

Hazard identification is the process by which a situation or event is identified that could bring injury or illness to others. Risks arise from hazards that have the potential to cause an accident, injury or illness to arise.

When you consider associated risk in regards to a hazard; you need to reflect and consider:

- What probability that the hazard will lead to an accident
- The consequences if the accident happens; and
- The stakeholders' degree of exposure to risk.

When you are in the process of assessing the level and acceptability of risk associated with a given event, the quintessential question that you are required to ask yourself is "At what level does your organisation assess the level and acceptability of risk associated with a give event?"

To understand this level and acceptability of risk, it is important that you determine the type of risk analysis you are going to use.

There are three types of risk analysis. They are qualitative, semi-quantitative and quantitative. The type of analysis that you do will depend on the data available. In practice, most organisations will generally use qualitative analysis to obtain an indication of risk levels. It is only when more specific and precise indicators are required that quantitative analysis is applied.

Qualitative analysis uses scales to analyse the likelihood of an event occurring and its consequences. These can be used to analyse different risks in different circumstances by simply varying, adapting and adjusting them to suit.



Qualitative analysis would be used in most cases. This type of analysis is used:

- As an initial screening exercise to identify risks that require more detailed analysis
- Where the level of risk does not justify the time and effort spent on a more detailed analysis.

Likelihood

Rating	Expression	Attributes
A	Extremely likely	The incident will most probably occur under most circumstances
B	Likely	The incident will probably occur under most circumstances
C	Possible	The incident may occur under certain circumstances
D	Unlikely	The incident is unlikely to occur
E	Rare	The incident will occur under the most exceptional circumstances

In the same way, consequences arising from an incident occurring may be qualitatively measured. An example of a consequence measure is:

Consequences

Rating	Expression	Attributes
1	Insignificant	No injuries, low financial loss
2	Minor	First Aid Treatment, on-site release contained, medium financial loss
3	Moderate	Medical treatment required, on-site release contained with outside assistance, high financial loss
4	Major	Extensive injuries, loss of production capability, off-site release with no detrimental effects, major financial loss
5	Catastrophic	Toxic off-site release with detrimental effect, huge financial loss

When the likelihood and consequence are put together, you have an example of the analysis matrix.

Analysis Matrix

LIKELIHOOD	A	S	S	H	H	H
	B	M	S	S	H	H
	C	L	M	S	H	H
	D	L	L	M	S	H
	E	L	L	M	S	S
		1	2	3	4	5
CONSEQUENCE						

Legend

- L** = low risk, manage by routine procedures
- M** = moderate risk, management responsibility must be specified
- S** = significant risk, senior management attention needed
- H** = high risk, immediate action needed

Risk analyses are usually aimed at the negative consequence of risk. The consequence measure therefore reflects the losses and undesired outcome that might arise. However, risk management is increasingly being applied to identify and prioritise opportunities as the risk associated with not exploiting an opportunity or embarking on a particular business strategy can be a lot. In many instances, the 'upside risks' are potentially more serious than the risk that bad events will occur (i.e. the 'downside risk')

When considering the opportunities, the likelihood measure need not change, as it will describe the chance that a benefit will arise. The consequence measure must, however, be adjusted.


An example is as follows: Likelihood II

Likelihood 2

Rating	Expression	Attributes
1	Insignificant	Small benefit, low financial gain
2	Minor	Minor improvements to image, some financial gain
3	Moderate	Some enhancements to reputation, high financial gain
4	Major	Enhanced reputation, major financial gain
5	Outstanding	Significantly enhance reputation, huge financial gain

When risks and opportunities are being considered together, a two directional measure of consequence may be appropriate.

Opportunities - Two Directional Process

Negative Consequence						Positive Consequence				
-H	-H	-H	-S	-S	A	S	S	H	H	H
-H	-H	-S	-S	-M	B	M	S	S	H	H
-H	-H	-S	-M	-L	C	L	M	S	H	H
-H	-S	-M	-L	-L	D	L	L	M	S	H
-S	-S	-M	-L	-L	E	L	L	M	S	S
-5	-4	-3	-2	-1		1	2	3	4	5
Disastrous	Significant	Moderate	Minor	Insignificant	 Likelihood	Insignificant	Minor	Moderate	Major	outstanding

Legend (for opportunities)

- L** = low opportunity, manage by routine procedures
- M** = moderate opportunity, management responsibility must be specified
- S** = significant opportunity, senior management attention needed
- H** = high opportunity, detailed planning required at senior levels to prepare for and capture opportunity.

Another way in which to measure risk includes the hierarchy of controls. There will be times when you will not have the skills, knowledge and experience to complete a risk assessment of a work area. When this occurs, then you may need to consult with an expert.

Expert advice may include:

- Federal, state and local government regulatory authorities
- Private consultants appropriate to the risk being evaluated

When you analyse risk, it is important that you consider costs and the ability of your organisation to implement the control measure you are to put in place. The hierarchy of controls is one way in which control of associated risks can be obtained.



The control measures used to control risk should be chosen according to their effectiveness. The "hierarchy of control" is a useful tool to use to control risk. The higher up the list you are the more desirable the control measure is. Use the control measures mentioned first to ensure higher control is maintained. There will be times however, when these preferences will not be convenient.

When this is occurs, you can refer to the hierarchy of controls. The hierarchy of controls include:

- **Elimination**
Elimination is the most effective method of risk reduction. If you store and handle goods and the dangerous goods or activity is the cause of the risk, then elimination of all risks associated with the dangerous goods will not be likely.
- **Substitution**
You should consider substituting the dangerous chemical with a chemical that does not have such a high risk. When deciding whether or not you will be substituting the dangerous goods with another, make sure that the new substance does not create a different type of risk. You may also need to consider the risks that arise from the storage and handling of the new substance
- **Isolation/engineering**
Isolation of dangerous goods ensures that the risk to people, property and other dangerous goods is controlled by isolation. Isolation is the separation of goods from people and other property including dangerous goods. The physical separation of dangerous goods fulfils two purposes: protecting the occupants from dangerous goods and protecting the dangerous goods from occupants.

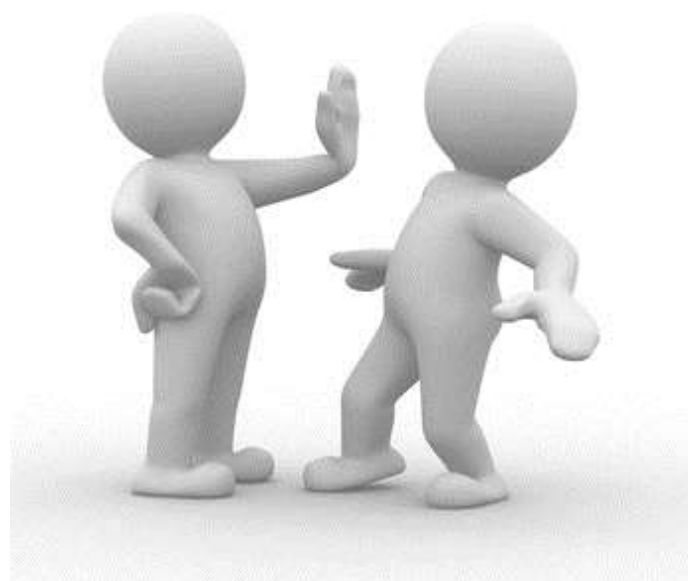
Engineering controls are controls which use engineering measures to change the physical characteristics of structures, plant, equipment and processes to reduce the risk associated with storage and handling. This can be achieved in a number of ways including:

- **Administrative**
Administrative controls are systems of work or safe practices that help to reduce risks associated with the storage and handling of dangerous goods.
- **Personal Protective Equipment (PPE)**
Refer to your organisations policies and procedures on the use of Personal Protective Equipment in the workplace.

The hierarchy of controls however may not be the only controls that you should consider putting in place to control associated risks. Other control measures that you may use in regards to associated risk may include:

- **Counselling/disciplinary processes**
Even though you train your employees to follow policy and procedure, it does not always guarantee that they will automatically follow procedure even if you do explain that they are breaching the law to do so. In some instances, you may not have a choice but to discipline and/or counsel the employee.

If you are not familiar with these procedures, take the time to learn your organisations procedures. Failure to follow your organisations procedures correctly may leave you open to litigation.



- **Housekeeping and storage**
If equipment and materials are not maintained or stored correctly, the chance of breakdowns and damage increase. This in turn will decrease your productivity and may expose your team to risks. For example; your sales team have an overhead projector that they borrow from stores and take out regularly to complete presentations to clients.

As the projector is never in the store and is handed from one representative to the next, the projector is never replaced in stores. Control of the projectors usage is maintained through emails. After missing several maintenance checks, the equipments electrical lead is damaged. A damaged wire can lead to the risk of electrocution.

➤ **WHS records maintenance and analysis**

The above example also gives rise to the identification of another problem. By missing regular maintenance, the level of risk will rise. Most organisations will have a maintenance schedule. This schedule will usually vary between States/Territories so make sure that if you travel between States/Territories that you are aware of the variances in each State/Territory.

These variances will change once the Commonwealth and State/Territory WHS authorities negotiate and agree upon a standard Act across all States/Territories.

➤ **Issue resolution**

When there is a conflict within a team, attention may stray from safety issues. The moment an issue arises, take steps to resolve the conflict to ensure that staff remains focused on the task of ensuring a safe workplace.

➤ **Workplace inspections including plant and equipment**

Workplace inspections can be completed internally or externally. External representatives have the right to enter your workplace to complete snap inspections. It is important that your organisation keeps up to date on inspections to ensure that the workplace equipment and plant is safe to use.

Most organisations will have procedures in place for the staff using the equipment and plant to inspect before they use and after they use the equipment. Regularly inspections of the equipment and plant should be completed by qualified personnel (Maintenance Schedule) to ensure that you are providing a safe work environment for your staff.



As changes are implemented in the workplace, it is important to be aware of the repercussions of the change. When you introduce change any form of change, you need to consider the effect that the change will have on the staff that are impacted by the change. For example, if you change a procedure at one point, it may have a positive impact on that area. However, in the next step of the process, that change may cause problems that will have a negative impact on productivity.

Change is implemented through a support system to inspire your team to embrace the change. One model of change is John Kotter's. The basic steps of this change is summarised as:

- 1) **Increase urgency** - inspire people to move, make objectives real and relevant.
- 2) **Build the guiding team** - get the right people in place with the right emotional commitment, and the right mix of skills and levels.
- 3) **Get the vision right** - get the team to establish a simple vision and strategy focus on emotional and creative aspects necessary to drive service and efficiency.
- 4) **Communicate for buy-in** - Involve as many people as possible, communicate the essentials, simply, and to appeal and respond to people's needs. De-clutter communications - make technology work for you rather than against.
- 5) **Empower actions** - Remove obstacles, enable constructive feedback and lots of support from leaders - reward and recognise progress and achievements.
- 6) **Create short-term wins** - Set aims that are easy to achieve - in bite-size chunks. Manageable numbers of initiatives. Finish current stages before starting new ones.
- 7) **Don't let up** - Foster and encourage determination and persistence - ongoing change - encourage ongoing progress reporting - highlight achieved and future milestones.
- 8) **Make change stick** - Reinforce the value of successful change via recruitment, promotion, and new change leaders. Weave change into culture.

If you would like to learn more about Kotter, go to URL Address:

<http://www.kotterinternational.com/KotterPrinciples.aspx>



It is important that you also consider the risk involved in planning, designing and evaluating risks.

Potential hazards should be identified, not only by the team, but also by:

- Supervisors
- Audits, such as independent, external, internal and job safety audits.
- Operational processes; and
- Trials of new ideas.

In the planning stage, you must identify any hazards that are present and then design steps to prevent and/or minimise the risk. Risks or hazards are a potential threat to your organisation as failure to identify them will leave you open to litigation for not meeting your duty of care to ensure that the employees work environment is safe.

The following information has been taken from how to Manage Work Health and Safety Risks Code of Practice that is being drafted. This was not approved at the time that this Manual was produced. However, the information contained within the Code was drawn from all States/Territories within Australia.

It is important that you take the time to learn how to perform risk assessments for the State/Territory that you reside in. The aim of this section is to provide you with a generic understanding of how to identify, assess and control risks in your workplace.



Common hazards can include:

Hazard	Potential harm
Manual tasks	Overexertion or repetitive movement can cause muscular strain
Working at height	Falling objects, falls, slips and trips of people can cause fractures, bruises, lacerations, dislocations, concussion, permanent injuries or death
Electricity	Potential ignition source. Exposure to live electrical wires can cause shock, burns or death from electrocution,
Machinery and equipment	Being hit by moving vehicles, or being caught by moving parts of machinery can cause fractures, bruises, lacerations, dislocations, permanent injuries or death
Hazardous chemicals	Chemicals such as acids, hydrocarbons, heavy metals and dusts such as asbestos and silica can cause respiratory illnesses, cancers, dermatitis
Extreme temperatures	Heat can cause burns, heat stroke, fatigue Cold can cause hypothermia, frost bite
Noise	Exposure to loud noise can cause permanent hearing damage
Radiation	Ultra violet, welding arc flashes, micro waves, lasers can cause burns, cancer, blindness
Biological	Viruses, bacteria, fungi can cause hepatitis, legionnaires' disease, Q fever, HIV/AIDS, allergies
Psychosocial hazards	Effects of work-related stress, bullying, violence and work-related fatigue

When identifying risk, you should make sure that the employee:

- Can perform their tasks safely
- Is supplied with appropriate tools and equipment are provided and maintained
- Does not take unsafe short cuts; and
- Ensures that changes that occur have not affected WHS.



Safety is for everyone. Even though you should walk around keeping an eye open for risks, you should also make sure that your team has an awareness of procedures to report and minimise the hazards and resultant risks in the workplace. Review information, records and workers to identify ongoing risks.

Information may be obtained from specialists, records can include accident/incident reports and workers who work in an area can assist you in resolving issues or by simply identifying possible causes of risk.

Some organisations develop checklists that aim at identifying risk. Once you have identified the risk, you need to assess it.

Assessing Risk

Assess associated risk once you have identified the hazards. This is the most demanding step. Risk assessment requires that you estimate the level of risk and then decide the order in which risk needs to be resolved. When you participate in the risk assessment process, you need to consider the:

- Equipment used
- The nature of the risk
- Number of employees involved in the process
- Level of exposure to the risk
- Required training; and
- The existing controls already in place.

Likelihood, consequences and the risk analysis matrix (Figures 1-3); and the hierarchy of controls should be utilised here. Let your trainer know if you need to review this process. One thing that you should note however is that many States/Territories will only use administrative and PPE controls:

- When no other control measures will work
- For a short term until a more effective way of controlling the risk is achieved; and
- To back up the higher levels of controls.

The development of controls is considered to exist in three levels of control including:

1. Choosing the best control measure

Do not introduce the hazard into the workplace. Try to achieve this at the planning stage of a product, process or in the place used. If you design the hazard out in the early stages, you will find that the costs will be lower.

2. Substitute the hazard

There are times when you must use a certain process to complete a task. For instance, you may be required to use a chemical as part of the processing of a product. There is no way to eliminate the hazard, but you could find another chemical that can perform the same task.

Isolate the risk.

This can be done by completely separating the people from the risk. For example, if there are no substitutes for the chemical above and you must use the product as part of the process so you cannot eliminate it then you should consider using remote processes to perform the required process.



Change equipment, workplace and work process (engineering controls)

This is not always possible. This always depends on what you are trying to change. For instance if you need to use a chemical as part of a process, engineering controls may only be relevant as far as adding chemical, however may be relevant as far as whether or not you are going to add equipment to assist in isolating the risk.

3. Administrative Controls

Administrative controls refer to changing procedures. If you have no other chemical that can perform a processing task for instance, and you do not have the funds to isolate the risk or using another product to perform the process, sometimes changing procedures is the only choice you have at controlling the risk.

Use PPE (Personal Protective Clothing)

Using protective clothing is the final resort and can include gloves, protective eye wear, ear plugs and coveralls.

Though it is preferable to choose the higher level of the hierarchy of controls to resolve a problem, there are instances where you have no choice to use a lower level of the hierarchy. The factors that will influence your use of different levels of the hierarchy can include:

- **Available funds** – There are times when the costs of changes will exceed the level of funds available. If a change is too expensive, then the organisation must consider another option.
- **Availability of the equipment** – Is the equipment readily available? Can it be made or be put in place safely?
- **Its suitability to the workplace** – You can recommend a change, but is it appropriate for the workplace. For example: If you recommend a robot to assist in the workplace, you need to consider the size of the equipment, its costs and whether it will fit in the area and whether it is appropriate.



When you make changes to the workplace, to operate effectively you should:

- **Develop work procedures**
Control measures need procedures so that all employees work consistently. Develop the appropriate steps, including safety issues and generate the changes as per your organisations policies and procedures
- **Provide your team with appropriate training, instruction and information**
Close the gap between what the team knows and what they should know. Give support to the team by providing the required level of training, instruction and information. Be clear, honest and safe.
- **Provide supervision**
When workers are inexperienced, a higher level of supervision is required. If not, you may only need to guide them and give them the tools and feedback to perform their tasks competently.

Once your controls are implemented and employees have been trained to the required level, evaluation should take place to ensure that your control measures:

- Are effective
- Safe to follow
- Are introduced safely
- Are reviewed to ensure that all hazards are identified
- Have not been superseded with new work methods, equipment or chemicals to make the process safer
- have been clearly communicate and taught to the workplace in terms of training and instruction
- have been accurately been understood so that workers are identifying and minimising risk; and
- Meet legislative requirements and that the severity and health of the workers has not changed beyond minimal risk.



To measure these control areas you can implement the following actions to ensure that they remain effective and include:

- Make team members accountable for health and safety – This means making sure that they have the resources required to keep their work area safe
- Regular review work procedures and consult with other team members both internal and external
- Effective communication by ensuring that all parties obtain regular feedback through open communication and encourage them
- Keeping information up to date including hazard information, risk assessments, training and competency.

Inadequacies in the existing controls should be addressed once the control measures to monitor specific hazards have been identified. An important issue in addressing the hierarchy of controls is the ability of the team to implement recommended changes within the capabilities of the required budget.

Compliance with the hierarchy assumes that there are sufficient resources to implement the safety procedures as required and that any inadequacy should be mapped back to the hierarchy of control.

When inadequacies are identified, review of the organisations procedures should be mapped back to the organisations hierarchy of control.

Other than the control measures that you put in place, further inadequacies can be identified through:

- Internal and external audits,
- Feedback from team members
- Feedback from staff
- Innovation
- Changes to WHS legislation
- Through the consultative process.

Even if the type of feedback is through unplanned contingencies, you should still consider the impact of the feedback and move to address it if the source of the feedback is credible. Document any and all changes you make to any of the problems identified. The most feasible change should be implemented and reasons why specific hierarchy controls are missed should be documented.

Changes that are introduced to a WHS cycle are intervention points. It is at these points that your organisation may need assistance to your organisation and those employed there. Different specialists will be able to assist with different interventions. For example, if changes to legislation require staff to be trained, you may require the services of a college or training organisation for employees to obtain the skills they require. In this instance there are two intervention points.

The first intervention point is the change of legislation. The second is the need to change for training. These changes aim to ensure that the workplace remains safe. Without the assistance of experts, incorrect decisions could be made the will have a negative impact on the organisation. Intervention points arise when an action is needed and the employer is unable to facilitate the change.

These changes may require expert WHS advice on:

Advice	WHS experts
Testing and analysis	WHS expert
Recruitment	Human Resource Expert
Medical and rehabilitation advice Worker Cover claims management advice occupational therapeutic advice occupational hygiene hazard identification	Medical practitioner
dangerous goods or chemical spill removal	Supplier
financial advice	Financial Expert
engineering advice	Engineer

Intervention and assistance may be required when:

- There is a lack of skill
- There is a lack of time
- There is a question that needs answering
- There are facts that need to be clarified.



All of the goals, objectives and actions that your organisation takes must stem from the organisation's strategic and tactical goals. For any WHS induction and training program to be effective, the goals of the training program need to match the organisation's objectives. To determine the needs of the organisation, a training needs analysis is required. The training needs analysis will ensure that actual training that is needed are completed.

Training needs analysis

When you perform a training needs analysis, you should cover:

- **The needs of the business** – What is the reason for the training?
- **Gap analysis** – what does the organisation want that they do not have now?
- **Assessment** – what are the current skills, knowledge and experience of the people or individual who may participate in the training?
- **Check point** – can the proposed training fill the gap?
- **Agree to training outcomes** – what are the objectives and outcomes required in the training and does the training meet the needs of the organisation?
- **Delivery methods** – what are the appropriate delivery methods to ensure that the team or individual obtains the required skills needed?



Training programs

Training programs may involve:

➤ **Enterprise based delivery**

This type of training is usually performed in-house by a trainer with the experience to deliver the required training. However, there may be times when the training needed is outside the scope of the experience of employees. This means that the enterprise may need to out-source training.

Provider based delivery

Once form of outsourced training includes sending trainees to TAFE or placing the trainee on a apprenticeship/traineeship. These programs can be:

- Fee for service
- Local, state and national curricula

➤ **School based delivery**

Delivery may need to occur in classrooms. There may be times when the trainee needs more information than you will be able to provide them with. Classroom training gives the trainee an opportunity to participate in group training.

➤ **Combination of the above**

You may also need to obtain permission from other personnel in your organisation for a member of your staff to participate in training. Consult with the human resource representative before to determine what training is available internally for your staff, including the use of training packages.

Once you have identified the training program(s) that meet your needs, you should also determine the training methods required for your team. The training methods that you can use to reach the operational goals are:

Demonstration

Trainees can show competence by showing the trainer their new skills. Demonstration can be used during a training session by:

- Telling** explaining and instructing in what needs to be done
- Showing** demonstrating the task that needs to be done.
- Doing** the trainees practicing the task that you have shown them.

Telling

When demonstrating a task to trainees, you should:

- Be clear
- Be concise
- Use logical steps
- Be brief and keep it simple
- Not use jargon
- Make sure everyone can hear everything you say.



Showing

When demonstrating a task, make sure that you:

- Perform the task at a normal speed to show the trainee the expected standard of service they are to work at
- Perform the task at a slow rate, being sure to highlight the main features of the task
- Ask trainees to demonstrate the steps involved in performing the task
- Offer any assistance that the trainee needs



- Give the trainee the opportunity to complete the task on their own.

When you demonstrate the task, ensure that:

- All trainees can see the demonstration clearly
- You follow a logical order each time you demonstrate the task
- You name all equipment and chemicals that you are using
- Highlight key points in the demonstration
- Invite all trainees to practice and
- Give the trainees feedback on their skill levels

Doing

When demonstrating the task, make sure that the learner has a chance to practice the task as many times as they need to become proficient.

Provide the trainee with ongoing feedback on their performance.

When the trainee is completing the task:

- Put them at ease if you can
- Provide feedback in an encouraging way. Make sure that you highlight the positive areas as well as the areas that need improvement
- Ask question to ensure that the trainee understands what they are doing
- Get the trainee to evaluate their own performance.
- Be prepared to get the trainee to repeat this process as much as the trainee needs so they can be comfortable with the training



Other training methods

Other training methods include:

- Discussion and debate
- Discussion groups
- Lecture presentation
- Problem solving and experimentation
- Role-playing
- Research
- Games
- Electronic media such as TV, video, and film



When you choose a training method, make sure that it is appropriate for the learners. For example, if you need to train employees on how to use equipment, research and lectures are inappropriate. Demonstration and observation and even role-playing would be more appropriate as they give the employee the chance to observe you using the equipment, and in turn gives the trainer the opportunity to gain hands on experience in using the equipment.

Many organisations use information systems such as databases to identify patterns in their WHS system. For instance, accident/incident reports will identify when an injury or disease becomes common or there is a sharp increase in the amount of injuries in an area, there is obviously a problem with the area that needs to be addressed.

Other forms of work health and safety record keeping may relate to:

- **Audit and inspection reports** – to identify faulty equipment
- **Workplace environmental monitoring records** – to identify increases in emissions, variances in exposure or changes that impact on the organisations operations.
- **Consultation** e.g. Meetings of health & safety committees, work group meeting agendas including WHS items and actions
- **Induction, instruction and training** – identifying whether the training is successful or breaching the gap between present and future desired skills
- **Manufacturers' and suppliers' information** including dangerous goods storage lists – for instance, why is there suddenly an increase in the amount of chemicals used in an area.
- **Hazardous substance registers** – what substances are present on the work site
- **Plant and equipment maintenance and testing reports** – is there a decrease in the amount of maintenance on faulty equipment since the organisation updated its procedures?
- **Workers compensation and rehabilitation records** – How much is workers compensation costing us? What are the variances in the rehabilitation of team members?
- **First aid/medical post records** – why is there a sudden increase in minor injuries in the administration office?



Once you identify a variance in the patterns of WHS records, you should implement your organisations procedures to identify the cause of the problem. Identifying the cause of the problem is one of the most important aspects of minimising risk. If you cannot identify the cause of the problem, then you will not have the ability to improve your system.

Once you have defined your problem, then you need to start the WHS process again to ensure the gap that has been identified is corrected.

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 measures.

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.



Monitor the effectiveness of control measures

When you monitor the effectiveness of control measures, it is helpful to ask the following questions:

Have the chosen control measures been implemented as planned?	Yes	No
Are the chosen control measures in place?	<input type="checkbox"/>	<input type="checkbox"/>
Are the measures being used?	<input type="checkbox"/>	<input type="checkbox"/>
Are the measures being used correctly?	<input type="checkbox"/>	<input type="checkbox"/>
Are the chosen control measures working?	Yes	No
Have any of the changes made to manage exposure to the assessed risks resulted in what was intended?	<input type="checkbox"/>	<input type="checkbox"/>
Has exposure to the assessed risks been eliminated or adequately reduced?	<input type="checkbox"/>	<input type="checkbox"/>
Are there any new problems?	Yes	No
Have the implemented control measures introduced any new problems?	<input type="checkbox"/>	<input type="checkbox"/>
Have the implemented control measures resulted in the worsening of any existing problems?	<input type="checkbox"/>	<input type="checkbox"/>
Comments		

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 and**

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 occupation health and safety legislation is not breached and fines allocated.

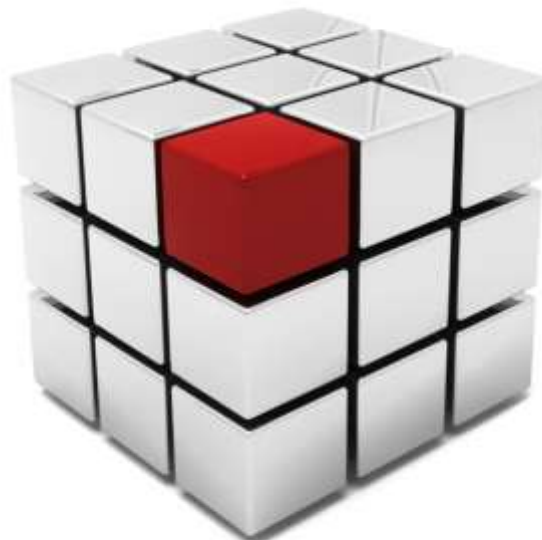
An organisation needs to demonstrate that they are continuously improving their processes, especially if they are registered with the International Standards Organisation (ISO 9000). ISO standards are geared towards helping organisations to meet the needs of their customers and stakeholders with the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



WHS system

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 organisation's 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 you ensure 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.

Employers have a “**duty of care**” to provide a safe work place and systems of work in consultation with their team and to keep their team informed about changes in WHS legislation.

The objective of the WH&S Act is to ensure that a safe workplace is created free from risk or illness or injury. For that end, compliance must be demonstrated in regards to:

- A Safety Management System
- Responsibilities and Accountabilities
- Consultation
- Risk Management
- Information, instructions and training
- Managing injuries
- Record-keeping
- Monitoring, review and improvement
- Resource management
- Corporate risk



If you are able to work through the document and tick yes the whole way through, then you are complying with current legislation. Care should be taken. This is not a once of process. Instead, as a manager, you are required to ensure that you continuously complying with the legislative system.