

# Contribute to the implementation of a systematic approach to managing WHS

Learner Guide



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## **1. Contribute to developing and promoting WHS policy**

### **1.1 - Apply knowledge of the elements of WHS policy to contribute to the development and promotion of WHS policy as appropriate to own work area and job role**

**Elements of WHS Policy may include:**

- Commitment to comply with relevant WHS legislation

- Commitment to establish measurable objectives and targets to ensure continued improvement aimed at eliminating work-related injury and illness
- Documenting, implementing, maintaining and communicating the WHS policy to all workers
- Effective rehabilitation management of work injuries and disease
- Injury and claims management
- Making WHS policy available to interested parties
- Return to work of injured workers
- Reviewing WHS policy periodically to ensure it remains relevant and appropriate to the organisation

### **Ten principles of WHS policy include:**

- 1. Commitment and accountability** requires consistent selection and training of employees, volunteers and contractors; to monitor systems of work; prevent risks and hold all parties accountable for addressing and reporting unsafe situations.
- 2. System implementation and resource requirements** WHS management system is continuously planned and controlled to meet measurable targets and objects. Usually tailored to meet work operations related to risk and performance measures. Consultation is one of the keys to success.
- 3. Communication and consultation** must be established to ensure that informed decisions are made to eliminate or minimise risk in the workplace.
- 4. Systems of work** and standard operating procedures are developed, maintained and reviewed by stakeholders to minimise or eliminate risk as far as reasonably practicable through control measures that are implemented and monitored to ensure control is maintained.
- 5. Skill development and training** must be consistently identified and reviewed to ensure that they are able to meet their legal obligations. All training must be documented and recorded.
- 6. Modifications and change** must occur with introduction of new plant, equipment and materials and appropriate modifications made to processes to retain safe workplaces.
- 7. Emergency plans** must be established according to site emergencies, including arrangements made with public emergency services. This must be communicated, rehearsed and reviewed.
- 8. Contractors and suppliers** must provide and receive sufficient information to operate safely. Failure to comply with WHS will usually mean a termination of agreement.
- 9. WHS reporting, performance monitoring and rehabilitation** requires processes to be developed for investigation, and correction of identified risks and also required in the case of injury in the workplace.

**10. Auditing and planning** must be developed and implemented to ensure that WHS policies and procedures are effectively established, maintained and observed. WHS audits must be performed to ensure that standards are maintained.

**The Work Health and Safety Consultation, Co-operation and co-ordination code of practice refers to consultation as:**

- Sharing information
- Providing reasonable opportunities to express views and contribute
- Taking views into account; and
- Advising of the outcomes of consultation

Appendix One is a copy of a consultation checklist that will assist you in ensuring that you consult appropriately and correctly with your team and other stakeholders.

Under **Section 46** of the WHS Act requires duty holders to consult with other duty holders in regards to consultation, co-operation and co-ordination of health and safety matters. Further under **Section 47** of the WHS Act, as a representative of your organisation, you have a duty to consult with workers in matters relating to work health and safety.

**Consultative WHS arrangements may include:**

**Arrangements to meet workplace consultation obligations specified in relevant state, territory and Commonwealth WHS legislation, including:**

**WHS and other consultative and planning committees**

WHS committees must be established within two months of a request from a health and safety representative with a work group or five or more workers or as a part of the workplace's own initiative or if requested as per WHS Regulations (**Section 75 of WHS Act**). If the organisation does not require a committee, then **Section 46 and 47** of the WHS Act applies. Section 47 will be explained in more detail under the title of health and safety representatives on the following page.



### **The function of a health and safety committee is to:**

- Facilitate co-operation between the workers and their employer's representative to ensure that worker health and safety is maintained at work;
- Assist in developing standards and procedures; and
- Any functions prescribed the regulations or agreed by the person conducting business or undertaking. For example, Regulation 23 requires that if there is a default in the Resolution of health and safety issues under Section 81(2) of the Act, a copy of a written agreement between all parties can be requested by the health and safety committee for the workplace.

### **Section 77 of WHS Act**

Half of the members (workers) of the committee must be chosen by health and safety representatives. It is important to make sure that half of the workers chosen are not nominated by management. If there is an inability for an agreement between you and your workers on who to appoint for the health and safety committee, then a regulator should appoint an inspector to decide who will be on the committee and/or whether it should be established. The health and safety committee should meet at least once every three months.



The health and safety committee is a form where consultation for health and safety is managed across the whole workforce and considers the development, implementation and review of procedures across the organisation's health and safety system. (Work Health and Safety Consultation, Co-operation and Co-ordination Code of Practice)

### **Health and safety and other employee representatives such as deputy WHS representatives**

**Part 5, Division 3, sections 50 to 74 of the WHS Act** will provide you with information in regards to the rights, powers and functions and obligations of a health and safety representative in regards to consultation within the workplace.

**Section 47(1)** of the WHS Act requires that a person who is conducting or undertaking a business must consult with workers who are going to be affected by a matter relating to work health and safety. When workers and the person conducting the business undertaking agree to consultation procedures, they must consult as per those procedures.

### **Employee and supervisor involvement in WHS activities such as inspections and audits**

**Section 48** requires that during the consultation process workers should:

- Be given relevant information to the hazard or risk
- Be given the chance to express their views and contribute to the decision-making process
- Have their views taken into account; and
- Are advised of the outcomes of the consultation in a timely manner.



Employers under **Section 49 of the WHS Act** should consult with workers when:

- Identifying hazards and assessing risks
- Making decisions to eliminate or minimise risk
- When make decisions about the adequacy of facilities for the welfare of workers
- Proposing changes that may affect the health and safety of workers
- When making decisions about procedures for:
  - Consulting with workers
  - Resolving work health and safety issues
  - Monitoring the health of the worker
  - Monitoring the conditions at the workplace under the management or control of persons conducting or undertaking; or
  - Providing information and training

**Employees under Section 49 of the WHS Act are required to consult when:**

- Procedures for reporting hazards, raising awareness and addressing WHS issues
- Consultation is required reporting hazards, when decisions are made about minimising or eliminating risk and when proposing change and making decisions.

Raising awareness and addressing WHS issues will vary due to the size and operations of the organisation. Your organisation must ensure that awareness of WHS issues are kept up to date by providing workgroups and individuals with opportunities to access up to date information or by providing them with training.

One of the most important steps within the consultation process is ensuring that workgroups have access to information. Without that access, they will not be able to provide feedback and support for

WHS issues. Your final decisions in regards to resolving WHS issues and the control measures that you implement will be influenced by the information that workers provide you with.

If you do not provide them with up to date information, then the saliency of your decisions can be put into question. This means that when you make an informed decision it must be based on the most recent information. If this information is not up to date then you may be forming a decision based on incorrect information. This means that you may actually put your workgroup at risk, rather than minimising and controlling the risk or hazard.

Ways in which information can be shared includes:

### **Employee and workgroup meetings**

Be aware that if a workgroup delegates a health and safety representative to represent them then you should consult with them. However, if they provide they are required to provide the health and safety representative with feedback, then you still need to make sure that their information is up to date.



Employee and workgroup meetings are one way in which to provide up to date information. Meetings are an excellent way of ensuring that workers are provided consistently with the same information.

When you have information to provide workers with WHS information, you should make sure:

- That the meeting is planned.
- That worker's are aware of what the meeting is about.
- That contingencies' are in place for face to face meetings when individuals are unable to attend workgroup meetings.

Do not automatically assume that workers will provide updates in information to their group members. Instead make that you arrange to meet any individual who is unable to attend a meeting with a one on one face to face meeting if this is part of your organisations procedures.

### **The formal and informal processes in place for the exchange of information and views on WHS hazards, risks and risk controls**

Your organisations policies and procedures must provide you with information that allows you to participate in the consultation process as per Manage work health and safety consultation, cooperation and coordination code of practice. Formal processes that your organisation may have in place include:

- Team and employee meetings
- Updates in procedures
- Updates in the intranet





### **Informal processes may include providing workgroup members:**

- Having access to the internet; or
- Access to employee associations or trade magazines

Ideas and views may include information being passed on by word of mouth, newsletters, or updates placed on the bulletin board.

To participate in WHS arrangements means that you follow your duty of care in making sure that you work in a safe work environment. Participating in WHS arrangements requires that workers follow organisational procedures by reporting hazards, minimising or eliminating risk and resolving WHS issues.

Participative WHS arrangements may include processes that:

#### **Inform employees and other stakeholders of WHS matters**

To make an informed decision workers need to have the appropriate information shared with them. When you share information; make sure that the information you share is relevant for the worker's needs. Just because you have knowledge of something, does not mean you automatically share it with your team. There will be topics that are based on a need to know basis. For example, you provide your team with the information required to make a decision. Explaining what is constraining their decision is information they do not necessarily need to know as it does not have an impact on their choice.

The information provided to stakeholders and other employees needs to be sufficient that stakeholders are able to make informed decision based on the material that they are provided with. It is also essential that information is communicated in a manner that is appropriate for the audience. Technical reports provided to ordinary line staff will only confuse workers. You only need to provide the information that will impact on the decision that they make or recommend.

#### **Seek input and offer the opportunity for stakeholders to participate in decisions that may impact on the WHS of the workplace**

For consultation to be effective as per the Work Health and Safety Code of Practice you not only need to share information, you also need to offer stakeholders an opportunity to voice the opinions and ideas. The voicing of these opinions and ideas will influence your decisions. For instance, a hazard has been identified in the work place that requires an increase in the maintenance of equipment in response to an increase in production. The internal engineer makes recommendations on the variation required, but does caution that the variation will add to the expense of maintaining operations.

When you seek input from stakeholders, it is also important to make sure that your technical or specialist information is also communicated to the parties so that they will be able to give opinions and views based on fact.

## **1.2 - Seek the contribution and support of others in the development and promotion of WHS policy as appropriate to own work area and job role**

No matter how much experience you have in gathering information, collating it and using it to make recommendations, you will always face that level where your level of knowledge and skills are exceeded. When this happens, consult another member of staff, expert or specialist to clarify information and provide you with the feedback that you require. You will need to research further to find an appropriate specialist or expert to assist you.

### **Team Contribution**

If you are working within a team, then you should make them aware of the development and promotion that is required - you can do this through meetings or by email, for example. You may find that a member of staff or a supervisor may have some ideas which will help contribute to the development and promotion of WHS Policy and you should make provisions for this to happen. You should always allow for contribution from others, especially when their knowledge may be beneficial to your cause.

### **Expert or Specialist Advice**

In some cases you may need expert or specialist advice and you may have access to contacts which you will use on a regular basis but you may also need to seek advice from a specialist that you may not have dealt with in the past. There are many ways in which to research for a specialist or an expert's name. One of the best ways in which to research for specialists and experts is by performing an internet search.

Type in the name of the specialist you require i.e. toxicologist, along with the state you are in and a list of possible websites will appear. It is important to make sure that you choose a professional website that is recognised by the industry. Look for websites such as employer associations, WHS experts, industry groups and government bodies.

Many of these websites will provide you with a list of recognised personnel. If you are not sure about the type of expert or specialist you are looking for, contact the website owners or business and ask for recommendations. In most cases, these personnel will be able to provide you with a list of personnel that you may consult with.

## **1.3 - Apply WHS policy to own and others' work areas and job roles, and communicate this to others**

### **WHS Policy may include:**

- Commitment to comply with relevant WHS legislation
- Commitment to establish measurable objectives and targets to ensure continued improvement aimed at eliminating work-related injury and illness

- Documenting, implementing, maintaining and communicating the WHS policy to all workers
- Effective rehabilitation management of work injuries and disease
- Injury and claims management
- Making WHS policy available to interested parties
- Return to work of injured workers
- Reviewing WHS policy periodically to ensure it remains relevant and appropriate to the organisation.

The National Compliance and Enforcement Policy (2011) sets out to ensure that Commonwealth, State and Territory bodies will work to the harmonisation of work (formerly occupational) health and safety laws. This means that the WHS Laws, WHS Regulations, Codes of practice and Standards all aim to ensure that WHS is consistent throughout Australia.

This does not mean that the Commonwealth Government Regulates the WHS Act and Regulations. It means each State/Territory body will act as a regulator to ensure that WHS Laws are consistent. The aim of this consistency is to minimise the confusion that existed prior to the implementation of the laws in each State and/or Territory before 1 January, 2012. Before this date, if you moved between State and or Territory jurisdictions, the WHS laws changed leading to confusion and angst.

Regulators need to work together to monitor the motivators, compliance and any actions that would impede the implementation of the law, regulations, codes of practice and standards. When you consider an Act, it is important to ensure that you understand that what is in the Act is legislative and you can be fined or jailed for not meeting your legal obligations under the Act. One of the reasons for a harmonised approach to WHS is the need to consolidate compliance and minimise confusion or duplication of the law.

Regulatory compliance aims to ensure that organisations and public bodies are aware of the law and take steps to follow them. Regulations are considered to be subordinate legislation<sup>1</sup> that is made by an act of parliament. Organisations make policies based on these regulations. Codes of practice, guidance notes and Standards are some of the tools that your organisation can use to develop policy and procedure within the organisation. In short, they assist organisations in developing the tools to meet their requirements under the law.

The Work Health and Safety Consultation, Cooperation and Coordination Code of Practice provide you with information on your legal obligation, duties for consultation and training of employees, safety representatives and others. The Work Health and Safety Act

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<sup>1</sup> <http://www.legislation.sa.gov.au/Web/Information/Understanding%20legislation/UnderstandingLegislation.aspx>



aims to recognise that workers should provide input in regards to WHS issues as it improves the decision making process in regards to safety and assists in reducing risk in the workplace.

This means that you have a legal responsibility to consult with workers in the course of business who are directly affected by a work health and safety issue (**Section 47**). However, you can only consult with workers and others as far as reasonable practicable. For example, if you work the night shift and have a responsibility to make sure that you are at work every night, it may not be practical for you to consult with personnel working in the middle of the day.

Do not just consider workers, consider who else may be able to provide feedback and contribute to the consultation process. This may include sub-contractors, contractors and anyone else working in the workplace who may be at risk due to the hazard.

## **Section 46**

Where there are two persons with the same responsibilities working, they should consult people as much as they can in relation to a similar matter. As part of the consultation, cooperation and coordination, those who conduct business will have responsibilities if they:

- Engage or direct workers who influence the work done
- May put other people at risk during the course of business
- Manage the control of fixtures and fittings at the workplace;
- Design, manufacture, import or supply substances for at the minimum of the workplace; and
- Install, conduct or commission plant or structures at a workplace.

In these instances, the persons directing or engaging others may have responsibilities that overlap should spend time consulting with each other as is practical.

If you are an officer, such as a Director of a Company you have a legal obligation to ensure that all workers comply with the WHS Act and Regulations including making sure that all workers and duty holders consult, co-operate and co-ordinate with others.

In turn, workers must take steps to ensure that they care for their own and others safety in the workplace. This means that workers should follow work processes and procedures in consultation with others.

In many instances the words, practicably reasonable, consultation, cooperation and coordination arise. Let us now look at these terms in more detail.

### **Practicably reasonable (3.6)**

When the term reasonably practicable and practicably reasonable arises, an employer would consider the following, including:

- The type of work being carried out and the type of business operating
- The level and level of risk in regards to a hazard or risk
- The decision to be made and its prioritisation,
- Availability of resources
- Shifts of workers; and
- The characteristics of workers.



It is essential that when a decision is made, the employer ensures that the information being provided to decision makers and those who are being consulted is sufficient that all parties understand the reasons for decisions made. Consultation should consider those personnel, whether internal or external to the organisation are going to be affected by the changes being considered.

### **Consultation (6.3)**

It is essential that everyone is committed to the consultation process. Information should be shared so that informed decisions are made in regards to managing safety. Workers that are directly impacted by a safety issue should be consulted with.

#### **Consultation can involve:**

- What each party will do, when, where and what resources that will be used
- How they will influence the work environment that they work in which they work
- How the duty holders will influence the work environment and affect what others do;
- Determine what each worker will do that will affect the activity they are involved in
- The workplace procedures that will impact on the way in which consultation is performed;
- The sharing of information between one duty holder and another;
- The impact of each activity in regards to the level of risk involved (whether it increases or decreases risk)
- How each duty holder will contribute in controlling risk; and

- The communication methods used to monitor WHS or identify changes to the workplace.

These steps will be used to determine how WHS is addressed in the workplace and, the steps must ensure that parties are co-ordinated and that each party works together to obtain the desired results.

### **Co-operation (6.4)**

Co-operation in the consultation process refers to all parties working together to ensure that all agreed tasks are performed. Duty holders must consult with their workers about a health and safety issue. During this process, you must make sure that you follow your organisations communication procedures and follow any requests that are within your capacity to perform. This means that you should only perform tasks that you believe do not place you at risk. If you believe that you are at risk, you may say no, only if you justify why you will not perform a specified task.

### **Co-ordination (6.5)**

To minimise risk in the workplace, supervision (duty holders) need to ensure that staff perform tasks to make sure that the workplace is safe. This will require the supervisor to plan and organise the way in which other work is performed. To minimise any gaps in risk, supervisors must work together to make sure they know what task or tasks each party is performing.



It is essential that all activities are controlled. If management or supervisors do not communicate and coordinate their actions, you could be placed at risk.

### **Training**

One of the objectives of the WHS Act is to “promote the provision of advice, information, education and training in relation to work health and safety” (p.2). The aim of training is to ensure that personnel are protected from risk in the normal course of business. For example, if workers find a wet floor then they need to put out signs and mop the floor dry so no other personnel, either internal or external to the organisation are exposed to slips, trips and falls.

Other personnel, who will require training, will include health and safety representatives. **Section 72** of the WHS Act provides that an employer has a legal obligation to train their health and safety representatives who ask for training. This training must occur within three months of the health and safety representatives request and the employer must give the employee time off for training and pay the costs of the course that has been approved by a regulator (see 1.1). Until the health and safety representative completes training, previously completed training or completed a similar level training, they are not allowed to give workers instructions.

## 2. Contribute to WHSMS planning

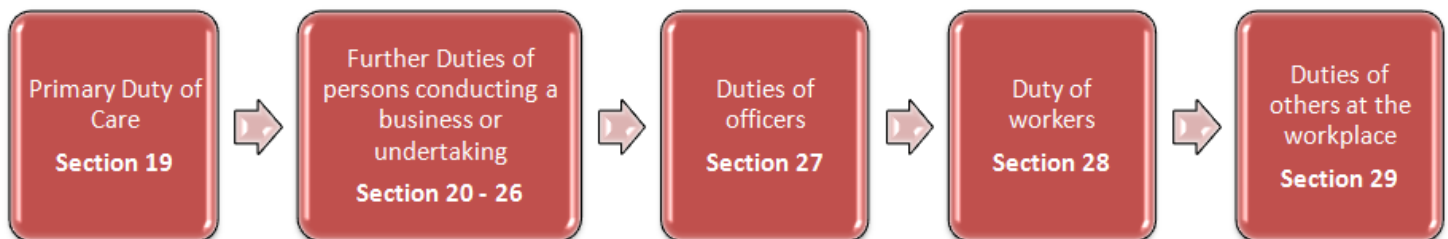
### 2.1 - Apply knowledge of WHS legislation to identify duty holders relevant to own work area and job role

All duty holders must do everything that is “reasonably practicable” to protect the work health and safety of everyone at the workplace but each duty holder will have their own ‘area’ to look after, so it is their responsibility to know where their duty of care falls. It is then your responsibility to be aware of who to contact in your work area/job role if required.

#### This duty of care can fall on all:

- Employers
- Company directors
- Managers
- Supervisors
- Employees
- WHS representatives and committees
- Contractors

The aim of regulations is to minimise risk of injury or illness at the workplace. The management and control of risk in the control of hazards and risks in the workplace and provide them opportunities to contribute and participate in the process. The Work Health and Safety Consultation, Cooperation and Coordination Code of Practice for example provides for workers to take a more proactive action in the decision making process through consultation. The more that workers and others participate and contribute to work health and safety, the more informed their decisions shall be.



Duty holders under the Common Law duty of care need to prove to the satisfaction of the court that the actions that they have taken to protect others from risk are reasonable and practicable. Duty holders

need to clearly know what their duty is, what the implications are for each group and what happens if they do not comply.

## **2.2 - Apply knowledge of the elements of a plan to contribute to planning as it applies to own work area and job role**

**Elements of a plan may include:**

- Compliance with WHS legislation
- Effective injury and claims management
- Effective rehabilitation management of work injuries and disease
- Effective return to work of injured workers
- Identification of hazards and control of risks
- Objectives and targets, and how and when they will be achieved
- Who is responsible for what in the plan

### **WHSMS Planning**

No matter what kind of industry you work in, there may come a time when you will need to contribute to WHSMS planning. These plans are put in place to ensure compliance and to make sure that there are effective systems for identifying hazards, controlling risks, injury management amongst other important criteria. It will also allow for objectives and targets to be implemented, whilst making sure everyone knows their responsibilities in regards to the plan.

## **2.3 - Facilitate integration of return-to-work and injury-management procedures into the WHSMS plan**

As mentioned at 2.2, return to work and injury management procedures are elements of the WHSMS Plan. It is important that both management and staff members know what the procedures for illness and/or injury are, so that there isn't any confusion or conflict when this occurs.

As stated on [http://www.saiglobal.com/Assurance/WHS/ASNZS\\_4801\\_WHS\\_Standard.htm](http://www.saiglobal.com/Assurance/WHS/ASNZS_4801_WHS_Standard.htm) reducing workplace illness and injury;

*'is the primary aim of an effective WHSMS. The implementation of such a system can also help your business to deal with the legal imperatives, ethical concerns, industrial relations considerations relating to workplace safety, and to improve its financial performance.*

*The protection of the health and safety of all employees is vital to the success of all organisations. Poor performance in [...] WHS can take a heavy financial toll on any business, not to mention the human cost of work-related illness, injury, and fatality. In our continually changing workplace environment, the*



*effective assessment and management of WHS issues is paramount. Organisations can help to protect themselves and their employees by implementing an [...] WHSMS. Such a system helps to ensure that your business:*

- Has an effective WHS policy and objectives
- Can establish, assess, and review its own WHS procedures
- Can demonstrate its commitment to WHS to others, via self-declaration or certification.

The whole point of your plan is to make sure that a system is in place that prevents any illnesses or injury by hazard identification and if there is room for improvement you need to implement appropriate targets and objectives. Even though we all plan for prevention, we should always have procedures in place for if the worst should happen so that there is a reachable solution allowing for the situation to be dealt with swiftly and efficiently.

## **2.4 - Communicate the planning process to others and facilitate their contributions to the plan**

### **Who do you communicate with?**

Depending on your workplace the structure of your team, you will communicate the planning process accordingly i.e.

- Meetings
- Email
- Memos
- One on one discussion

**There may be a number of people that you need to communicate your plan to and this could include:**

- Managers
- Supervisors
- Stakeholders
- Team Members
- Specialists
- External workers



No matter who you need to communicate with, it is important you do not leave anyone out as everyone needs to be aware of the planning process, especially if any changes are to take place. You will also need to include anyone who has made a contribution to the plan in the communication.

If you have a member of staff who has made a contribution to the plan, make sure you discuss this with them and include it in the plan where it is relevant and possible. Once you have completed the plan you should send copies to all of the relevant personnel or where areas need to be discussed, it will be best to arrange a time to meet up with the necessary people and discuss the final plan.

### **3. Contribute to implementing the WHSMS plan**

#### **3.1 - Implement the plan as it applies to own work area and job role**

#### **3.2 - Communicate and explain the plan to others in relation to their roles and responsibilities as specified in the plan**

#### **3.3 - Facilitate the contribution of others to implementing the plan**

You will need to communicate the overall WHSMS Plan to relevant staff members so they can work towards the achievement of the Plan as part of the process. There will always be a number of risks and constraints that can apply to the implementation of a WHSMS Plan, however, staff members should usually be aware of any contingency plans and back up options in the unlikely event that a risk should present itself.

There are a number of ways in which WHSMS Plans can be implemented to benefit the employees of an organisation. Planning is about looking towards what the company wants to achieve, therefore, implementing the plan is about determining 'how' it is going to achieve this. It should focus on what is going to happen to the organisation as it moves towards achieving these objectives and milestones.

Actions that result directly from plans should be considered as part of the process of implementation also. Past situations and forecasts should be taken into account to determine what the future implications are likely to be.

**WHSMS Plans can be implemented in a number of ways, including;**

- Inform employees via newsletters
- Posters in common areas
- General staff meetings



- Conferences
- Informal discussions with staff members
- Emails to staff
- During annual performance reviews

Information to include in the plan should be accurate, valid and sufficient. It should relate directly to the organisational objectives and should be easy to implement and follow.

Every organisation is different and so the processes and procedures that small, medium and large enterprises use to usefully implement elements of a WHSMS will differ too.

**Depending on the size of your organisation and the industry you are in, you may have access to a number of documents relating to WHSMS:**

- Regulatory authority WHSMS tools, standards and guidance material
- Australian Standard AS/NZS 4801:2001 Occupational Health and Safety Management Systems – Specification with guidance for use
- Australian Standard AS/NZS 4804:2001 Occupational Health and Safety Management Systems – General guidelines on principles, systems and supporting techniques
- Standards Australia publication HB 211-2001 Occupational Health and Safety Management Systems – A Guide to AS 4801 for Small Businesses

It is important that you are aware of these documents when planning and implementing a WHSMS plan in your workplace.

The principles of management and WHS are shown below and should work hand in hand with the development of WHSMS plans in consultation and communication with all personnel to ensure a safe work environment. Inviting workers and other stakeholders to sessions with WHS specialists and technical advisors provides parties with sufficient information to participate and contribute to the planning process.

Plans can only be implemented when stakeholders are provided with opportunities to obtain information that will impact on the information that they contribute to the WHSMS plan.

**Principles of Management** by Henri Fayol

1. **Division of work:** work should be divided among individuals and groups to ensure that effort and attention are focused on special portions of the task. Fayol presented work specialisation as the best way to use the human resources of the organisation.

2. **Authority:** the concepts of authority and responsibility are closely related. Authority was defined by Fayol as the right to give orders and the power to exact obedience. Responsibility involves being accountable, and is therefore naturally associated with authority. Whoever assumes authority also assumes responsibility.
3. **Discipline:** a successful organisation requires the common effort of workers. Penalties should be applied judiciously to encourage this common effort.
4. **Unity of command:** workers should receive orders from only one manager.
5. **Unity of direction:** the entire organisation should be moving towards a common objective in a common direction.
6. **Subordination of individual interests to the general interests:** the interests of one person should not take priority over the interests of the organisation as a whole.
7. **Remuneration:** many variables, such as cost of living, supply of qualified personnel, general business conditions, and success of the business, should be considered in determining a worker's rate of pay.
8. **Centralisation:** Fayol defined centralisation as lowering the importance of the subordinate role. Decentralisation is increasing the importance. The degree to which centralisation or decentralisation should be adopted depends on the specific organisation in which the manager is working.
9. **Scalar chain:** managers in hierarchies are part of a chain like authority scale. Each manager, from the first line supervisor to the president, possesses certain amounts of authority. The president possesses the most authority; the first line supervisor the least. Lower level managers should always keep upper level managers informed of their work activities. The existence of a scalar chain and adherence to it are necessary if the organisation is to be successful.
10. **Order:** for the sake of efficiency and coordination, all materials and people related to a specific kind of work should be treated as equally as possible.
11. **Equity:** all employees should be treated as equally as possible.
12. **Stability of tenure of personnel:** retaining productive employees should always be a high priority of management. Recruitment and selection costs, as well as increased product-reject rates are usually associated with hiring new workers.
13. **Initiative:** management should take steps to encourage worker initiative, which is defined as new or additional work activity undertaken through self-direction.
14. **Espirit de corps:** management should encourage harmony and general good feelings among employees.

#### **Ten principles of WHS policy include:**

1. **Commitment and accountability** requires consistent selection and training of employees, volunteers and contractors; to monitor systems of work; prevent risks and hold all parties accountable for addressing and reporting unsafe situations

2. **System implementation and resource requirements** WHS management system is continuously planned and controlled to meet measurable targets and objects. Usually tailored to meet work operations related to risk and performance measures. Consultation is one of the keys to success
3. **Communication and consultation** must be established to ensure that informed decisions are made to eliminate or minimise risk in the workplace.
4. **Systems of work** and standard operating procedures are developed, maintained and reviewed by stakeholders to minimise or eliminate risk as far as reasonably practicable through control measures that are implemented and monitored to ensure control is maintained.
5. **Skill development and training** must be consistently identified and reviewed to ensure that they are able to meet their legal obligations. All training must be documented and recorded.
6. **Modifications and change** must occur with introduction of new plant, equipment and materials and appropriate modifications made to processes to retain safe workplaces.
7. **Emergency plans** must be established according to site emergencies, including arrangements made with public emergency services. This must be communicated, rehearsed and reviewed.
8. **Contractors and suppliers** must provide and receive sufficient information to operate safely. Failure to comply with WHS will usually mean a termination of agreement.
9. **WHS reporting, performance monitoring and rehabilitation** requires processes to be developed for investigation, and correction of identified risks and also required in the case of injury in the workplace.
10. **Auditing and planning** must be developed and implemented to ensure that WHS policies and procedures are effectively established, maintained and observed. WHS audits must be performed to ensure that standards are maintained.

Policies and procedures need to be developed to ensure that management practices and WHS management principles are utilised to ensure that all updates are handled in the same manner. WHS technical advisors and specialists are usually consulted when their skills are needed to develop procedures to control, eliminate or minimise risk.

In the provision of their contributions, it is important that all stakeholders are consulted for an informed decision to be made. Stakeholders who are either directly impacted by the incident or work in an area where a hazard is identified should be provided with information so that their participation in the form of views and the addressing of concerns is up to date.

For consistency to occur policies and procedures must be clear and communicated to stakeholders. This means that reports, face to face meetings and other forms of communication are used to make sure that all stakeholders have access to the same information.

Policies and procedures need to be developed to ensure that WHS Management Systems and Management Principles are supported.

**Provide support to managers to meet WHS responsibilities and to implement the plan**

Management commitment and the development of professional working relationships between members of staff set the ground work for the formation of trust and respect between other members of a workgroup. There are a number of ways in which support can be demonstrated to other workers and managers.

**Support can be provided through:**

- Providing information, instruction and training
- Providing ongoing feedback. Ongoing feedback allows managers to confirm that their actions in implementing a plan are correct. It is important to make sure that feedback is constructive. The minute feedback becomes destructive, is the minute that you undermine the Manager and they will not work with you.
- Treat all personnel consistently. As a nation with a socially and culturally diverse work force, it is essential that all workers be treated with the same level of respect. If Managers are not treated in a consistent manner, words such as discrimination and favouritism will appear within the team.
- Become a mentor. Use your skills as a mentor, which is someone your team can look up to. Demonstrate:
  - Leadership – by demonstrating a level of conduct and professionalism that members of the management team aspire to emulate. This means that you should demonstrate commitment to the WHS process
  - Professionalism – Managers need to empathise with others. This means that you must have the ability to see problems from their perspective and then provide guidance and support to overcome these problems.
  - Respect – All members of management must demonstrate support for each other in front of the workgroups. Even if there is disagreement; do not demonstrate that disagreement in front of the workgroups. Conflict demonstrates that you do not support each other and you do not have a united front.



**To implement a plan or strategy to meet WHS responsibilities and to implement action plans it is important to:**

### **Communicate and Educate**

Communication and education should be geared towards ensuring that managers are provided with the skills to implement change. If you identify a skill that one manager does not have, then match that manager up to learn the skill off another. It is only by learning how to perform a task that a manager will be able to demonstrate that skill for their work group.

The provision of information and instruction is an important part of WHS. The consultation process can be used to train other managers into trusting their workers to perform their tasks correctly. By interacting with work groups, Managers will be able to establish and learn the skills and knowledge of their team members.

It is important that Manager's understand that demonstrating support, feedback and advice to their team, they are empowering their workers to show more initiative in their work environment. This will allow them to spend time performing other management tasks.



### **Minimise Management**

Flatter organisations are organisations where there are fewer levels of management. The implementation of a new strategy requires change. Managers cannot be the only source to drive change. The use of management tools and processes can assist in driving the change process. It is also important in today's global economy that change needs to be implemented quickly and efficiently. Too many levels of management can slow the change process down.

Minimising the levels of management means that workers are only receiving one message and that it is consistent at all times. Minimising management minimises the ambiguity of too many mixed messages and in turn leads to confusion. It is important to make sure that you avoid inconsistent messages.

### **Promote strength by being professional**

Values such as honesty, trust, respect, empowerment and service should be consistent in all levels of the organisation. These values should be set out in the organisation's mission and vision statements and reflected in the organisations' codes of conduct and ethics. Inconsistencies within management can be transferred into the organisations systems of work and workgroups. These inconsistencies can have a negative impact on WHS. The negative impact can be an increase in incidents/accidents when personnel are unsure of what they are supposed to do.

## **Provide Leadership**

Demonstrate the standards that you want others to demonstrate. The successful implementation of a strategy can only be effective when leaders are given clear and equitable standards of conduct and the tools to enforce the standards and maintain professional strength.

## **Implementation and the sustainment of plans**

Management needs to demonstrate the professionalism that other managers and workgroups want to emulate. Respect and the sustainment of that respect require that you are consistent with the rest of the team in the way that you act and the respect and empathy that you give. Ambiguity can lead to confusion and confusion can mean that plans are not maintained.

## **Explain**

You will need to communicate and explain the plan to others, particularly in relation to their roles and responsibilities so that they know their part in the plan. This can be done through meetings etc and will require time so as to make sure every member of staff is clear on their role. During this time you will also need to ensure that you have facilitated the contribution of others who have helped implement the plan.

## **4. Contribute to evaluating WHS performance**

### **4.1 - Apply knowledge of elements of WHS performance evaluation processes and methods to contribute to evaluation as it applies to own work area and job role**

### **4.2 - Communicate and explain evaluation of WHS performance to others and facilitate their contributions to evaluation**

**Elements of WHS performance evaluation processes and methods may include:**

- Auditing
- Complying with WHS legislation
- Incident investigation
- Keeping and maintaining records
- Monitoring effectiveness of risk controls
- Worker health surveillance



To maintain a quality WHS system you need to continuously improve it. Risks will change as the environment changes. For example, you introduce a new piece of



equipment to a work site. New risks will arise when the equipment makes a job easier or changes the way in which other tasks are performed. Risk will arise from the introduction of the equipment.

Good WHS management places emphasis on monitoring and reviewing all current organisational plans, strategies, systems and controls. Monitoring ensures that as risks change, new control measures are introduced to control these changes.

Ongoing review of the WHS system is required to ensure that the plan remains relevant to the workplace. Factors that may impact upon risk assessments and control measures can also change over time. This means that the risk management process should be repeated regularly over time to ensure that the risk management process remains effective.

**There are many methods that can be used to monitor and review procedures and these should be considered part of your management plan. You can complete:**

- Self assessments
- Physical inspections
- Checking and monitoring success of actions
- Audit and reassessment of risk to achieving objectives; and
- Key dates, time frames and deadlines should be set for communicating, monitoring, reporting and review.

This is just one way to monitor as suggested by Australia/NZS 4360:1999 by aligning the objective and values of the organisation to the risk management monitoring and review process.

The risk management system is monitored and evaluated.

**You should be able to answer the following questions, which are:**

- Has the WHS system added value for your company?
- Are the outcomes of the program measurable?
- Would you make a decision to contract or expand the risk program based on this information?

As a part of the consultative process, it is important that you discuss the hazard with relevant staff members in regards to the review questions. This means that you should consult with:

**Workers, supervisors and health and safety representatives**



What staff should you consult with? Do you have a reporting structure that you need to follow in regards to the site? Does your client have safety representatives that need to be consulted with if you make changes to the way in which a task is performed? If you answered yes to any of these questions, then it is important to consult with them and communicate any changes that you may implement.

### **Staff members who may be exposed to the control measure**

Employees of your organisation may not be the only party that is exposed to risk. Other staff members can include those discussed in the early part of this workplace. However, you may also consider members of the public. If there is any chance that a member of the public is exposed to risk, then it is important to take steps to ensure that they are aware of the risk.

### **Consult and monitor incident reports**

Incident reports should be collated and any incidents that arise on a regular basis may be indicative of a problem in the organisation's processes. You may find it beneficial to follow up and find the cause of the incident.

### **Review safety committee meetings where possible**

Follow up committee meeting to ensure that all problems identified have been followed up and finalised. Committee meetings can also identify the different ways in which a problem could be resolved. If an idea has been considered that is being considered to resolve another problem, then you can find out why the idea was implemented or discarded.

The review process needs to integrate key performance indicators of the organisation. The risk management plan needs to link personal performance and drivers to make sure that they are measurable to the organisation. For example, by changing the way in which a procedure is performed, you will save the organisation money through all of the workers that would have been injured. This ensures that public liability insurance does not increase and occupational health and safety legislation is not breached and fines allocated.

## **5. Contribute to reviewing and improving the WHSMS**

### **5.1 - Apply knowledge of elements of processes and methods to contribute to the review and improvement of WHS performance as it applies to own work area and job role**

### **5.2 - Communicate and explain review and improvement of the WHSMS to others and facilitate their contribution**

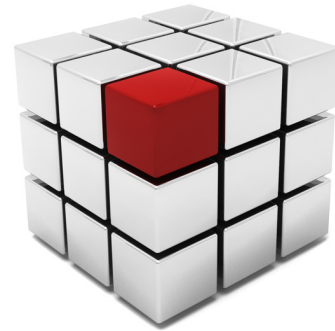
An organisation needs to demonstrate that they are continuously improving their processes, especially if they are registered with the International Standards Organisation (ISO 9000). ISO standards are geared towards helping organisations to meet the needs of their customers and stakeholders with the aim of improving processes. Strict auditing guidelines require that organisation's continuously improve their processes.

The use of key performance indicators (KPIs) aligned with operational goals work to ensure that organisations processes are improved. Key performance indicators must be quantifiable and agreed upon to reflect the success of the organisation. They are used to provide performance goals to staff.

**Quality improvement and key performance indicators aimed at improving a WHS system should address ways in which:**

- To improve productivity without putting employees at risk
- To define area(s) in which an organisation needs to improve
- To minimise risk
- Improve training and the attendance of training
- Reducing time lost due to incidents. i.e. improving rehabilitation

The size of the organisation and the type of organisation will influence the way in which a WHS system is developed. To achieve the organisations WHS objectives, you need to address how to implement the system, its operations and the auditing and review of the process.



## A WHS system contains five elements including:

### 1. Policy

Make sure that your system is aimed at WHS improvement and ensuring that your organisation complies with legislative policy.

### 2. Planning

The effective management of WHS requires that the roles, responsibilities, accountabilities and authority of all staff are defined in the organisations policy and procedures and job descriptions. These responsibilities may require:

- WHS legal and other obligations
- Hazard identification, risk assessment and control
- WHS Policies aimed at the continuous improvement of WHS processes.

### 3. Implementation

WHS policies, procedures, objectives, targets, roles and responsibilities should be implemented through rigorous document and data control, including:

- Version control
- Staff referencing
- WHS policies and procedure manuals
- Managing hazards
- Defining requirements for contractors and suppliers; and
- Developing an appropriate emergency response capability.

### 4. Measurements and evaluation

- Procedures relating to Inspection, testing and monitoring including:
  - Performance measurement
  - Both internal and external auditing
  - Incident investigation and external reporting
  - Records demonstrating compliance

### 5. Management review and implementation

- Corrective actions used to ensure that the same WHS issue does not arise.



As part of the continuous improvement process and ISO 9000, any inconsistencies and adjustments must be made as they are identified. Any changes must be processed through the consultative process. Ensure that all staff who are going to be affected by the change are consulted to ensure that the change or update is necessary and appropriate.

Use the organisations procedures to make sure that staff are aware of changes being implemented and advise other levels of management about the change, when it is going to occur and how.