compensation insurer plays a significant role in the determination of the claim and can effect the way the claim progresses, it is very important to form a relationship with the claims officer managing your workers compensation claims. You need to work with the claims officer to jointly make decisions which affect the claim in a positive way.



Only the insurer can determine liability for the claim but they depend on information from you and others, such as doctors and witnesses, to make such determinations. They are also empowered to do things on your behalf, such as develop individual injury management plans which you can either do yourself, or work in close conjunction with your claims officer.

Don't forget it is your claim, you are paying a workers compensation premium and you need to show an interest in the outcome and cost of your claims. Work with the insurer to get the best results, never just hand over all the responsibility to the insurer for after all they're your workers and it's costing you money.

## A Planned Systematic Approach

The only way to effectively manage workplace injuries and the subsequent workers compensation claim, is to have a plan in place which spells out, in principle, how the injury will be managed and which can just be kick started if an injury does happen.

This plan needs to include procedures to ensure the early reporting of the injury, the early contact with the injured worker and his/her treating doctor and the early notification of the claim to the insurer within the prescribed timeframes. It is therefore essential that all your employees know about the Return to Work Program and expect it to swing into action if they are injured.

Let's now look at the steps involved in setting up your Return to Work Program.



## Developing Injury Management Procedures Step by Step

**STEP 1**

## Determine Who is to be Involved in the Process

Early action and early intervention are the key to successful injury and claims management. For this reason responsibilities need to be determined and people advised of their responsibilities and the responsibilities of others. From a practical point of view you need people responsible for:

- Being formally notified if an injury happens - employees must know who to notify of the injury and how
- Providing first aid
- Providing the workers compensation claim form to the injured worker
- Notifying the insurer within legally prescribed timeframes
- Discussing injury management and claims management with claims officer
- Following up with the worker once he/she has left the workplace
- Obtaining the workers written consent to contact their nominated treating doctor
- Completing the employer report of injury form
- Submitting to the insurer the workers claim form, WorkCover medical certificate, witness reports and wage details
- Contacting the treating doctor to discuss return to work
- Identifying suitable duties
- Writing up the Return to Work Plan and negotiating with the worker and treating doctor (this is the responsibility of employers as the Insurer develops injury management plan).
- Monitoring the return to work and up-grading duties as required
- Engaging or liaising with the Rehabilitation Provider
- Maintaining contact with the Insurer and following up payments
- Reviewing the progress of the claim to a successful conclusion

**STEP 2**

## Determine the timeframes

Time is an important control measure in this risk management process. For this reason there are certain legally prescribed timeframes which employers and insurers must meet. There are also some recommended “best practice” timeframes. It is important that you establish timeframes and comply with them. The following timeframes should be noted; those in ( ) are legally prescribed:

- Time from report of injury to notifying insurer (48 hours if significant injury, 7 days if not significant injury) NB: some insurers advised 48 hr notification of all injuries, so check with your Insurer.
- Time from worker leaving workplace to being contacted by employer representative.
- Time from injury to claim form being filled out.



- Time from injury to claim form being submitted.
- Time from claim form being submitted to being lodged with insurer (7 days).
- Time from report of significant injury to contact with injured worker, employer and treating doctor by the insurer re injury management plan (3 days).
- Time from injury and medical advice of partial fitness to offer of suitable duties.
- Time from claim form being lodged to claim determined by insurer (21 days, +21 days if further investigation needed).
- Time from acceptance to payment of wages/expenses (notify employee of entitlement to draw on sick leave credits)
- Time of file review with insurers (4 week, 12 week, 26 week, 52 week).



### STEP 3

## Determine the procedures and document

To manage injuries and claims effectively you need an integrated system which makes sure your injury reporting system is linked to the injury management system and that the claims management system is also linked to the injury management system. To do this you need:

- **An injury reporting procedure**, which includes notification of significant injuries to insurer within 48 hours and to WorkCover within 7 days and links workers compensation claims forms to the procedure where necessary.
- **A Return to Work Program** which specifies your commitment to injury management and is used to explain the program to all workers (See the Return to Work Program form in this tool on page 23 if you are a small employer, otherwise you need to develop a Return to Work Program in consultation with your employees).
- **A set of procedures** which clearly spell out who does what, when.
- **An injury Management Plan** will be developed by the insurer. The insurer should consult with you about this. If they don't contact you - get in touch with them. The injury management plan will include proposed action for treatment, claims activity, and the return to work plan can be part of the injury management plan. All parties should be consulted and then must comply with their obligations as stated in the plan.
- **A Return to Work Plan** which employers are to develop for individual injured workers to help you plan and manage the early return to work of workers on suitable duties (See Sample Injury Management and Return to Work Plan page 21).

**STEP 4**

## Rehabilitate Injured workers at Work

Once you have all the above in place it will not be difficult to have injured workers back at work getting better on suitable duties. By planning to manage injuries before they occur you are better placed because:

- Key responsibilities have been determined and spelt out in specific timeframes.
- A system for early reporting, early notification and early intervention is in place and ready when you need it.
- Workers expect to be contacted if injured and to be back at work on suitable duties early.
- Treating doctors are more likely to consider workers for some form of work if you show a commitment to injury management, indicate that the restrictions documented on the medical certificate will be followed and you can readily provide suitable duties which match with the medical advice.
- Workers claims do not get lost in the system and their family income jeopardised.
- Supervisors are more likely to be able to find suitable duties and more willing to monitor the return to work program.
- You will provide the correct information to the insurer and be actively involved in driving the insurer to manage the claim effectively.
- You could include the identification of potential suitable duties in the same process of identifying and writing up Safe Working Procedures - just add another column describing the physical or other requirements of the job.



## Managing the Return to Work Plan

Employee's Name: \_\_\_\_\_ Claim Number: \_\_\_\_\_

DATE OF INJURY: \_\_\_\_\_ DATE CLAIM MADE: \_\_\_\_\_

### Have you submitted the following to the Workers Compensation Insurer?

	DATE SUBMITTED	NOTES
<input type="checkbox"/> The completed claim form:	_____	_____
<input type="checkbox"/> The employers report of injury:	_____	_____
<input type="checkbox"/> Any witness reports:	_____	_____
<input type="checkbox"/> WorkCover medical certificate:	_____	_____
<input type="checkbox"/> Wage details and lost time details:	_____	_____
<input type="checkbox"/> Other information which will assist the determination of the claim:	_____	_____

### Have you received the following from the Workers Compensation Insurer?

	DATE	NOTES
<input type="checkbox"/> Contacted by the Insurer re Injury Management Plan (within 3 days):	_____	_____
<input type="checkbox"/> An Injury Management Plan received:	_____	_____
<input type="checkbox"/> Notification of liability status received:	_____	_____
<input type="checkbox"/> Notification of weekly amount of compensation received:	_____	_____
<input type="checkbox"/> Notification of any medical assessments received:	_____	_____

### Contact Details

CONTACT	Contact No	Date	Notes
<input type="checkbox"/> INJURED PERSON			
<input type="checkbox"/> TREATING DOCTOR Name:			
<input type="checkbox"/> OTHERS (eg Physio) Name: Name: Name:			



## RETURN TO WORK PLAN

**NB: A return to work plan MUST be developed prior to the injured person returning to work on restrictions. Each time the person is reviewed and the restrictions &/or duties change you must prepare a new Plan**

- |   |  |
|---|--|
| <input type="checkbox"/> Initial RTW Plan                   | <input type="checkbox"/> Progress RTW Plan                       |
| <input type="checkbox"/> Goal - Same job same employer      | <input type="checkbox"/> Goal - Same job different employer      |
| <input type="checkbox"/> Goal - Different job same employer | <input type="checkbox"/> Goal - Different job different employer |

1. Job Title	
2. Work Location	
3. Supervisor	
4. Claim Number	
5. Injury	
6. Suitable Duties	
7. Considerations/Restrictions	a) b) c)
8. Hours/Days of work	
9. Wages (including pre-injury earnings)	
10. Commencement Date	
11. Review Date/s	
12. Length of Program	
13. Services/Treatment Required (ie Physiotherapy)	
14. General Comments	

**The following parties have agreed to the program:**

Injured Worker		Date
Supervisor/Manager		Date
RTW Co-ordinator		Date
Nominated Treating Doctor		Date

The responsibilities of each of the above parties are outlined as:

- Injured Worker:** To co-operate with the Rehabilitation process and to notify Supervisor of any problems.
- Supervisor:** To ensure that the injured worker performs only the duties outlined above, monitors the injured workers ability to perform these duties, notifies Rehabilitation Co-ordinator of problems and to facilitate injured workers attendance at necessary services.
- RTW Co-ordinator:** To ensure all parties endorse the Return to Work Plan, monitor the injured workers progress, co-ordinate services to resolve problems, change duties as required or medically endorsed.
- Nominated Treating Doctor:** To manage treatment of the injured/ill employee including participation in the Injury Management plan. Provide medical advice and certification according to State legislation.



## Return to Work Program Form

Company name:

## Return to Work Program for Injured Workers

### RETURN TO WORK PROCEDURES

The following general procedures have been established by \_\_\_\_\_ to ensure the safe and speedy return to work of injured employees.

#### 1. When an Injury Occurs:

- All injuries must be notified and reported on immediately in accordance with the company's Workers Compensation Procedures.
- The importance of the legal requirements to notify \_\_\_\_\_ the company's workers compensation insurers of the injury within the stated timeframes is re-emphasised.
- \_\_\_\_\_ will be responsible for coordinating all efforts aimed at assisting the injured worker recover and return to work as quickly and as safely as possible.
- For all lost time injuries, \_\_\_\_\_ will contact the injured employee within 24 hours of the injury being reported to ensure:
  - that appropriate medical attention is received;
  - that the process of lodging a workers compensation claim is explained and;
  - to prepare the injured employee for a safe and timely return to work consistent with medical advice.

#### 2. Nominating a Treating Doctor:

- All injured employees **MUST** nominate a treating doctor who will be responsible for medical management of the injury and will co-operate with the development and implementation of the Return to Work program.
- Provision for nominating the treating doctor is made on the approved WorkCover medical certificate.

#### 3. Involving a Rehabilitation Provider:

When it becomes evident that an injured employee is not likely to resume their pre-injury duties or cannot do so without changes to the workplace or the work practices, the Manager will consult \_\_\_\_\_, the company's workers compensation insurers, and the workers treating doctor to discuss the need to involve an accredited Rehabilitation Provider to assist develop and monitor the Return to Work Plan.

Accredited Rehabilitation Providers to be used when required are:

---

The company acknowledges, however, that the injured employee has the right to choose his/her treating doctor and Rehabilitation Provider. Should an employee wish to change doctors or Provider, he/she must contact the insurer.



## 4. Finding and Providing Suitable Duties:

\_\_\_\_\_ in consultation with the treating doctor will ensure that individual return to work strategies are developed for each injured worker.

This will include the provision of suitable duties for those workers who are partially incapacitated and therefore need to be offered suitable duties as part of their rehabilitation program.

The company undertakes to ensure that the duties offered to injured employees as part of their Return to Work program will always be meaningful, productive, a safe match with the client's physical and psychological capabilities and consistent with medical advice.

## 5. Consultation:

\_\_\_\_\_ will consult injured worker, doctor, insurer and co-worker regarding the implementation of any arrangements for the return to work of injured employees of the company.

## 6. Disputes:

\_\_\_\_\_ will attempt to resolve any disputes by consulting with employees, the Rehabilitation Provider and the treating doctor. If the dispute cannot be resolved the insurer will be contacted for advice

## Endorsement:

*These policies and procedures will come into effect as of the \_\_\_\_\_ and may be reviewed and amended by the agreement of the undersigned or their representatives:*

*Signed:* \_\_\_\_\_

*Employer's Representative*

*Signed:* \_\_\_\_\_

*Employee's Representative*

*Date:* \_\_\_\_\_

*Date:* \_\_\_\_\_



## STEP 1

### Determine what is purchased

Determine what purchases are made in the organisation that may pose health and safety risks. This will not only involve such obvious things as machinery, tools and chemicals but others such as furniture and supplies or materials that may pose manual handling risks.

## STEP 2

### Determine who does the purchasing

In your workplace a number of people may do the purchasing. They may purchase different things for different reasons. The Production Manager may purchase major items of plant; the maintenance supervisor may purchase smaller items such as grinders and lubricants while the cleaner may purchase cleaning equipment and substances.

You may need to rationalise your purchasing to ensure OHS issues are adequately addressed.

## STEP 3

### Determine purchasing process

After you have decided who is or are responsible for purchasing decisions you should then consider what procedures you need to have in place to ensure health and safety issues are properly addressed in making a purchasing decision.

There are 3 basic questions that need to be in your purchasing procedure:

- What OHS risks does the proposed purchase pose for health & safety?
- How does the proposed item for purchase deal with those risks?
- What further will the organisation need to do to eliminate or control the risks associated with the proposed purchase?

As part of this process you should consult employees and supervisors who will be required to work with the equipment or substance.

Therefore, the purchasing procedure needs to include the following:

*Prior to any purchasing decision the following information needs to be obtained (usually from the manufacturer or supplier):*

- *The OHS risks associated with the use, transport or storage of the equipment or substance.*
- *The risk control strategies that are in place or need to be in place for the use, storage or transport of the equipment or substance.*

The procedure should also require that consultation take place with the supervisors and employees prior to any decision being made.



## STEP 4

### Link purchasing to Safe Working Procedures

An outcome of any purchasing decision should be the review of safe work procedures. This review should consider:

- Amending safety procedures to meet the requirements of the purchase;
- Information and training needed for supervisors and employees who will use the equipment or substance.

## STEP 5

Write up the procedures in a document which details what is to be done before a purchase decision is made. For example:

SAFE PURCHASING CHECKLIST	
1. What is the proposed purchase item?	
2. What safety information has been obtained regarding the item?	<input type="checkbox"/> Equipment manual <input type="checkbox"/> Australian Standards <input type="checkbox"/> MSDS <input type="checkbox"/> Other safety information
3. Which employees and work processes are affected by the purchase?	
4. Have the affected employees been consulted? When?	
5. What are the health and safety risks relevant to the purchase?	
6. How will the purchase help manage these risks?	
7. What has to be done to ensure the use, storage and transport of the purchase is safe?	
8. What change will need to be made to Safe Work Procedures?	
9. What training will be required before the use of the purchase?	

## STEP 1

### Why Emergency Procedures?

Determine the situations that may require an emergency evacuation of the working area.

These would include such situations as fire, explosion, bomb threat, natural disasters (eg flood), toxic or chemical spills.

## STEP 2

### Establish the steps in the Procedure

- Responsibility  
Who will be responsible for managing the procedure?
- Signal to evacuate  
What signal(s) will be used to initiate the evacuation?  
Where will these signals be located?  
Who is authorised to activate the signal?
- Procedure for evacuation  
*Evacuation wardens*  
Who will manage the evacuation?  
*Assembly points*  
Where will people evacuate to?  
*Head Counting*  
What checks will there be to ensure everyone is accounted for?  
*All Clear*  
What signal will give the all clear to return?  
Who will give it?
- Re-entry  
How will the re-entry be managed?

## STEP 3

### Promote the Procedure

This involves:

- Writing up the procedure
- Informing the organisation of the procedure (notice boards, induction training etc)
- Scheduling practice sessions

## STEP 4

### Reviewing the Procedure

The procedures should be reviewed if:

- Problems are found in the practice sessions
- Changes to work systems or equipment
- Changes to work environment



## Contractor Management Procedures Step by Step

Under Section 8 of the OHS Act 2000 employers must ensure the health and safety of all their employees and other persons at the place of work. Therefore, when employers engage contractors at their place of work they must ensure that the contractors are not put at risk by the employer's activities, and that the employer's employees and others at the place of work are not put at risk by the contractor's activities. Similarly, when a contractor comes into a workplace they must ensure the health and safety of their own employees and not put others at risk as consequence of their activities.

Therefore, if you engage a contractor both of you should cooperate to ensure that both of you meet your health and safety responsibilities to people in the workplace. To do this three things should happen:

1. You should identify and assess the risks that the contractor or their employees may be exposed to and the systems you have in place or need to have in place to eliminate or control them.
2. The contractor should identify and assess the risks that may be caused by the contractor's undertakings in your workplace and what systems will be implemented to eliminate or control those risks.
3. Where necessary, training should be provided to ensure the health and safety of everyone in the workplace.

Following is a simple process to start managing contractors:

- STEP 1** →
  - Determine what contractors are/will be used, and what they are/will be required to do.
- STEP 2** →
  - Determine who is to be responsible for managing contractors. If there is no one, or the person(s) who is currently responsible for contractors is not appropriate, determine who the person(s) should be.
- STEP 3** →
  - Develop a Contractor Safety Plan to be completed as part of the contracting process (see Sample Contractor Safety Plan in this Tool).
- STEP 4** →
  - Supply Contractor Safety Plan to contractors as part of the contracting or tendering process.
- STEP 5** →
  - Review contractor safety performance as part of the contract management process.

The Managing Contractor Safety Checklist (following) will help you work through these steps.



## Managing Contractor Safety Checklist

<p><b>What contractors are used/ What are they required to do?</b></p>
<p><b>Who contracts them and when?</b></p>
<p><b>What are the safety risks associated with the use of contractors:</b></p> <ul style="list-style-type: none"><li>• To themselves?</li><li>• To employees/others?</li></ul>
<p><b>What safety measures are required to ensure their safety and the safety of others:</b></p> <ul style="list-style-type: none"><li>• By them?</li><li>• By you?</li></ul>
<p><b>Who should monitor contractor safety?</b></p> <p><b>How?</b></p> <p><b>When?</b></p>
<p><b>Who is responsible to deal with safety issues arising out of the use of contractors?</b></p>



## Sample Contractor Safety Plan

### **(TO BE COMPLETED BY YOUR ORGANISATION)**

1. Service to be contracted or supplied

---

---

---

2. Person responsible for managing contractor safety \_\_\_\_\_

3. OHS requirements with which contractor must comply eg:

(a) OHS policy \_\_\_\_\_

(b) OHS Procedures (specify) \_\_\_\_\_

(c) Training \_\_\_\_\_

### **(TO BE COMPLETED BY CONTRACTOR)**

4. Contractor's Name \_\_\_\_\_

5. Contract Manager \_\_\_\_\_

6. Workers Compensation Insurer and Policy No. (if employs staff)

---

7. Risk Assessment

What are health and safety issues that may arise out of the performance of the contract. This should encompass those risks to the contractor's and organisation's employees as well as other persons who may be at the workplace:

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8. Safety Management for Contract

How will the work be carried out to address the OHS issues identified above

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Signed \_\_\_\_\_ Dated \_\_\_\_\_



## Developing Reporting Procedures Instructions

When working your way through Steps 1, 2 and 3 in the Facilitators Guide you will have identified the elements of the system you need to have in place to report and act on hazards, incidents and injuries in the workplace.

By the end of Step 3 you will have developed a basic reporting procedure which looks something like the following:



You need to be aware that there are some legal requirements and Workers Compensation and Occupational Health and Safety Laws concerning incident and injury reporting.

They are:

- You must have a Register of Injuries so that employees can report on workplace injury they sustain. You can obtain a Register of Injuries from your Workers Compensation Insurer.
- If an employee sustains a significant injury which means they are not able to perform their normal duties for 7 days you are required to:
  1. Notify your Workers Compensation Insurer within 48 hours.
  2. Complete a WorkCover Accident Notification Form. These can be obtained from your local WorkCover offices.

Therefore you will need to ensure that your reporting system takes into account these requirements.

You should also consider what documents you need to ensure incidents and injuries are notified and acted upon.



## Sample Hazard/Incident Report Form

### ***(To be completed by Supervisor)***

1. Who reported the problem? \_\_\_\_\_

Time \_\_\_\_\_ Date \_\_\_\_\_

2. What is the problem? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

3. What has been done to rectify the problem? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Time \_\_\_\_\_ Date \_\_\_\_\_

4. What further action needs to be taken? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

5. Referred to Manager for information or action \_\_\_\_\_

Signed \_\_\_\_\_ Date \_\_\_\_\_

### ***(To be completed by Manager)***

6. Action taken by Manager \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Signed \_\_\_\_\_ Date \_\_\_\_\_

7. Referred to General Manager for Information or Action \_\_\_\_\_

Signed \_\_\_\_\_ Date \_\_\_\_\_



## Sample Hazard/Incident Report Form

**(To be completed by Supervisor)** Page 1 of 2

1. Name \_\_\_\_\_

Time \_\_\_\_\_ Date \_\_\_\_\_

a) Nature of injury \_\_\_\_\_

\_\_\_\_\_

b) Where did it occur? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

### 2. First Aid/Medical Attention

a) Is First Aid required?  Yes  No

i) Type \_\_\_\_\_

ii) Provided by \_\_\_\_\_

b) Is further medical attention required?  Yes  No

i) Who is medical practitioner? \_\_\_\_\_

ii) When was medical attention provided? \_\_\_\_\_

c) Has Register of Injuries been recorded?  Yes  No

### 3. OHS issues

a) What caused the injury? \_\_\_\_\_

b) What has been done to address the issue? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

c) Has a Hazard Report form been completed?  Yes  No

Signed \_\_\_\_\_ Date \_\_\_\_\_



## Sample Hazard/Incident Report Form

**(To be completed by Manager)** Page 2 of 2

### 4. Workers Compensation

Date

- a) Insurer notified \_\_\_\_\_
- b) Claim form provided to employee \_\_\_\_\_
- c) Form and medical certificate received \_\_\_\_\_
- d) Referred to WorkCover Insurer \_\_\_\_\_

### 5. WorkCover Accident Report Notification

- a) Is WorkCover Accident Report required?  Yes  No
- b) Date sent to WorkCover \_\_\_\_\_

### 6. Injury Management

- a) Is injury management required?  Yes  No
- b) Date referred to Return-to-Work Co-ordinator for action \_\_\_\_\_

Signed \_\_\_\_\_ Date \_\_\_\_\_

7. Referred to General Manager for information or action? \_\_\_\_\_

Signed \_\_\_\_\_ Date \_\_\_\_\_



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