BSB 7.0

BSBWHS411

IMPLEMENT AND MONITOR WHS POLICIES, PROCEDURES AND PROGRAMS

Aspire
Learning Resources

BSBWHS411

Implement and monitor WHS policies, procedures and programs

Release 1

Learner Guide

Aspire Version 1.2

Aspire
Learning Resources

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Before you begin

This Learner Guide is based on the unit of competency *BSBWHS411 Implement and monitor WHS policies, procedures and programs*, Release 1. Your trainer or training organisation must give you information about this unit of competency as part of your training program. You can access the unit of competency and assessment requirements at:
www.training.gov.au.

How to work through this Learner Guide

This Learner Guide contains a number of features that will assist you in your learning. Your trainer will advise which parts of the Learner Guide you need to read, and which Practice Tasks and Learning Checkpoints you need to complete. The features of this Learner Guide are detailed in the following table.

Feature of the Learner Guide	How you can use each feature
Learning content	▪ Read each topic in this Learner Guide. If you come across content that is confusing, make a note and discuss it with your trainer. Your trainer is in the best position to offer assistance. It is very important that you take on some of the responsibility for the learning you will undertake.
Examples	▪ These highlight key learning points and provide realistic examples of workplace situations.
Practice Tasks	▪ Practice Tasks give you the opportunity to put your skills and knowledge into action. Your trainer will tell you which Practice Tasks to complete.
Summaries	▪ Key learning points are provided at the end of each topic.
Learning Checkpoints	▪ There is a Learning Checkpoint at the end of each topic. Your trainer will tell you which learning checkpoints to complete. These checkpoints give you an opportunity to check your progress and apply the skills and knowledge you have learnt.

Foundation skills

As you complete learning using this guide, you will be developing the foundation skills relevant for this unit. Foundation skills are the language, literacy and numeracy (LLN) skills and the employability skills required for participation in modern workplaces and contemporary life.

The following table provides definitions for each foundation skill.

Foundation skill area	Foundation skill description
Reading	▪ Interprets and analyses WHS laws and organisational texts
Writing	▪ Documents organisational WHS policies, procedures and programs according to WHS laws, using structure, layout and language suitable for audience ▪ Records WHS issues and actions taken according to reporting requirements ▪ Prepares and maintains required records using appropriate structure and vocabulary
Oral communication	▪ Provides WHS organisational information and advice using structure and language suitable for audience ▪ Uses questioning and active listening to clarify understanding
Navigate the world of work	▪ Adheres to legal and regulatory responsibilities, and organisational policies and procedures in relation to own WHS role and responsibilities ▪ Keeps up to date on changes to WHS laws, and related organisational policies and procedures relevant to own role
Interact with others	▪ Selects and uses appropriate conventions and protocols to facilitate consultation and provide feedback ▪ Initiates and contributes to facilitating consultative role: responding, explaining, clarifying and expanding on ideas and information as required ▪ Collaborates with others to achieve individual team member and team outcomes
Get the work done	▪ Uses combination of logical planning and intuitive understanding of context to identify relevant information and risks, and to identify and evaluate alternative strategies ▪ Uses decision-making processes: sets and clarifies goals, gathers information, and identifies and evaluates choices against a set of criteria ▪ Takes responsibility for reporting WHS risk control inadequacies ▪ Uses processes to monitor implementation of WHS organisational procedures

What do you already know?

Use the following table to identify what you may already know. This may assist you to work out what to focus on in your learning.

Topic	Key outcome	Rate your confidence in each section
Topic 1: Provide WHS information	1A Explain WHS laws	❑ Confident ❑ Basic understanding ❑ Not confident
	1B Provide information on WHS policies and programs	❑ Confident ❑ Basic understanding ❑ Not confident
	1C Inform the work team of hazards and outcomes of risk assessment	❑ Confident ❑ Basic understanding ❑ Not confident
Topic 2: Manage participation in WHS matters	2A Engage the work team in consultation processes	❑ Confident ❑ Basic understanding ❑ Not confident
	2B Manage issues raised through the consultation process	❑ Confident ❑ Basic understanding ❑ Not confident
Topic 3: Implement WHS training	3A Identify WHS training needs	❑ Confident ❑ Basic understanding ❑ Not confident
	3B Provide WHS training	❑ Confident ❑ Basic understanding ❑ Not confident
Topic 4: Implement and monitor procedures for hazard identification and risk control	4A Identify and report on hazards	❑ Confident ❑ Basic understanding ❑ Not confident
	4B Action reports to control risks	❑ Confident ❑ Basic understanding ❑ Not confident
	4C Manage inadequacies in risk controls	❑ Confident ❑ Basic understanding ❑ Not confident
Topic 5: Manage WHS records	5A Maintain WHS records	❑ Confident ❑ Basic understanding ❑ Not confident

Topic 1 | Provide WHS information

1A Explain WHS laws

1B Provide information on WHS policies and programs

1C Inform the work team of hazards and outcomes of risk assessment

1A Explain WHS laws

The WHS laws are designed to protect the health and safety of all people at work. The laws apply to all industry sectors across all states and territories in Australia.

One of your responsibilities as a supervisor is to explain the meaning of the legislation, and all relevant codes and regulations, to all team members.

Your communication must be appropriate for all team members; this will help ensure everybody understands their responsibilities and applies the legislation to their work role.

WHS legislation

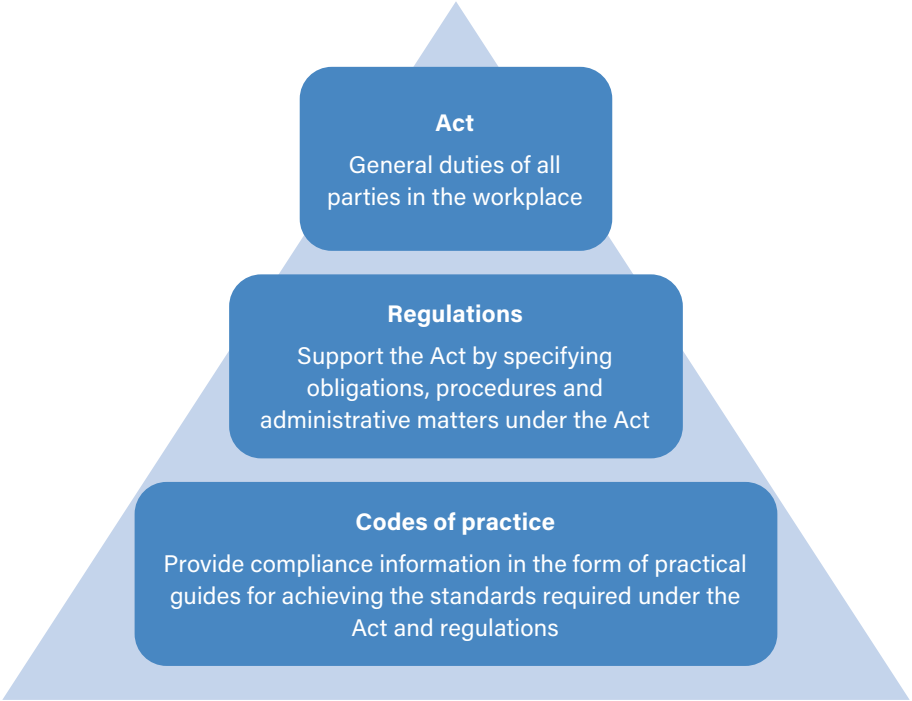
The model WHS laws commenced in January 2012 as part of the national harmonisation process, which aimed to bring Australia together under one uniform set of WHS laws.

Led by Safe Work Australia, the model *Work Health and Safety Act 2011* (Cth), the model *Work Health and Safety Regulations 2011* (Cth) and a set of model Codes of Practice were developed. At January 2020, all states and territories have adopted the model laws, except Western Australia and Victoria.

The harmonisation of WHS laws, according to the Explanatory Memorandum – Model Work Health and Safety Bill (Safe Work Australia, 2010), aimed to achieve the following:

- Protect the health and safety of workers.
- Improve safety outcomes in workplaces.
- Reduce compliance costs for business.
- Improve efficiency for WHS regulators.

The following diagram provides an overview of the relationship between the model WHS Acts, regulations and codes of practice.



The WHS Act

The WHS Act is the principle piece of legislation in the WHS framework in each state or territory.

The WHS Act describes the legal requirements for a safe and healthy workplace, in particular the requirements and duties of key parties in relation to work health and safety; it also outlines the penalties for non-compliance. Workers and other persons are given the highest level of protection against harm to their health, safety and welfare from hazards and risks arising from work.

The following table details the WHS Acts in each state and territory:

State/Territory	WHS legislation and regulator
Australian Capital Territory	*Work Health and Safety Act 2011* WorkSafe ACT
New South Wales	*Work Health and Safety Act 2011* SafeWork NSW
Northern Territory	*Work Health and Safety Act 2011* NT WorkSafe
Queensland	*Work Health and Safety Act 2011* WorkSafe Queensland
South Australia	*Work Health and Safety Act 2012* SafeWork SA
Tasmania	*Work Health and Safety Act 2012* WorkSafe Tasmania
Victoria	*Occupational Health and Safety Act 2004* (Vic) WorkSafe Victoria
Western Australia	*Occupational Safety and Health Act 1984* (WA) WorkSafe WA

The WHS Act in your state or territory describes the legal requirements for ensuring workplaces are safe and healthy. It provides the framework regarding:

- managing risks to health and safety, including risk assessment and control
- protecting people at work from injury and illness, including psychological injury
- protecting the health and safety of the public in workplaces
- consulting workers and encouraging participation in maintaining WHS, including the establishment of health and safety committees
- providing rehabilitation and maximum recovery for injured workers
- training in safe operating procedures
- procedures for workplace hazards
- identifying hazards
- emergency and evacuation procedures
- requirements for maintenance and confidentiality of records of occupational injury and disease.

WHS regulations

WHS regulations provide detailed information about WHS obligations and the duties that apply in relation to hazards and high-risk workplaces.

Regulations specify how some duties under the WHS Act must be met and the procedural or administrative processes that must be in place.

Regulations cover and provide information about:

- identifying hazards
- performing risk assessments for workplace hazards
- specifying controls and/or processes to minimise hazards
- representing and participating with workers on health and safety issues
- maintaining safe plant and structures
- monitoring hazardous work involving noise, hazardous tasks, confined spaces, risk of falls, demolition work, electrical work, etc.
- monitoring requirements for licencing and accreditation
- monitoring safety in construction work or mining
- monitoring safety when working with asbestos or hazardous materials and chemicals.

Codes of practice

Codes of practice address specific issues related to health and safety risks in the workplace.

Codes of practice provide detailed practical guidance on how to comply with requirements and obligations under acts and regulations. They are not regarded as mandatory law; however, they specify the minimum standards employers should follow – unless they prepare to implement a better standard.

Safe Work Australia developed model codes of practice detailing:

- how to safely remove asbestos
- WHS consultation, cooperation and coordination
- first aid in the workplace
- hazardous manual tasks.

It is also important to recognise that everyone in the workplace has the responsibility of duty of care. While aspects of WHS legislation may vary between states and territories, there are common legislative requirements under the duty of care principle.

Every person in the chain of supply has a general duty of care to:

- recognise the hazards on the worksite
- take reasonable steps to eliminate or minimise harm in the workplace.

Everyone in the workplace has the responsibility of duty of care for themselves and others impacted by the conduct of the business. More than one person can have the same WHS duty, however, duties cannot be transferred to another individual. The list of duty holders and their responsibilities is provided in the following table:

Duty holder	Responsibilities
PCBUs	Persons conducting a business or undertaking, such as an employer, corporation, association, partner in a partnership or sole trader.
Officers	Senior managers in a business who have the decision-making power to determine the direction a business takes on health and safety issues, such as a director, company secretary, chief executive officer or chief financial controller.
Workers	Any individual who carries out work for a PCBU such as an employee, independent contractor, work experience student or outworker.
Other persons	Other people in the workplace such as visitors, customers, WHS inspectors or members of the public.
Managers	People who are in charge of all operations carried out within a work site, such as a store, construction site or warehouse facility.

A key principle that underpins health and safety legislation is that everything **reasonably practicable** is done to make a workplace healthy and safe. Factors to consider include:

- the likelihood of exposure to harm due to a hazard or risk
- the severity of a possible injury
- employee knowledge about the hazard or risk and how to eliminate or minimise it
- the accessibility of measures to reduce hazards or risks
- the cost of eliminating or minimising the hazard or risk.

Persons conducting a business or undertaking

A person conducting a business or undertaking (PCBU) may be an employer, a corporation, a partner or a sole trader.

Designers, manufacturers, importers and suppliers of plant, structures or substances also fall under the business categories listed. They have a responsibility to make sure their products do not present a risk to health and safety when they are used in a workplace.

PCBUs have a duty to consult, cooperate and coordinate between duty holders. Within reason, they must:

- provide and maintain a safe working environment
- provide and maintain safe plant and structures
- provide and maintain safe systems of work
- ensure safe use, handling and storage of plant, structures and substances
- provide adequate facilities for the welfare of workers at work and access to facilities
- provide information, training, instruction or supervision
- monitor the health of workers and conditions in the workplace.

Officers

An officer is a senior manager in a business with the decision-making power to determine the business direction on health and safety issues.

An officer may be a director, secretary, chief executive officer or chief financial controller.

Officers must take reasonable steps to exercise due diligence; that is, to carry out their role with perseverance and care. Under the WHS Act, they must take reasonable steps to:

- update their knowledge of WHS
- understand business operations and associated hazards and risks
- establish processes for receiving and responding to information
- allocate appropriate resources to eliminate or minimise risk
- establish processes for monitoring the business's compliance with WHS.

Managers of a workplace

A manager of a workplace is a person who has control or influence over a specific area of the business – not the whole business.

A manager must ensure, so far as is reasonably practicable, that all work conducted within the site is committed to upholding the health and safety of all persons admitted into the workplace. This includes maintaining safe entry and exit points and preserving incident sites to ensure a thorough investigation can be conducted.

Examples of managers include a:

- Store or Site Manager
- School Principal
- Project Manager
- Practice Manager.

Workers

A worker is any individual who carries out work for a PCBU.

Workers include employees, independent contractors, outworkers (home-based workers), apprentices, work experience students, trainees and volunteers who work in an employment-like setting. A worker's duty of care involves:

- taking reasonable care of their own safety
- cooperating with any reasonable policy or procedure that relates to WHS
- complying with any reasonable instruction given by the PCBU
- taking reasonable care to make sure their conduct does not adversely affect the safety of others.

Other people at a workplace

There are many other types of people that might frequent a workplace.

Other people at a workplace include:

- visitors
- customers
- a WHS inspector on a visit
- people walking past a construction site.

Like workers, these other people must take reasonable care for their own health and safety, the health and safety of others, and comply with any reasonable instruction given by a PCBU.

The role of supervisor, team leader or manager

Your role as a supervisor, team leader or frontline manager is fundamental in supporting the WHS requirements of your organisation.

Although managers and supervisors are not specifically mentioned as duty holders in the model WHS laws, their responsibilities fall within the requirements of workers (Section 28 of the model WHS Act) and PCBUs (section 19 of the model WHS Act).

The specific responsibilities of managers and supervisors are outlined in the following table:

Legal obligations	▪ Provide information to team members about WHS policies, procedures and programs. ▪ Ensure consultation occurs. ▪ Implement and monitor procedures for identifying hazards and assessing and controlling risks. ▪ Ensure procedures for hazard and injury reporting are implemented and recorded.
Required skills	▪ Analyse and solve problems arising from identification of risks and hazards. ▪ Coach and guide team members. ▪ Interpret and apply WHS policy, procedures and programs to your work team.
Knowledge you need	▪ Identify relevant WHS Acts, regulations and codes of practice ▪ Understand organisational policy and procedures ▪ Be able to use participative arrangements effectively. ▪ Know the overall WHS responsibilities, duties and obligations of workers

Communicating WHS information

It is critical that managers and supervisors communicate effectively with team members to explain the relevant provisions of WHS Acts, regulations and codes of practice.

When you communicate WHS information with your team, ensure you adapt your communication to reflect the team's diversity and needs. English may not be the first language of all workers, and it is vital that any signage or communication methods are adapted appropriately. Language, literacy and learning disabilities must be considered when designing communications, signage and guidelines. It is integral to present information in an appropriate manner that is easy for all to understand.

WHS information and requirements needs to be made available to workers at all times of their working shifts, including those working remotely or on rotating rosters with irregular hours.

Effective communication should initially involve a verbal explanation in either a one-on-one or group-based training forum, such as an induction program. This allows for the requirements and details to be openly discussed, for questions to be answered and for you to explain any concerns.

You may like to use:

- health and safety representatives and committees
- email updates
- refresher training courses
- weekly team meetings
- toolbox talks
- daily text messages for off-site workers
- regular workshops
- messages on bulletin boards
- ad-hoc verbal methods.

Practice Task 1

Question 1

Draw a line to match each term to its correct description.

» Codes of practice	» Specifies the general duties of all parties in the workplace.
» Regulations	» Provides compliance information in the form of practical guides for achieving the standards required under the Act and regulations.
» Act	» Supports the Act by specifying obligations, procedures and administrative matters under the Act.

Question 2

Which of the following are practical examples of WHS regulations? Tick all that apply.

- ◯ Performing risk assessments for workplace hazards
- ◯ Employee annual performance reviews
- ◯ Maintaining safe plant and structures
- ◯ Monitoring hazardous work involving noise, hazardous tasks, confined spaces, risk of falls, demolition work or electrical safety
- ◯ Monitoring requirements for licencing and accreditation
- ◯ Performing daily bank reconciliations

Question 3

Why is it important for managers and supervisors to effectively communicate the provisions of WHS Acts, regulations and codes of practice to workers?

1B Provide information on WHS policies and programs

As the leader of a work team, you should be constantly looking for ways to provide accurate and relevant information to your work team on WHS matters.

WHS policies, procedures and programs explain the internal rules and regulations for the workplace. They contain the expectations and responsibilities every person must follow to comply with the requirements of the WHS laws.

Explain WHS policies and programs

WHS policies, procedures and programs provide the workforce with important information about how to work safely.

WHS policies are the driver for reducing health and safety incidents in the workplace. A policy is an official statement of intent from the employer or senior management team that shows that the organisation has made a commitment to the health and safety of all individuals impacted by the business' operations.

Under the WHS law, every workplace needs to have a detailed WHS policy that sets out safe work procedures for workers to access and understand. These documents should be based on the latest WHS laws, relevant to the state or territory that the employer is based within. This will help minimise incidents in the workplace.

WHS policies

WHS Policies aim to show an organisations objective's in clear and simple terms.

WHS policies outline how management will achieve workplace safety, along with the specific responsibilities of the PCBU and the organisation's officers, management and workers.

A WHS policy may include the following information:

Statement
A statement committing the organisation to providing a safe and healthy working environment.
Objectives
Objectives of the policy, including how health and safety will be integrated into all organisational activities.
Strategies
Strategies (procedures) the organisation will use to achieve its WHS objectives, such as: ▪ emergency evacuation procedures ▪ WHS audits ▪ reporting accidents ▪ reporting incidents and near misses.
Roles and responsibilities
Roles and responsibilities of key positions such as the officers, managers and supervisors with specific accountability for implementing health and safety practices and procedures.
Function
The function of the health and safety committee and its commitment to consultation and cooperation between management and workers.
Review process
The review process for assessing the policy's effectiveness, stating a commitment to regularly monitoring and reviewing the policy to ensure health and safety in the workplace.

WHS policies cover all areas of the work environment that impacts the health and safety of workers.

The following table outlines some examples of WHS policies:

Risk management
▪ Every workplace has its own hazards and risks that are unique to the nature of work, size, workforce composition, structure and industry in which it operates. ▪ Organisational risk management policies and procedures will outline how to: – identify and report hazards – assess risks for each hazard – identify suitable controls – implement controls to eliminate or minimise risks – monitor and review hazards, risks and controls.

Emergency response
▪ An emergency is a situation that is dangerous; people may be injured, or property may be damaged. ▪ Emergencies include fires, bomb threats, gas leaks, sudden illness and floods. ▪ The types of immediate responses may include: – extinguishing a fire – issuing personal protective equipment (PPE) to people affected by the emergency – shutting down equipment and machinery – turning off the water, gas or electricity supply at the source – contacting emergency services – raising the emergency alarm – restricting access to affected areas – advising occupants or the public to move to a safer location.
Emergency evacuation
▪ Emergency evacuation policies and procedures aim to make sure that the building occupants are safe. ▪ Procedures explain how occupants must evacuate the building in an emergency. ▪ Make sure you are familiar with your organisation's policy and procedures. ▪ Procedures for evacuation depend on the environment in which you work.
Incident investigation
▪ Following a workplace incident (including a near miss, injury, illness or fatality), a formal investigation must take place to identify and address the causes. ▪ The primary goal of an incident investigation is to prevent a similar issue from occurring. ▪ Incident investigation policies and procedures include: – inspecting the hazards associated with the task or work area to gather more information – consulting workers – conducting a risk assessment – implementing or recommending appropriate controls – reporting the outcomes of the investigation process.

Incident and hazard reporting
▪ Whenever you identify issues, such as incidents or hazards, you will have to follow your organisation's policy and procedures for reporting them. ▪ This could be done verbally or in writing (e.g. by filling in a form or notifying relevant personnel). ▪ Reports require: – the nature of the hazard/incident – the location of the hazard/incident – suggested corrective action – any actions taken to manage the incident/hazard – the key people involved.
Issue resolution
▪ Workers must be involved in WHS matters that impact on their health and safety. – They must be given a reasonable opportunity to provide input on hazards, risks as well as measures to minimise both. ▪ Workers' views must be considered when making decisions about how to resolve WHS issues. ▪ They must be provided timely feedback about any issues and suggestions; they must also be allowed to participate in the issue resolution process.

WHS procedures

WHS procedures are written to support the standards and expectations detailed in a workplace's WHS policies.

They are more detailed instructions developed to ensure everyone works safely and effectively and can often be followed as a step-by-step guide. Procedures contain information regarding:

- selecting, using and storing personal protective equipment (PPE)
- personal presentation and workstation set-up
- standard safety precautions and housekeeping
- safe handling of chemicals, poisons and dangerous materials (including safety data sheets)
- emergency and fire drills
- implementing hazard identification and control systems
- manual handling
- staff development and training programs
- waste management
- emergency contact numbers, including local doctors and hospitals
- WHS personnel
- the location of first-aid equipment.

WHS programs

Every organisation is required to have in place WHS programs to meet their legislative and duty of care requirements.

A WHS program generally includes a range of actions that address specific work health and safety hazards and risks across the organisation. These include:

- biological health monitoring
- air quality and environmental testing
- general worker health and wellbeing
- measures and initiatives for health and safety prevention
- training and education for new and existing workers
- hazard identification and risk control
- consultation arrangements
- monitoring and review mechanisms.

Explain WHS requirements to workers

The foundation for good WHS performance is effective communication.

Often, programs are written with good intentions; however, they often aren't communicated or enforced within the workplace properly, making them ineffective.

A WHS policy is intended to be the driving force behind the WHS management system – in particular, the culture and standards of behaviour. But if workers aren't aware of their responsibilities under the WHS laws, they will fail to meet their employer's expectations. After all, workers need to be informed to ensure they correctly:

- follow instructions and perform tasks safely
- identify the hazards associated with performing work tasks
- support all WHS initiatives, including programs and safety controls.

Effective communication skills

Effective communication means explaining information in a way that the other party can easily understand.

As a leader of a work team, you will have opportunities to explain WHS information to team members and colleagues using meetings, email, telephone and face-to-face discussions.

You should commit to having a two-way discussion, whereby each person is encouraged to ask questions and listen to clarify the information being presented.

When explaining WHS matters to others, use the following communication techniques to ensure the information you provide is relevant, accurate and understandable:

- Avoid legal jargon and complicated terms.
- Use language that the individual worker will understand.
- Explain the WHS requirements in positive terms.
- Don't overload workers with complicated and lengthy written information.
- Allow time for workers to read information about WHS matters.
- Consider the needs of workers with a limited understanding of English.
- Use written means for larger amounts of information.
- Ask for the worker's feedback to ensure understanding.
- Provide follow-up support to ensure the worker can use the information in their job.
- Where possible, provide a written explanation to support your verbal communication.

Ensure WHS information is accessible

It is the duty of team leaders, managers and supervisors to be familiar with the methods used to store information to ensure all workers can access the relevant WHS material.

Policies and procedures must be available in an appropriate format for workers. Many workplaces organise their WHS policies and procedures using electronic or hard copy systems. Electronic copies may be appropriate for workers who have computer access; but some employees may have limited internet access. As a supervisor, you must ensure all workers have access to information via all channels.

WHS legislation documents are detailed and extensive. You may choose to reproduce a specific section and display it on a noticeboard; otherwise, you might email the section or place physical copies around the workplace for circulation.

Disseminate WHS policies and procedures

All workers must be informed of an organisation's WHS policies and procedures.

Whether in hard-copy or digital format, you must ensure the WHS manual is in a prominent and accessible location for all workers. If the information is in electronic format, ensure all workers have access and know where the files are located.

WHS information can be communicated through a number of methods.

Meetings
▪ WHS information may be addressed at staff meetings. ▪ Make sure you have the time and ability to answer questions; you may also prefer to invite a guest speaker with expertise in a particular area to speak in your workplace. ▪ Be aware of workers who are from culturally and linguistically diverse (CALD) backgrounds or speak English as a second language (ESL). ▪ You must ensure all workers understand the WHS procedures that are relevant to their workplace and tasks.
Demonstrations
▪ A demonstration is an effective method of showing workers the appropriate method of completing a task. ▪ Supporting documents reinforce the message of the demonstration. ▪ Engage your audience and encourage them to ask questions. ▪ Make sure they understand the WHS issue and what their responsibilities are.
Newsletters
▪ Company newsletters may be used to promote WHS issues. However, you must be certain the newsletter is distributed to all workers.
Visual methods
▪ Posters may be an effective way to depict a specific WHS procedure. ▪ Symbols or icons can help relay a message, but only if they are clear, concise and readily recognisable. ▪ Posters and signage are useful for reminding workers of the risks and hazards in the work area.
Induction sessions
▪ New employees must be given WHS policy and procedure information that is relevant to their workplace and duties; this should be part of the induction process. ▪ The resources provided must be in a format that all workers can understand.

Example

WHS Policy

Nimbus Enterprises is committed to providing a safe working environment for all workers in accordance with its legislative obligation. Prompt attention to unhealthy or dangerous situations is a demonstration of this commitment.

All workers have a responsibility for work health and safety (WHS) in the workplace.

Training in and communication of health and safety practices and procedures will be provided to all workers.

The WHS Officer at Nimbus Enterprises is Gordon Teknetik

Health and safety representatives will be appointed according to state/territory legislation. Health and safety representatives shall have the authority divested by state legislation.

Nimbus is committed to regular consultation about WHS with staff and their representatives and, where necessary, with contractors and suppliers of equipment and services, to ensure that workplace health and safety management is of the highest standard.

Nimbus has a comprehensive range of strategies and programs available to staff to support their health, safety and wellbeing and the return to work of ill or injured staff, including ensuring training and instruction is provided to staff commensurate with their roles and responsibilities to enable them to comply with this policy.

First-aid attendant

Workers shall be invited by the Managing Director-Business Operations to undertake the role of first-aid attendants. Workers have the right to refuse. Selected workers shall be required to obtain the relevant first-aid certificate to perform the role of first-aid attendants. The company will arrange this.

First-aid kits shall be supplied and maintained. The kits shall be kept in a secure place that is accessible in times of need.

Emergency evacuation procedure

An emergency evacuation procedure shall be developed by consultation between health and safety representatives and the department managers and in conjunction with relevant managing directors. Workers shall abide this emergency procedure.

The emergency procedure shall be applied from time to time to ascertain its effectiveness.

WHS audit

Regular WHS audits shall be conducted to identify potential hazards. These audits are to take place at least annually, with additional audits to be scheduled if there are office/site restructures. The results of the audit shall form the basis of the WHS strategy.

Actions arising from the audit shall be recorded in the audit file and reported to the Managing Director – Business Operations.

WHS Policy (continued)

Reporting safety hazards/defects

Safety hazards/defects are to be reported to the workers' immediate manager. That manager is responsible for preparing a preliminary report and forwarding it to the Managing Director – Business Operations for appropriate action.

Reporting incidents

Incidents are defined as any event that causes injury, potential injury or may be classified as a 'near miss'. All incidents shall be recorded in the WHS issue register, which must be readily accessible.

This procedure does not supersede any requirements under the workers compensation legislation in any state or territory for workers to complete an accident report.

Smoke-free

In recognition of its duty to provide a safe and healthy environment for its workers and visitors, Nimbus Enterprises designates its workplace as a smoke-free environment. Smoking is not permitted in any of the offices, corridors, lifts, lobbies, stairwells or toilets of any Nimbus work environments.

Example

Safe work procedure

The following table includes an example of a safe work procedure for the supply of hazardous substances and the use of safety data sheets (SDSs):

Hazardous substances and safety data sheets	
Purpose	SDSs provide information on handling hazardous substances safely. It is vital that all workers know the procedures, potential health effects and associated safety precautions.
Responsible person	Any person requesting the supply of a hazardous substance that has not previously been ordered and/or used within the workplace.
Access	Freely available to any worker via the central computer system (SDS database); it must also be located near the hazard; for example, in the lunch room where detergents and other chemicals may be kept for cleaning.
Purchase of hazardous substances	Request the supply of the SDS at the time of purchasing a hazardous substance. If the SDS does not accompany the delivery of the substance: ▪ contact the supplier immediately ▪ access the SDS on the supplier website (if available) ▪ quarantine the substance – it is not to be used until a current SDS is on site.
Currency	Check the currency of SDSs stored on site every two years and ask suppliers to supply up-to-date SDSs.
Supervision and training	Training and information consistent with the information and advice provided by the SDS will be provided to workers using a hazardous substance before they begin working with it.

Practice Task 2

Question 1

Draw a line to match each term on the left to its correct description on the right.

» WHS Procedures	» These outline how management will achieve workplace safety – along with the specific responsibilities of the PCBU and the organisation's officers, management and workers.
» WHS Programs	» Detailed, step-by-step instructions developed to ensure everyone works safely and effectively.
» WHS Policies	» Elements that include a range of actions that address specific work health and safety hazards and risks across the organisation.

Question 2

Which of the following are WHS policy areas that you need to communicate to team members? Tick all that apply.

- ◯ Risk management
- ◯ Customer service
- ◯ Incident reporting
- ◯ Hazard reporting
- ◯ Emergency evacuation

Question 3

List at least five ways you can make WHS information readily accessible to your work team.

1C Inform the work team of hazards and outcomes of risk assessments

Communicating hazards and the outcomes of risk assessments supports an organisation's WHS policies and contributes toward a safer working environment.

Every workplace has unique hazards and risks that are relevant to the nature of an organisation's work, size, composition, structure and industry. As a leader, you have the responsibility to monitor and maintain the safety of your immediate work environment, so far as is reasonably practicable. This forms a key part of your duty of care.

Under WHS legislation, workers must be informed of the hazards and risks that may impact on their personal health and safety and be involved in the risk assessment process. You will have opportunities to inform your team about the potential hazards and risks that can impact their health and safety.

WHS hazards and risks

The term hazard refers to a source of danger; a risk implies the likelihood of a hazard causing harm.

For every hazard there are risks. The term risk refers to the likelihood and consequence of harm that may result if a person encounters a hazard. For example, if a person attempts to use a kettle which has a faulty electrical cord, there is a high risk that they may become electrocuted, resulting in a serious injury or fatality.

The WHS legislation requires that all duty holders have a duty of care to:

- eliminate risks to health and safety so far as is reasonably practicable
- take reasonable steps to reduce or eliminate causes of harm.

Hazard identification

Anything that may cause injury or ill health to anyone in your workplace is a hazard.

For every hazard, there is a risk of injury or ill health. An organisation's WHS policy, procedures and hazard management programs will include a systematic approach aimed at identifying hazards, then eliminating or minimising associated risks.

Hazards may arise from:

- worker behaviour – such as mistakes, negligence or intentional acts of harm
- equipment and substances used in the workplace, and the specific work environment
- ineffective management systems and procedures
- poor work practices
- poorly trained workers
- inattentive managers
- poorly maintained equipment.

Team members will have many opportunities to identify hazards within their work areas.

The most important way to identify hazards in the workplace is involves providing frequent updates of the dangers in a worker's immediate working environment. If people are aware issues, they can work in a manner than mitigates hazards.

Hazards may be identified through:

- scheduled workplace inspections
- team hazard hunts
- reviewing hazard and incident reports
- carrying out pre-start checks on equipment and technology
- discussing safety issues with team members.

Example

Hazards in the workplace

Workplace feature	Example hazard
Surfaces	Wet floor
Electrical	Frayed electrical cords, incorrectly wired equipment, poorly maintained equipment, etc.
Knives and box cutters	Poorly trained staff
Heavy items	Poor manual-handling techniques
Obstacles	Fraying or lifted carpet, items stored in the wrong place
Chemicals	Incorrectly labelled or stored, lack of safety data sheet (SDS) or appropriate PPE
Lighting	Poor lighting
Operating machinery	Inadequate machine guards
Airborne contaminants	Asbestos
Training	Insufficient induction or on-the-job training
Clothing	Restricted movement, slippery soles on shoes, loose-fitting gloves, etc.
Work practices	Shift work may lead to fatigue-related hazards
Imaging equipment in a medical centre	Risk of exposure to chemicals and radiation
Manual handling	Medical staff lifting patients

Risk assessment

The first step in implementing a risk management process is hazard identification; the next step is to assess the risk it poses.

Under WHS laws, workers must be consulted during both the hazard identification and risk assessment process.

Because workers inadvertently expose themselves to hazards frequently, they can provide valuable input with management and other WHS specialists to determine the likelihood an incident may occur and its corollary harm.

Risk assessments involve:

- discussing a worker's exposure to a hazard
- working out the likelihood a hazard will cause harm
- discussing how many people are exposed to the hazard
- working out the severity of injury a hazard could cause
- finding the most appropriate method for managing a risk.

Example

Risk assessment checklist

Organisations often develop checklists that suit their specific needs to help with the risk assessment process. The following table is an example of one you might encounter during your working life:

Risk assessment checklist					
Hazard	Who is at risk	How often	High risk	Medium risk	Low risk
Stacking boxes on high shelves	Administration assistant	Weekly	√		
Frayed carpet in the reception area	Customers and receptionist	Daily		√	
Changing toner on photocopier	Office assistant	Irregularly			√

Communicating hazard and risk Information

Good communication ensures workers are informed about the identification and assessment of risks and hazards.

As a leader, you must inform your team of:

- the hazards and risks within their immediate work area
- the outcomes of the risk assessment process
- proposed risk controls to manage the identified hazards
- outcomes of the monitoring and review process.

This information should be regularly communicated to new and existing workers through structured and informal consultation processes.

Communication is fundamental to all aspects of a workers' job role – not just health and safety. After all, without quality information, workers cannot fulfil their core job tasks and legal obligations.

The model WHS laws place a large emphasis on worker consultation, communication. It is integral that all leaders provide relevant health and safety information, instruction and training to workers:

- PCBUs must provide detailed information, instruction and training to workers so they can work safely.
- All information, instruction and training provided to workers must regard the nature and risks of the work carried
- Control measures must be enacted so all workers understand their duties; be sure to consider disabilities, impairments, language barriers and physical access restrictions.
- Relevant information about health and safety matters must be shared with workers; workers must be advised of the outcome of any contributions put forward to the PCBU.
- You must provide workers with reasonable opportunities to give input about matters that impacts their health and safety.
- Workers' contributions be considered when making decisions about how to manage WHS hazards and risks.

Meetings

Information about hazards and the results of risk assessments may be addressed at meetings as part of a regular commitment to workplace health and safety.

Before conducting a meeting, ensure you have relevant and complete information to inform the work team. It is also vital that you communicate information using methods that promote understanding in manner suitable to the group you address.

You may choose to present information in the form of handouts or notes – these provide detailed information and instructions for the group that can be referenced as needed. You may invite a WHS expert to speak with the group to ensure workers are fully informed of hazards and their implications in the workplace. Always make sure your work team feels comfortable to ask questions about anything needing clarification.

Bulletins and noticeboards

Information bulletins and noticeboards enable you to display information in the workplace or via internal communication channels.

If your organisation employs remote workers, you must ensure they are included in all communications about hazards and risk assessments. This may be achieved via direct communication with individuals or appropriate conferencing technology.

Remember, informing work teams regularly about hazards and the results of risk assessments is critical to maintaining WHS compliance in the workplace.

Example

Hazard identification and risk assessment process

Jennifer is an office manager at a medium sized plumbing company. She manages a small team of four staff who complete a range of low-risk administrative tasks, such as fielding customer queries and creating sales reports.

Jennifer runs weekly team meetings which include safety on the agenda. This week, she has prepared a short presentation about the hazard identification and risk assessment process; she hopes this reiterate the types of dangers in the workplace and how her team can assess them.

Before the meeting, Jennifer emailed each team member to ask for their feedback concerning a hazard their work duties expose them to. This introduces numerous healthy discussion points into the meeting, including how to assess each hazard to determine the likelihood and consequence of harm.

Practice Task 3

Question 1

How can you implement effective communication skills when explaining WHS requirements? Tick all that apply.

- ◯ Use legal jargon.
- ◯ For larger amounts of information, speak with smaller groups.
- ◯ Ask workers for feedback to ensure understanding.
- ◯ Don't overload workers with complicated and lengthy written information.
- ◯ Consider the needs of workers with a limited understanding of English.

Question 2

Explain the difference between hazards and risks.

Question 3

Select true or false.

Hazard identification and risk assessment outcomes should only be shared with employees at weekly team meetings and face to face. » True » False

Question 4

Select true or false.

Explaining organisational WHS policies, procedures, programs and legislative requirements effectively involves two-way discussion.

» True » False

Question 5

Select true or false.

A team meeting would be the best mode of communication for presenting a large amount of WHS information.

» True » False

Summary

- All workers must be made aware of key aspects of the WHS laws, including the principal act, regulations and codes of practice relevant to their role in their workplace.
- There are common legislative requirements and obligations under the duty of care principle.
- Everyone in the workplace has a duty of care to ensure hazards and risks are managed so far as is reasonably practicable.
- Organisations develop WHS policies, procedures and programs; managers and supervisors are responsible for explaining these requirements to workers.
- Information needs to be regularly provided to work teams about the hazards that have been identified; outcomes concerning risk assessments also must be communicated to workers.
- Communication about WHS must be structured in a way that ensures all people in the workplace can easily understand the information being presented

Learning Checkpoint 1
Provide WHS information

Part A

1. Draw a line and match the beginning of each sentence about WHS responsibilities in the workplace to the correct ending.

» So far as is reasonably practicable, the PCBU must	» stay up to date with the business operations as well as the hazards and risks associated with business practices.
» Under the model WHS laws, Officers must	» use all machinery, materials, tools and equipment safely and care for the equipment supplied by their employer.
» Visitors to the workplace must	» ensure the health and safety of workers and other persons who may be affected by work carried out as part of the business or undertaking.
» Workers in the business services industry must	» follow any instructions from the PCBU, employer, supervisor and WHS person, including any safety signage that is placed around the site.

2. What WHS information must you communicate to your workers regularly? Tick all that apply.

- ◯ Hazards and risks within the immediate work area
- ◯ Personal details from incident reports
- ◯ The outcomes of risk assessment processes
- ◯ Proposed risk controls to manage hazards
- ◯ Outcomes of monitoring and review processes
- ◯ Physical and mental disabilities of other workers

3. What are some examples of worker limitations and special needs you must consider when communicating WHS information? Provide at least five examples.

Part B

Read the case study, and then answer the questions that follow.

Case study

Alvin is the office manager in the human resources department of a large professional services organisation.

He and his team is responsible for scheduling appointments for staff and management, entering information into the computing systems, ordering stationery and collating reports for the supervisors. Alvin also provides WHS support to his team, including running induction programs, facilitating WHS meetings and providing day-to-day training and coaching support.

As part of the induction training, new employees are provided with an introduction to the WHS laws as well as workplace policies and procedures of the department. Alvin explains that the organisation values the health and safety of all workers; he also reiterates that everybody has a duty to contributing to a safe work environment.

During training, Alvin teaches workers about the PCBU's duties, employees' responsibilities and senior managers' (officers) responsibilities during the training. Workers are required to follow the organisation's policies and procedures to help contribute to a safe workplace.

In addition, workers are taught that their duties include reporting hazards, carrying out regular safety checks of office equipment and attending monthly team meetings to discuss WHS matters.

1. How is the PCBU meeting their duties under the WHS laws? Tick all that apply to this scenario.

- ◯ Encourage worker participation and consultation at monthly team meetings
- ◯ Ensure fair and equal treatment of workers by providing everyone with equal access to training

- ◯ Ensure workers understand their legal duties under the WHS laws and have opportunities to raise issues about safety matters
- ◯ Provide sufficient training and information about safe working requirements
- ◯ Provide instructions and information to workers about workplace policies and procedures, including consultation processes
- ◯ Encourage workers to meet weekly and monthly sales targets

2. What are the workers' duties under the WHS laws? Tick all that apply to this scenario.

- ◯ Following all reasonable instructions as well as workplace policies and procedures
- ◯ Reporting all hazards
- ◯ Advising others of their responsibility to take care of all hazards and risks in the workplace
- ◯ Working in a way that doesn't cause harm to all workers

3. How can Alvin ensure he presents WHS policies, procedures and programs to workers effectively at the monthly team meeting? List at least four key considerations.

Topic 2 | Manage participation in WHS matters

2A Engage the work team in consultation processes

2B Manage issues raised through the consultation process

2A Engage the work team in consultation processes

In simple terms, consultation means engaging with workers to voice their ideas and concerns relating to work health and safety matters.

Consultation is a major part of an effective WHS management system that adheres to each states' legal framework. Managers and PCBUs are responsible for considering workers' opinions and sharing insight into improving the health and safety standards of the workplace.

From an employer's point of view, involving workers in health and safety matters not only encourages good communication, prompt identification of hazards and active participation in WHS matters, but it is a legal requirement under the WHS Act.

Nature of consultation

Consultation involves two-way communication on a range of health and safety matters.

PCBUs must share work health and safety information with their workers and provide opportunities for both parties to respond to and contribute to work health and safety issues that affect them. It is important to note that consultation does involve the PCBU strictly dictating to workers their obligations. Although these are legal obligations under other sections of the Act, it is not regarded as effective consultation.

The Model Code of Practice *Work Health and Safety Consultation Co-operation and Co-ordination* states that for consultation to be effective, four key elements must exist:

- Talk with each other about health and safety matters.
- Listen to each other's concerns.
- Seek and share views and information.
- Consider what the other party says before making decisions.

Consultation is an important step in achieving incident prevention, hazard management and employee engagement.

If workers are encouraged to contribute their suggestions into making the workplace safer – the procedures, equipment and systems that are put in place are more likely to be supported. This means fewer incidents and improved management of workplace hazards and risks.

Effective consultation provides:

- better insights into hazards, risks and appropriate controls
- improved flow of information
- increased employee engagement and morale
- greater safety culture
- workers with the feeling of being valued
- greater teamwork within front-line groups.

WHS parties

Effective WHS consultation processes involve several key people committed to making safety a priority.

Since every workplace is different, the parties involved in consultation will vary. The following table explains the key parties involved in WHS consultation processes.

Key party	Description and role
Health and Safety Representatives (HSRs)	▪ HSRs represent members of their work group in health and safety matters and have a range of powers to fulfil these duties.
Health and Safety Committee Members (HSCs)	▪ An HSC is used to bridge the gap between workers and PCBUs on work health and safety issues. ▪ HSCs ensure workers and PCBUs meet regularly and work together to improve work health and safety performance. ▪ Unlike HSRs, committees have no legal powers under the WHS Act.
Front-line workers	▪ Workers include any paid or unpaid employee or contractor on any type of employment arrangement. ▪ Front-line workers are the people who are involved in the different day-to-day operational tasks; therefore, they have the greatest level of insight into WHS issues.
Managers and supervisors	▪ Workers are trained, coordinated and lead by management and supervisory teams. ▪ These people are responsible for implementing the safe work procedures and controls and ensuring daily compliance with the WHS systems of the PCBU.

Key party	Description and role
Union Representatives	▪ Workers in high risk industries are often associated with a union. ▪ Every union representative must hold a valid WHS entry permit as authorised by the regulator or authority in the relevant jurisdiction. ▪ Union representatives are legally entitled to consult with workers and their PCBUs on any WHS matters that impact on the workers' health and safety.
PCBU	▪ The PCBU has the primary duty of care to consult with workers and ensure the needs and concerns of workers are considered in decision making processes.
Officers	▪ Officers are essential in the consultation process, in particular when the PCBU is an entity (not a physical person) or does not have an active role in managing the business. ▪ Officers are responsible for ensuring there are appropriate consultation systems in place and that resources and processes have been provided to facilitate effective consultation.

Formal consultation processes include the use of HSRs and HSCs to identify workplace hazards and manage their risks. Each of these parties have specialist WHS roles and responsibilities dedicated to improving safety in the workplace.

Health and safety representatives

Health and safety representatives (HSRs) are a key link between workers and employers.

An HSR is a person elected by a work group to represent them on WHS issues. There can be as many HSRs and deputy HSRs as needed after consultation, negotiation and agreement between workers and the PCBU.

HSRs have a range of functions and powers in relation to their work:

HSR functions	HSR powers
▪ Represent their work group in matters related to WHS. ▪ Provide information to workers about health and safety. ▪ Bring issues to the attention of the PCBU. ▪ Monitor risk control measures. ▪ Investigate WHS complaints from the work group. ▪ Inquire into potential risks to the health and safety of workers.	▪ Conduct an inspection. ▪ Accompany an inspector during an inspection. ▪ Can be present at an interview about WHS with a worker. ▪ Can request that an HSC be established. ▪ Direct a person to cease unsafe work in certain circumstances.

Health and safety committees

Health and safety committees are made up of elected members, however, they are not employees from a designated work group and therefore differ from HSRs.

Your organisation may employ a health and safety committee; they address workers' concerns and work with management to develop better safety standards, policies and procedures across the whole organisation.

Unlike HSRs, a health and safety committee have no legal powers. But they do have the following functions under the model WHS laws:

- Facilitate co-operation between the PCBU and workers to develop measures that improve the safety of the work environment.
- Assist in developing health and safety standards, rules and procedures complied with at the workplace.
- Conduct any other functions agreed by the PCBU and the HSC.
- Meet at least once every three months to discuss WHS matters.

Informal consultation processes

An informal consultation process can be delivered in a variety of ways.

The following table provides a summary of each common informal consultation process:

Consultation process	Description
Weekly team meeting	▪ For low-risk workplaces, WHS matters are discussed as the first item in the standard weekly operations meeting. ▪ Workers are encouraged to share their concerns and observations about hazards and risks. ▪ These are openly discussed and the team works together to agree on suitable actions to eliminate or minimise risks.
Suggestion box	▪ A suggestion box may encourage workers to contribute their thoughts and issues by filling out a basic report that is read and actioned by a designated safety person. ▪ The box should be located in an accessible location, such as the staff kitchen or break room.
Toolbox Talks	▪ In a high-risk workplace, designated health and safety meetings called 'toolbox talks' are held. ▪ These can be short discussions to identify and consider specific health and safety issues and hazards relevant to a task.
Email dropbox	▪ A designated email dropbox (e.g. safetymatters@businessname.com) for health and safety matters can be a useful communication tool. ▪ Workers are encouraged to report their concerns and observations via an email which is read and actioned by a designated health and safety person. ▪ This process is also effective for mobile or outworkers.
Shift changeover meetings	▪ In a workplace that runs around the clock, one shift will often commence work at the conclusion of another. ▪ The supervisor of the first shift should provide the next supervisor with a verbal or written summary of the safety incidents, hazards and any other issues that may affect the health and safety of workers in the second shift.
Ad-hoc meetings with the supervisor	▪ For low-risk workplaces, workers are encouraged to discuss their concerns and observations with their supervisor who will document and take action on the report. ▪ A supervisor must provide feedback to the worker on the outcome of their report.

Communicate consultation processes to team members

Good communication positively impacts how workers contribute their ideas and concerns, which leads to improvements in hazard and risk management.

The workforce must have a reasonable opportunity to express their concerns about WHS hazards and risks; businesses must also provide the appropriate avenues for workers to share their suggestions on improving safety performance. This includes encouraging workers to provide feedback about hazard and risk controls.

As a leader of a work team, you are responsible for explaining the consultation processes to team members to ensure they are aware of how to share feedback about hazards and risks.

The more engagement and support for WHS consultation from the workforce, the fewer workplace incidents will result.

When workers raise WHS matters, it is essential that management takes all concerns seriously and acts on them quickly. Communicating WHS consultation processes is just one important step in improving participation levels of workers in safety matters. The second step is responding to issues as they occur.

If no committees exist, the manager or team supervisor should act to provide timely and constructive feedback and respond to concerns raised by team members. The timing of the response may depend on the complexity of the incident or procedure.

Example

A WHS consultation process in action

Jerry works as a receptionist in the head office for a large fitness provider. The workplace has successfully used an HSC arrangement to engage with all workers in the office for the past five years. The committee regularly engages with workers to ask for and respond to any issues raised about safety matters.

Jerry learned about the HSC arrangement through his induction training and feels comfortable going to his nominated HSC member to address his concerns about health and safety. Jerry receives a weekly email from his HSC member asking for any suggestions on how safety could be improved.

Any matters that Jerry raises will be discussed in the monthly HSC meetings. This is where all HSC members review the items raised by the workforce, agree on actionable items and implement changes in the workplace.

Practice Task 4

Question 1

Which of the following statements about worker consultation are correct? Select true or false for each one.

Consultation involves PCBUs sharing work health and safety information with their workers.	» True	» False
Consultation is one-way communication and involves PCBUs telling workers how to work safely.	» True	» False
Consultation provides opportunities for all parties to discuss WHS issues and provide feedback about issues directly affecting them.	» True	» False
Consultation helps identify hazards and risks, it also assists with implementing appropriate controls.	» True	» False
Consultation is generally only for larger organisations and is not a requirement of law.	» True	» False

Question 2

Draw a line to match the beginning of each sentence about key WHS contacts to the correct ending.

» Health and safety committee members	» are responsible for ensuring there are appropriate consultation systems in place and that resources and processes have been provided to facilitate effective consultation.
» Health and safety representatives	» are used to bridge the gap between workers and PCBUs on work health and safety issues.
» PCBUs	» are used to represent members of their work group in all things health and safety and have a range of powers to enable them to fulfil these duties.
» Officers	» have the primary duty of care to consult with workers and ensure the needs and concerns of workers are considered in decision making processes.

Question 3

Which WHS consultation processes would be appropriate for low-risk workplaces? Which WHS consultation processes would be better suited to a high-risk workplace?

Provide an example of each.

2B Manage issues raised through the consultation process

Every workplace has its own hazards that need ongoing attention to improve the health and safety of workers.

Working in the business services sector will expose people to issues such as inadequate equipment, unsafe work practices, concerning behaviours and dysfunctional safety systems. All these issues may jeopardise the health and safety of people in the workplace.

When WHS issues arise, it is essential that leaders respond to all concerns seriously and take prompt action. If there are no health and safety representatives (HSRs) or health and safety committees (HSCs) available, a manager or supervisor must take appropriate action on WHS issues raised by team members.

Types of WHS issues

Workers' issues about safety matters will vary according to level of severity and impact of the hazard on their health and safety.

When supporting WHS consultation arrangements, it is important that every issue raised by a worker is treated as serious, regardless of how trivial or minor it may seem.

WHS issues may include:

- new hazards and risks
- concerns about personal safety
- inadequate safety controls
- out-of-date procedures
- faulty equipment
- worker misconduct
- lack of resources such as time and tools
- request for new safety equipment
- improvement ideas
- grievances about bullying and harassment.

Responding to issues raised

Workers who take the time to raise their concerns and suggestions about safety improvements need a timely and constructive response.

If issues are not responded to in a timely manner, workers will likely feel their contributions are unappreciated by management. It also means employees will be less likely to raise their concerns and ideas in the future.

When faced with a concern raised by a worker, you will need to demonstrate an array of skills to respond effectively:

Interpersonal skills	▪ Demonstrate professionalism. ▪ Be respectful. ▪ Respond constructively to feedback. ▪ Maintain control of personal emotions. ▪ Communicate effectively with a range of people in a range of situations.
Leadership skills	▪ Show integrity to follow through on your commitments. ▪ Honour the request/needs of the worker. ▪ Show support when workers elect to stop unsafe work. ▪ Represent the organisation in a professional manner. ▪ Motivate workers to take responsibility for issues that are within their control. ▪ Stay resilient in difficult times.
Teamwork skills	▪ Share knowledge with the worker to the level that is appropriate. ▪ Demonstrate and promote mutual respect. ▪ Honour time and workloads of workers. ▪ Build support and engagement for team and business goals. ▪ Use the skills and knowledge of team members to resolve issues.
Problem-solving skills	▪ Evaluate information and ideas. ▪ Identify root causes and underlying issues. ▪ Identify a suitable response. ▪ Recommend a course of action. ▪ Refer to specialist people where appropriate.

Consultation is a two-way process of interaction that provides information and shares insight into WHS matters for workers.

Model WHS laws require that PCBUs not only consider the worker's opinions when making decisions, they also need to provide feedback to workers on the outcomes of consultation in a timely manner.

Ongoing feedback creates an open dialogue with team members about concerns, improves working relationships and allows them to feel empowered to contribute again when genuine issues or opportunities for improvement arise in the future.

Workers need to be encouraged to contribute and should not feel as though their concerns and input end up in an empty void. Feedback should always be a positive experience; therefore, it should be given in a professional and tactful way.

The following list provides some useful tips regarding giving useful feedback:

- Provide feedback as soon as practicably possible.
- Be specific with details about the worker's contribution and how the information was considered in the decision making process.
- Provide a sound reason as to why the worker's suggestion did or did not influence the final outcome.
- Ensure your feedback is not judgemental.
- Avoid making assumptions or generalisations about a situation.
- Keep your focus firmly on work matters – not the person.
- Do not become involved in private issues or matters not related to your work team. They are not your concern, even if they affect performance.
- Do not become emotional, biased or share your personal perspectives on the matter.

Recording issues

When a team member provides input, reports hazards or raises WHS concerns, it is important to record the matter.

When documenting hazards and other WHS issues, you are creating a record of all WHS issues which can be used to prevent incidents from occurring again in the future. A record also provides evidence that the organisation and its duty holders have done all that is 'reasonably practicable' to prevent an incident.

The PCBU must be able to provide evidence that the organisation is meeting the legal requirements for consultation under the WHS legislation. Therefore, documentation of all discussions, reports and resolutions must be maintained in an appropriate manner.

There are several ways documentation can be completed:

- Team meeting minutes
- Issue register
- Safety committee meeting minutes
- Hazard reports
- Email trails
- Copies of written communications

A useful tool for managing issues raised by team members is an issue register.

An issue register is a formal list that shows:

- the issues raised
- a short description of each issue
- the response or action that has been agreed on

- the parties responsible for taking the action or implementing the response.

The register should also show the target date for resolving the issue; this ensures it can be tracked, monitored and followed up on appropriately. As an issue is resolved, its status can be updated in the register to show the action taken to address it.

Example

WHS issue register

The following is an example of an issue register.

WHS issue register	
Date:	4/3/2016
Issue:	PPE
Description:	Hi-vis jackets are fraying and need replacing
Target resolution date:	26/10/2020
Agreed action:	Review jackets and order replacements
Responsibility:	Team leader/HSR
Status:	Open

The Work Health and Safety Consultation, Cooperation and Coordination Code of Practice

The Code of Practice sets out the minimum standards for worker consultation to help duty holders fulfil their legal responsibilities under the act.

As a leader of a work team, your role will be to implement your organisation's existing consultation processes. Every workplace is different based on its size, number of work sites, composition, number of workers, location, nature of work, its associated hazards and the industry in which it operates. There truly is a lot to think about! Therefore, the type of consultation arrangements within your workplace need to suit your work environment. What might work for a large, high-rise office will hardly satisfy the needs of a commercial warehouse.

The Work Health and Safety Consultation Cooperation and Coordination Model Code of Practice provides additional insight as to what effective consultation should look like, how it should occur and when it should take place. It does not dictate what type of consultation must be implemented in every workplace; however, it does encourage PCBUs to discuss issues with workers and consider their views when deciding on the best ways to address their needs.

To read more about the code, click on the following link: aspirelr.link/whs-ccc-code-of-practice

Reasonably practicable consultation

PCBUs are not expected to action every request from every worker, nor are they required to do anything that is deemed as 'unreasonable' in response to the hazards brought to their attention.

Under WHS laws, consultation is only required for matters that affect the health and safety of a particular worker. For example, a change in work roster from day shift to night shift may contribute to worker fatigue, therefore only the workers affected by the amended roster must be consulted before making the change – not the entire workforce.

A PCBU is only required to do what is reasonably practicable by taking a level-headed approach to worker consultation and conducting a risk assessment on the matter to determine the probability of harm.

As a leader, you must be familiar with the organisational policies and procedures regarding consultation, including when it must occur, how issues can be raised and how feedback must be given to workers.

It is important that you read, understand and follow your organisation's consultation policies and procedures. This establishes the framework that ensures the consultation process is carried out effectively and at high-standard. Compliance with workplace procedures also affords workers every opportunity to express their concerns about safety issues.

Workplace procedures also describe how consultation outcomes must be recorded and communicated to team members.

Practice Task 5

Question 1

Select true or false for the following two questions:

a) An incident register should be used to manage issues raised by team members. » True » False

b) The Work Health and Safety Consultation Cooperation and Coordination Model Code of Practice specifies the types of employee consultation that must be implemented in every workplace. » True » False

Question 2

Why aren't supervisors and managers required to consult with the entire workforce on every WHS matter?

Question 3

Select true or false for each of the following questions:

a) PCBUs are only required to provide feedback to workers on the outcomes of consultation if those workers are in a management position or higher. » True » False

b) When providing feedback, it is okay to make assumptions or generalisations about workers if you know them well enough. » True » False

c) Feedback about WHS matters should be timely and ongoing. » True » False

Summary

- Implementing and monitoring work team consultation arrangements requires you to communicate to team members the methods they can use to raise safety concerns.
- Leaders need to manage and encourage participation in WHS matters to improve how hazards and risks are managed.
- Consultation uses an open and supportive approach where workers feel confident expressing their concerns and raising ideas.
- Consultation procedures can be achieved via a range of mechanisms, including health and safety representatives and committees, formal and informal meetings, individual discussions and workplace correspondence.
- WHS legislation, regulations and codes of practice outline the obligations of PCBUs and workers in relation to WHS consultation arrangements.
- You must be aware of organisational policies and procedures regarding consultation and record-keeping.

Learning Checkpoint 2
Manage participation in WHS matters

Part A

1. Match each consultation process to its correct description.

» Verbal discussion with supervisor	» Used to encourage workers to record their thoughts and issues by filling out a basic report, which is then read and actioned by a designated safety person.
» Suggestion box	» Used to ensure workers and PCBUs meet regularly and work together to improve work health and safety performance across the organisation.
» Email dropbox	» Used to encourage workers to discuss their concerns and observations, which will then be documented for appropriate action to be taken where necessary.
» Health and Safety Committee	» Used to encourage workers to report their concerns and observations via email which is read and actioned by a designated health and safety person.

2. Which of the following tasks should you encourage workers to consult with you about? Tick all that apply.

- ◯ Reviewing confidential financial statements
- ◯ Conducting workplace risk assessments
- ◯ WHS Officer's annual remuneration review
- ◯ Incorporating new health and safety requirements imposed by legislation, regulations and codes of practice
- ◯ Making decisions about the adequacy of facilities for the health and safety of workers
- ◯ Reviewing policies, procedures and work practices

3. What are some examples of WHS issues that may be raised by workers? Tick all that apply.

- ◯ Concerns about personal safety
- ◯ Worker misconduct
- ◯ Inadequate safety controls
- ◯ Having to work on their birthday
- ◯ Lack of resources such as time and tools
- ◯ Failing to reach sales budgets

4. Why is it important to communicate to workers the importance of WHS consultation?

Part B

Read the case study, and then answer the questions that follow.

Case study

Alvin is an office manager in the human resources department of a large professional services organisation. In addition to his day-to-day role, Alvin provides WHS training and support to team members; he is also a point of contact for any day-to-day WHS matters. Worker consultation processes include a weekly departmental team meeting. However, for serious concerns, workers can email or speak with Alvin at any time.

Recently, the organisation won a contract to provide human resource services to a major overseas client. As a result, the employer and senior management are considering adding more staff and manage the new workloads. This will result in an updated roster.

The workers are concerned about the level of congestion and clutter around the workplace, and they feel the building is too small as it is. As such, they are uneasy about increasing the size of the workforce: they believe it will impact their health and safety.

1. Select true or false for each of the following questions:

   a) Under WHS laws, the entire workforce must be consulted before making changes to Alvin's departmental roster. » True » False

   b) Under WHS laws, the employer is required to promptly action every request put forward by the workers, including if they refuse to accept the change to their roster. » True » False

2. List three potential ways Alvin could encourage workers to raise their WHS issues.

3. How can Alvin provide effective feedback to workers on the outcomes of consultation? Tick all that apply.

   - ◯ Focus firmly on work matters and not the person.
   - ◯ Get involved in private issues or matters not related to his work team.
   - ◯ Provide feedback as soon as practicably possible.
   - ◯ Provide detail about the worker's contribution and how the information was considered in the decision-making process, on a need to know basis only.
   - ◯ Provide a sound reason as to why the worker's suggestion did or did not influence the final outcome.
   - ◯ Ensure statements delivered are non-judgemental.
   - ◯ Share personal perspectives on the matter.

Topic 3 | Implement WHS training

3A Identify WHS training needs

3B Provide WHS training

3A Identify WHS training needs

Ensuring workers are adequately trained to use equipment is a critical step in controlling risk or harm.

PCBUs are legally obligated, so far as is reasonably practicable, to provide workers with the required information, instruction, training and supervision.

Training and information
Training and information for your team may consist of a range of elements designed to help: ▪ the organisation and individuals meet their obligations under WHS legislation, regulations and codes of practice ▪ work groups and individuals meet compliance targets in regard to organisational policies and procedures.
Information and instruction
Employers must provide information and instruction to workers regarding: ▪ WHS ▪ the health effects of specific hazards ▪ the organisation's risk management processes ▪ the organisation's WHS consultative procedures ▪ potentially hazardous work tasks ▪ changing practices or policies in the workplace.

Key learning domains

An effective WHS training program should consider the different learning domains and the unique requirements for each.

Each learning domain is just as important as the other, because they are all interrelated. For example, a worker cannot effectively carry out a physical task (skill) without having a firm understanding of how (knowledge) and why they need to do it (attitudes). All three domains must be in place before a person can competently carry out a work task to the right standards.

According to Bloom's taxonomy, people have three areas or domains of learning:

Cognitive	▪ A person needs to have the right knowledge. ▪ Knowledge is defined as a collection of information that is understood by the individual and used to achieve a goal. ▪ Knowledge of a system, process or piece of equipment will enhance a person's ability to perform a skill at a higher level.
Psychomotor	▪ A person needs to develop the right skills. ▪ Skills are things that a person can physically perform. ▪ Skills should be assessed in a live workplace to the required safety standards.
Affective	▪ A person needs to possess the right attitudes. ▪ Attitudes are learned mindsets, emotions, feelings and tendencies. ▪ While skills and knowledge are relatively simple to train and develop, attitudes are not. ▪ Attitudes generally improve as a result of personal experience.

Identifying current competencies

To identify current competency levels, you need to collect information about a worker's past work performance and observe the person in their natural working environment.

Competency means a person can perform a task safely over a period of time to the required standard. To determine a worker's current competency level, you need to consult with supervisors, team members and, if appropriate, customers to assess whether an individual can competently carry out a task.

It is also good practice to research a range of internal documents to give you a good picture of what the person can and cannot do according to the organisation's standards.

By collecting a range of subjective and objective information you will have enough evidence to determine skills gaps in order to provide feedback to team members about their current competencies as well as areas they can improve.

Examples of useful documents include:

- incident and accident report forms
- statistics and figures on incidents and accidents
- manager reports
- feedback from colleagues
- feedback from customers and clients
- performance reviews.

Training needs analysis

To gauge requirements for training of a work group or across an entire organisation, a training needs analysis is useful.

A training needs analysis includes four components:

Evaluate
▪ It is essential to evaluate the existing skills, knowledge and attitudes of workers before implementing a training plan. A WHS training needs analysis is required to ensure training is relevant to each person's unique needs. ▪ The process may be conducted when new workers are inducted into the organisation (training needs need to be addressed before the worker commences their tasks). ▪ For existing workers, the needs analysis may be conducted when changes occur, following an incident or as part of a periodic performance review.
Identify
▪ A worker's training needs are based on the gaps between what the worker is currently capable of, and the requirements of their job. These gaps may be determined using a competency rating tool or an observation checklist. Training needs are then categorised according to priority ▪ All aspects of the worker's environment must be taken into consideration. The worker may need training in policies and procedures of the general work environment, or they may require specialised training with specific requirements, such as licences or certificates required to operate machinery and equipment. ▪ You may find that workers need refresher courses or upskilling to remain compliant with legislation and WHS requirements. Ongoing monitoring and assessment identify any deficiencies or gaps in workers' abilities. ▪ Observing a worker at work can help you identify where further training is needed.
Discuss
▪ It is important to consult and collaborate with workers when planning their training. This will ensure there is ownership and engagement, which will deliver better outcomes for the training. ▪ You should discuss training needs with the worker and include other key personnel, such as management, human resources, WHS personnel or specialist in-house trainers.
Implement
▪ To meet workers' training needs, a training plan must be implemented based on the training needs analysis you have conducted. This requires consultation with the worker, management and training provider (if applicable). ▪ Follow your organisational policies and procedures regarding the implementation of training plans and ensure you work within the prescribed budgets and work schedules.

Develop a training plan

A training plan will be built on the training needs analysis you have conducted.

As part of the planning and implementation process, it is good practice to develop a WHS training plan for team members and other staff. Your organisation may already have WHS training plans in place that you can use.

A training plan should include:

- the training required
- workers requiring this training
- timelines for the training
- a timetable for follow-up training.

Report training needs to relevant people

Supervisors, WHS personnel and management should be consulted on any planned training.

You must confirm training needs with tall key parties before implementing any training to ensure the training plans are within budgets and accommodate workers' rosters and schedules.

You will also need approval to implement the training, which will require formal authorisation from a key decision maker. Follow your organisational procedures regarding who needs to approve your plan and who you should discuss it with.

You may need to report to the following people about WHS training:

1	Other team leaders or supervisors – to determine whether other workers require similar training and can therefore share resources.
2	The human resources department in your organisation – to determine whether policies or procedures for meeting training needs already exist.
3	Your union delegates or industry representatives – to determine whether WHS training is guided by other authorities.
4	The WHS regulator of your state or territory – to determine the training needs of workers to ensure WHS legislative compliance.
5	Accredited trainers external to your organisation – to determine the availability and cost of external training.
6	Other workers within your organisation – to determine the availability and resources needed for internal training.

Records are a useful tool to help identify a worker's training needs.

Your organisation must keep records of each worker's skills, knowledge, experience and WHS training history in a WHS skills register. Each worker should have a detailed job description that lists the WHS issues surrounding each task they perform. This information may be used as a guide when updating equipment, altering processes or changing roles.

Example

Competency rating tool

Competency rating tools are used to determine the current competencies of workers as part of the training needs analysis.

They are completed through consultation and behavioural observation of workers in the live work environment.

An example of a competency rating tool is provided below:

Competency requirement	1: Requires development	2: Meets requirements	3: Exceeds requirements
▪ Ability to operate a forklift with zero harm	▪ Able to operate equipment under strict supervision in all environments	▪ Able to operate equipment in controlled environments with limited supervision	▪ Able to operate equipment in complex environments without supervision
▪ Conduct a safety inspection of the work area	▪ Able to access the work area and hazard reports	▪ Able to identify a limited range of hazards and conduct an inspection with some assistance	▪ Able to identify complex hazards and determine appropriate risk ratings without assistance

Practice Task 6

Question 1

Draw a line to match each step in the training needs analysis to its correct description of the process required.

» Identify	» Evaluate the existing skills, knowledge and attitudes of workers before implementing a training plan.
» Discuss	» Use a competency rating tool or other document, such as an observation checklist, to identify gaps between what the worker is currently capable of.
» Implement	» Consult and collaborate with workers when planning their training to ensure ownership of and engagement in training.
» Evaluate	» Use a training plan to help facilitate the worker's training.

Question 2

What should a training plan include? Tick all that apply.

- ◯ Incident register
- ◯ A description of the training required
- ◯ Stakeholder input/approval
- ◯ A list of workers who require training
- ◯ Equipment maintenance records
- ◯ Timelines for the training
- ◯ A timetable for follow-up training

Question 3

Who should be consulted when planning and approving WHS training for workers? List at least four key personnel and departments.

3B Provide WHS training

There are a range of WHS training opportunities and strategies available to meet the different training needs of team members.

One popular method for providing WHS training involves organising in-house training sessions prepared by experienced workers or qualified personnel, such as structured WHS training programs, online learning activities and mentoring programs.

You may have opportunities to source specialist training delivered by organisations or people from outside the workplace, such as qualification or licensed-outcome based training. However, be sure to confirm the service is delivered by registered training providers.

When in doubt, follow your organisational procedures when making training arrangements.

Internal training

Internal training is a timely and efficient way to ensure workers have a strong understanding of their WHS responsibilities.

Internal training may be provided through training sessions, workshops or mentoring. Some popular methods include:

- induction training
- emergency procedures
- mentoring
- coaching.

Induction training

Organisational induction training should be regularly reviewed, and WHS information revised, when procedures change.

The delivery of induction training will vary depending on the size of the organisation and the number of workers starting at one time. Large organisations may conduct formal induction sessions in groups, while smaller workplaces may provide one-on-one training.

An induction session should include an orientation tour of the workplace to familiarise workers with facilities, emergency exits, noticeboards and work colleagues. An induction booklet or kit should be provided to each worker with information on the organisation's WHS policies and procedures.

WHS information that should be provided in induction training includes:

- existing hazards and risks at work
- how to identify new hazards
- measures to control hazards and risks
- how to interpret safety signs and information
- how to work and operate equipment safely
- fire and emergency and first-aid procedures
- organisational procedures for reporting health and safety incidents
- who to discuss safety issues with (e.g. an elected representative)
- how to get involved with health and safety (e.g. attending meetings and consultations).

Emergency procedures

Emergency procedures should be explained to team members and displayed in a prominent position in the workplace.

All workers must know evacuation procedures and the location of emergency exits, firefighting equipment and first-aid supplies. Everybody has a duty to act responsibly in an emergency situation, and all workers are legally obligated to understand their role in an emergency situation.

Emergency response training needs to include:

- details regarding the different evacuation alarms
- the names and appearances of the fire wardens
- the location of the emergency exits
- what a worker is permitted to take when exiting the workplace
- how to walk down the emergency exit steps (e.g. single file)
- where workers must meet and how they must behave when gathered
- when and how workers will be informed that they can return to the workplace.

Coaching

Coaching is one of the most effective techniques used in business to improve worker performance.

Coaching is a useful learning process that intends to bring out the best in a person through relationship building and individual guidance. Coaching should aim to build capability, produce desired results and inspire and motivate workers to develop competencies in all safety matters.

The coaching process is heavily reliant upon the input of both the coach and the team member. Its success relies heavily on the coach identifying particular behaviours in the individual to ensure they will thrive under the coaching process. Coaching also involves providing the team member with initial instructions, observing their performance, giving them opportunities to reflect on their skills and offering advice on how they can improve.

In some cases, coaching may be informal and occur in short spurts. At other times, it may be an organised strategy or demonstration to help the team member develop complex skills over an extended period.

The process of coaching a worker involves:

- focusing on developing technical skills
- focusing on the team member's needs and aligning them with organisational requirements
- achieving desired team, competency and organisational objectives.

Mentoring

Mentoring is the relationship of personal development that exists between a mentor and the person being mentored.

The term mentor is defined as a trusted counsellor or guide. A mentor is a person who is usually older, more experienced and helps guide a person through their development. Mentors can also be people who are currently in a position relevant to the person being mentored.

Since coaching focuses on technical skills, mentoring focuses on leadership, problem solving, interpersonal communication and life skills. Mentoring is viewed as a relationship that is more extended and personalised than coaching. It involves encouraging self-development, listening and questioning, sharing experiences and enabling the learner to work things out for themselves. Neither is better than the other; rather, they are both designed to suit the diverse learning styles and needs of learners.

Attributes of effective mentors	
Communication skills	Good mentors possess excellent verbal and non-verbal communication skills.
Confidentiality	Be trustworthy with sensitive information and set boundaries as to how much information you want the person you are mentoring to share.
Honesty	Give honest feedback about an individual's performance to ensure the relationship is productive

Attributes of effective mentors	
Availability	Make yourself available to meet with the person you are mentoring at least once a month for an hour. Be available for follow-up questions in between meetings. Be reliable and committed to the relationship
Collaboration	Focus on teaching the person how to think for themselves and avoid solving their problems. Instead, encourage the person you are mentoring to come up with the solution.

External training

External training generally involves WHS courses.

The following types of courses may provide appropriate support for your training needs:

- Licenced or certificate courses
- Accredited or approved courses
- Short courses
- Vocational (VET) and professional courses.

Licenced or certificate courses

Workers performing certain tasks or operating specific equipment are required to hold special licences or recognised certificates.

Requirements regarding a worker's conduct vary between states and territories. Industry legislation and standards provide guidance on the particular task, but it is up to the organisation to organise training for a worker. Training may take place at the workplace or at the premises of a qualified training provider.

Accredited or approved courses

HSRs need the relevant skills and knowledge to carry out their duties and responsibilities.

Training courses for HSRs must meet criteria determined by the relevant health and safety authority. Under section 72 of the *Work Health and Safety Act 2011* (Cth), HSRs are entitled to attend a:

- five-day initial training course
- one-day bridging course (if required)
- one-day refresher trainer course (12 months after the initial training).

First-aid training courses are vital for reducing the severity of injury and illness in the workplace. The WHS regulations require that the PCBU ensures the provision of and access to first-aid equipment and facilities. It is also the PCBU's responsibility to organise first-aid training for employees so certain workers are equipped to handle relevant emergency situations.

Short courses

Short courses may be appropriate for meeting organisational training needs.

There are many external short courses that are relevant for WHS training. It is your responsibility to identify the needs of the organisation and apportion the correct training accordingly. Some examples of short courses are listed below:

- Risk assessment and control, hazard identification and consultation
- Management and supervisory techniques
- Workplace ergonomics, stress management and bullying
- WHS issues specific to the organisation
- WHS for workers who speak English as a second language and/or who are from culturally and linguistically diverse backgrounds

Vocational and professional courses

A WHS training component is included in many traineeship and apprenticeship programs.

WHS training is available in various forms and levels, from vocational education and training (VET) sector training to a university degree. WHS education covers a diverse range of industries and disciplines; some training courses may provide a general overview of the requirements for an industry, others may provide very specialised training. Depending on the organisation and its training needs, support or funding may be available for a worker or supervisor to pursue WHS education.

Assisting with training needs

As a leader of a work team, you may be required to mentor, coach or facilitate a module from a WHS training program.

When organising and implementing a training program, there are common principles that can be applied to ensure you and your team achieve positive outcomes in the training process.

The following table outlines the training needs that trainers, coached and mentors need to demonstrate:

Communication skills	▪ Excellent verbal and non-verbal communication skills and active listening skills increase the likelihood of success when conducting training.
Subject matter knowledge	▪ Learn the training content and anticipate questions that may be asked by workers. The more confident you are about the subject matter you are teaching, the more competent you will become in the training role.
Honesty	▪ Give honest feedback about the worker's performance to ensure the person is aware of their progress, where they have improved and where they still require development. Always remember to be respectful and responsive to the needs of the individual you are providing feedback to.
Availability	▪ Make yourself available to meet with the person you are mentoring at least once a month for an hour, and always be available for follow-up questions in between meetings.
Collaboration	▪ Focus on teaching the person how to think for themselves. Try not to come up with the solutions for the person you are mentoring, instead, work with the individual to help them achieve the desired outcome.

Example

Assist with providing training to staff

Julian works as an office manager for a medium-sized textiles company. The organisation employs 25 staff who manufacture a range of clothing items along an assembly line. In recent times, there has been an increase in WHS incidents, including two serious injuries in the past month, which have led to long-term absences from work.

Following an investigation into the incidents, it was deemed that the current WHS induction program had several gaps and needs to be redeveloped.

Julian has a passion for health and safety and is currently working with a small project team to develop a new WHS induction program for the textiles manufacturing workers. He is conducting his work closely with the training officer and health and safety representative. The aim of the program is to enhance the skills, knowledge and attitudes of workers towards health and safety in order to maintain safe work practices in the manufacturing plant.

Julian's role in the project is to document the training plan for the new induction program and deliver the training module on WHS consultation. The new induction training will consist of five three-hour blocks spread out over one working week. The training will involve a tutorial about the importance of consultation and the various ways workers can raise issues about safety in the workplace. This will be followed by an interactive discussion based on a case study that is relevant to the workplace consultation process.

Practice Task 7

Question 4

What are some common examples of WHS training opportunities and strategies?
Tick all that apply.

- ◯ Internal training programs
- ◯ Workshops
- ◯ New employee inductions
- ◯ Online learning
- ◯ Shareholders' meeting
- ◯ Completing an incident report
- ◯ Coaching and mentoring

Question 5

Select true or false for each of the following questions.

a) HSRs are entitled to attend first-aid training plus bridging and refresher courses. » True » False

b) Only large high-risk organisations with more than 100 employees need to have a worker who is trained in first-aid. » True » False

Question 6

Define coaching and mentoring. Be sure to explain which situations these two workplace training techniques would be effective.

Summary

- Training is a key part of work health and safety.
- Under current legislation, organisations must provide appropriate WHS training, information and instruction for all people in the workplace.
- An effective WHS training program should consider the different learning needs and the unique requirements for each worker.
- To gauge requirements for training of a work group or across an entire organisation, a training needs analysis can be used.
- As a part of the planning and implementation process, it is good practice to develop a WHS training plan for team members and other staff.
- There are a range of strategies that can be used to provide WHS learning opportunities and assistance; it is important to determine which are the most appropriate and relevant for the members of your team.
- When assisting to facilitate WHS training, there are key principles that can be applied to ensure you achieve positive outcomes in the training process.
- Health and safety training is an ongoing commitment; changing circumstances at work affect health and safety, and instruction and training must be reassessed.

Learning Checkpoint 3
Implement WHS training

Part A

1. Which of the following statements about training are correct? Select true or false for each one.

   a) Worker training is a critical part of an organisation's commitment to WHS. » True » False

   b) PCBUs are only required to provide training to workers in management positions. » True » False

   c) A training needs analysis is used to determine residual risk. » True » False

   d) Managers, supervisors and other team leaders should be consulted when planning WHS training. » True » False

   e) WHS training programs should focus on a worker's cognitive skills only. The other skills will come with 'on the job' experience. » True » False

2. What WHS information needs to be provided in induction training? Tick all that apply.

   ◯ Existing hazards and risks at work and how to identify new ones

   ◯ Measures applied to control hazards and risks

   ◯ How to interpret safety signs and information

   ◯ How to investigate WHS incidents

   ◯ Fire and emergency and first-aid procedures

   ◯ Organisational procedures for reporting health and safety incidents

3. Select true or false for each of the following questions.

   a) Team leaders who possess excellent subject matter knowledge are the most effective trainers. » True » False

   b) Competency means a person can perform a task quickly. » True » False

Part B

Read the case study, and then answer the questions that follow.

Case study

Alvin is the office manager in the human resources department of a large professional services organisation. His role involves coordinating a team that includes a receptionist, a payroll officer and two administration support officers.

Within the team, their tasks involve scheduling appointments for staff and management, entering information into the computing systems, ordering stationery and collating reports for the supervisors. Alvin also provides WHS support to the team members, including running the induction program, facilitating WHS meetings and providing day-to-day coaching support.

As part of the induction training, all new workers are provided with an introduction to the WHS laws as well as workplace policies and procedures of the department. Alvin explains that the organisation values the health and safety of all workers. He emphasises that the key to maintaining a safe work environment is for everyone to play their part.

Alvin teaches the new workers about the duties of the PCBU, employees and senior managers during the training. Workers are required to follow the organisation's policies and procedures, as well as any instructions given by the supervisors to help contribute to a safe workplace.

As part of the organisation's consultation processes, workers are taught that their duties include reporting hazards, carrying out regular safety checks of the office equipment and attending monthly team meetings to discuss WHS matters.

1. List five skills or attributes Alvin must demonstrate when providing WHS training.

2. Select true or false for each of the following questions.

   a) When determining a worker's competency in performing work tasks safely, only past work performance is relevant. » True » False

   b) Manager reports, feedback, incident reports and performance reviews should be used to help determine a new worker's levels of competency. » True » False

3. Who might Alvin need to consult with when planning future WHS training? Tick all that apply.

   - ◯ Individual workers
   - ◯ Supervisors
   - ◯ WHS personnel
   - ◯ Management
   - ◯ Cleaning team
   - ◯ Human Resources department
   - ◯ Clients

Topic 4 | Implement and monitor procedures for hazard identification and risk control

4A Identify and report on hazards

4B Action reports to control risks

4C Manage inadequacies in risk controls

4A Identify and report on hazards

Hazard management is the process of finding the sources of danger in the work environment and taking the best action possible to make the workplace safer.

Hazard management covers four main steps:

Steps	Key tasks to be completed
Hazard identification	Find the dangers and understand what can cause harm to people on the work site.
Risk assessment	Determine the likelihood and level of harm that can be caused by a hazard if a person is exposed to it.
Risk control	Remove the hazard or put things in place to reduce the level of harm.
Follow-up action	Follow up to see that the controls are doing their job properly by speaking with the supervisor and other workers and asking for their feedback.

Types of hazards

The hazards identified in your workplace will depend on the kind of activities, people and technology in your organisation.

It is important to remember that new technology and work practices can be introduced and create new hazards. This is why you have to update your hazard management processes often to ensure they are up to date.

Here are some examples of common hazard categories that may exist in a workplace:

Type of hazard	Example	Type of harm that may occur
▪ Biological	▪ Viruses through food contamination or sick workers	▪ Hepatitis, legionnaires' disease, Q fever, HIV/AIDS or allergic reactions
▪ Electricity	▪ Work with live electricity and exposed cabling or wires	▪ Shock, burns or death from electrocution
▪ Extreme temperatures	▪ Heat or extreme cold working conditions	▪ Extreme heat can cause dehydration, heat stroke or fatigue whilst extreme cold can cause hypothermia or frost bite

Type of hazard	Example	Type of harm that may occur
▪ Gravity	▪ Falling objects, fall and slip hazards	▪ Broken bones, bruises, serious cuts, dislocations, concussion, permanent injuries or death
▪ Hazardous chemicals	▪ Chemicals (e.g. acids, hydrocarbons, heavy metals) and dusts (e.g. asbestos and silica)	▪ Respiratory illnesses, cancers or dermatitis
▪ Machinery and equipment	▪ Being hit by moving vehicles, or being caught by moving parts of machinery	▪ Fractures, bruises, lacerations, dislocations including long-term or permanent injuries or death
▪ Manual tasks	▪ Heavy or awkward shaped objects that require manual lifting, restraining a load, vibration from power tools, overexertion or repetitive movement	▪ Sprains and strains, joint and bone injuries, nerve damage and
▪ Noise	▪ Sudden or ongoing exposure to loud noises above 85 dB(A)	▪ Permanent or temporary hearing loss, infections, tumours and structural problems
▪ Psychosocial hazards	▪ Effects of work-related stress, bullying, violence and work-related fatigue	▪ Depression, anxiety, drug/alcohol dependence, fatigue, Schizophrenia, presenteeism
▪ Radiation	▪ Ultraviolet rays, welding arc flashes, microwaves and lasers	▪ Burns, cancer or blindness

Manual handling

Manual tasks that involve handling loads by lifting, stretching, bending and twisting, or moving heavy equipment are major causes of injury at work.

Repetitive work with equipment, such as machinery and computers, is also hazardous, and injuries can occur through packing, typing, assembling, cleaning and sorting. Codes of practice for manual handling in your state or territory should guide hazard identification.

Machinery and equipment

Serious injuries may occur when using machinery and equipment.

When identifying machinery and equipment hazards, it is important to be especially careful around:

- machinery with moving parts
- equipment that uses high force or rotational speed
- mobile machinery that may hit or strike a worker
- machines that may overturn.

Potentially hazardous areas

A safe and healthy work environment is essential for workers and required by law.

There are many potentially hazardous areas you may encounter while at work. However, some of the more common ones you should be wary of include:

- dangerous floor surfaces
- inadequate or unstable fixtures
- poor air quality
- dangerous temperatures
- lighting and electrical fittings
- untidy housekeeping
- inadequate emergency plans
- poor access to and egress from buildings
- stress from heat or cold
- lack of security for workers and public
- risks from neighbouring workplaces.

Other aspects of workplace environments you may need to consider are outlined in the following table:

Noise	▪ Workers can experience long-term health effects from overexposure to loud or constant noise. ▪ Noise pollution in the workplace may not always be obvious, but it can become a problem if it distracts people, annoys them, interferes with communication or causes stress.

Air	▪ There are strict guidelines regarding levels of fumes, mists or dusts. ▪ Hazardous substances within the air are covered under hazardous substances guidelines. ▪ Air temperature can also adversely affect workers.
Light	▪ Appropriate lighting in the workplace is essential. ▪ Insufficient lighting and flickering lights must be avoided. ▪ Other emissions, such as laser, ultraviolet, bright light or welding flash, need to be screened to prevent harmful exposure.
Confined spaces	▪ A confined space may exist where workers are required to work within a closed area. ▪ Oxygen levels may become depleted and levels of contamination such as gas, vapour and dust must be monitored.
Energy hazards	▪ All energy sources that can activate machinery and equipment and cause harm to workers must be identified; these include electricity, batteries, heat, steam, pressurised fluids or gases, and radiation. ▪ Isolation procedures must be developed to address these hazards.

Psychological hazards

It is important to recognise that psychological hazards, though hard to identify, can severely impact a person's health.

WHS legislation in some states has made it more explicit that PCBUs are obligated to identify and manage psychological and psychosocial hazards in the workplace.

Some psychosocial hazards include:

- bullying, harassment and violence
- work pressure and high demands
- hostile work environments.

Hidden hazards

Hidden hazards may present 'after the fact' through disease or injury.

Sometimes hazards remain unidentified. If multiple workers become ill at the same time, or suffer similar injuries in the same area, this may indicate an unidentified hazard. Consultation with workers is crucial in the hazard-identification process, because it provides you with a chance to alert them to potentially harmful situation before an illness presents.

Methods for identifying hazards

Workplace safety procedures include instructions for identifying hazards.

Workplace safety procedures tend to be formal. Some methods may include performing scheduled workplace inspections, carrying out hazard hunts in small groups and reviewing incident reports in team meetings.

The most valuable information you can provide about hazards in your work environment will come from having a daily awareness of your work environment. This increases your awareness of potential hazards that you and your work team are exposed to when carrying out work tasks.

Such precautions require you to observe your environment, talk to your team members, complete your safety checklists as part of your daily work routine, and implement your daily work practices. Remember, hazard identification is an ongoing process, and you must always remain vigilant to ensure you do not expose yourself to new or evolving hazards.

Workplace inspections

The purpose of workplace inspections is to identify and control the hazards before they cause harm.

Workplace inspections are conducted on a regular basis and may involve the assistance of the HSR or health and safety committee member. This adopts a proactive approach concerning hazards, rather than reacting after an incident has occurred.

Evidence needs to be gathered to show that workers are following relevant health and safety laws as well as the organisation's policies and procedures. Site and workplace inspections also provide an opportunity for workers to raise any WHS concerns.

If you are involved in formal WHS processes, you may carry out inspections in multiple ways:

- Inspect the existing and known hazards.
- Inspect the work processes; that is, how the tasks are performed. These can be routine inspections at specific times of the month or year.
- Inspect any new processes or equipment to assess hazards.
- Inspect work practices or equipment after complaints or concerns are raised by workers or customers.
- Make follow-up inspections after processes have been changed due to recommendations.

Some other ways of identifying hazards are set out in the following table:

Job safety checks	▪ Checking on job safety involves observing a job from start to finish and recording its steps. ▪ Each step of the job is then assessed for potential hazards that may have been overlooked previously.
Input from team members	▪ Team members can provide valuable input on hazards and risks. ▪ Issues and concerns may arise as tasks and duties are being completed, and workers should be encouraged to report their concerns.
Suppliers	▪ Information from suppliers of materials or equipment can identify hazards before they enter the workplace. ▪ This may be in the form of safety data sheets (SDSs).
Safety audits	▪ External safety consultants may conduct inspections and suggest recommendations for improvement in written reports.

Report hazards

All workers must understand the hazard reporting procedure and follow this strictly.

Depending on the organisation's WHS procedures, there may be different methods of reporting workplace hazards. It is essential that any hazard or risk to workers is reported to the relevant personnel and recorded.

A hazard report form is an official notification stating that a hazard exists; it is also used to determine the consequent actions to be taken. Your organisation's WHS policies and procedures should detail the hazard identification process. Hazard reporting forms must also be available, either on the organisation's intranet or in the WHS manual, for your work area.

Risk assessment

Once a hazard has been identified and reported, the next step is to assess the risk it poses.

A risk assessment involves:

- discussing how long workers are exposed to a hazard
- working out the possible repercussions of a hazard
- discussing how many other people are exposed to the hazard
- working out the degree of harm or damage the hazard poses
- finding the most appropriate method for managing a risk.

A risk assessment is important for determining what control measures need to be put in place to manage the hazard. To correctly assess risks, you need sound analytic skills:

- Be objective and methodical.
- Use a system and criteria.
- Never accept the first conclusion you make.
- Look at all the data, ask questions and reinterpret if necessary.

Risk assessments consider the likelihood of a hazard occurring and its potential impact. The combination of these produces a risk level.

First, consider the most likely outcome (consequence) of a potential accident:

Insignificant	No injuries or financial loss
Minor	First aid treatment, on-site release immediately, medium to low financial loss
Moderate	Medical treatment required, on-site release contained without outside assistance, high financial loss
Major	Extensive injuries, loss of productivity, off-site release with no detrimental effects, major financial loss
Catastrophic	Possible death, off-site release with detrimental effect, crippling financial loss

Second, estimate the likelihood that the accident will occur:

Almost certain	Expected to occur in most circumstances
Likely	Will probably occur in most circumstances
Possible	Might occur at some time
Unlikely	Unlikely to occur, but history of event exists within the business
Rare	May occur in exceptional circumstances

Third, place these in a matrix to determine the risk level.

		Consequences				
		Insignificant	Minor	Moderate	Major	Catastrophic
Likelihood	Almost certain	High	High	Very high	Very high	Very high
	Likely	Moderate	Moderate	High	Very high	Very high
	Possible	Low	Moderate	High	High	Very high
	Unlikely	Low	Low	Moderate	Moderate	High
	Rare	Low	Low	Low	Low	Moderate

Example

Hazard report form

Part 1

Hazard report number:		Area of work:	
Date:		Specific hazard location:	
Reported by:		Contact phone number:	
		Contact email:	

Hazard description:

Risk assessment:

Grade	Level of likelihood
A	Almost certain (will occur regularly)
B	Likely (will occur at some stage)
C	Possible (could occur)
D	Unlikely (could occur but unlikely)
E	Rare (may occur but in limited situations)

Grade	Level of impact
1	Insignificant
2	Minor
3	Moderate
4	Major
5	Catastrophic

Example

Hazard report form (continued)

Risk categorisation matrix

Likelihood	Consequences				
	Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain	High	High	Very high	Very high	Very high
Likely	Moderate	Moderate	High	Very high	Very high
Possible	Low	Moderate	High	High	Very high
Unlikely	Low	Low	Moderate	Moderate	High
Rare	Low	Low	Low	Low	Moderate

Suggested controls (apply the hierarchy of control: elimination, substitution, isolation, engineering, administration, personal protective equipment)

Immediate actions taken

Having completed Part 1, forward the original to the health and safety representative (HSR) who will forward this on to the relevant manager.

Example

Part 2

Action required (remember to apply the hierarchy of control)

Recommended control(s):	
Job request raised: Yes No	
Job no.	
Person responsible:	
Controls to be completed by:	
Approved by organisational unit head/officer:	(Name)_____ (Signature)_____ (Date)_____
Completion verified by health and safety representative (HSR):	(Name)_____ (Signature)_____ (Date)_____

Practice Task 8

Question 1

Draw a line to match each hazard type to its correct description.

- Biological hazard
- Psychosocial hazard
- Chemical hazard
- Manual handling hazard

- Effects that arise from work-related stress, bullying, violence and work-related fatigue
- Substances such as acids or poisons and those that could lead to fire or explosion
- Heavy or awkward shaped objects that require manual lifting, restraining a load, vibration from power tools, overexertion or repetitive movement
- Bacteria, viruses, mould, mildew, spillages of blood or body fluids and waste, needlestick injury, contaminated sharps, dressings and waste, fumes and insects

Question 2

Select true or false for each of the following questions:

a) Hazards should be reported using any means possible, just as long as they are reported on time and to the correct personnel. » True » False

b) An incident report form may be used as official notification that a hazard exists and to determine the type of action to be taken. » True » False

Question 3

List at least four methods that can be used to identify workplace hazards.

4B Action reports to control risks

A sign of a healthy safety management system is the regular reporting of WHS hazards from workers.

Actioning reports allows workers to feel engaged in safety matters, while also empowering them to express their suggestions and concerns about making the workplace better.

Once a hazard report has been lodged by a team member, you must review the report promptly, take suitable action and inform relevant workers of the outcomes and actions. Your organisation will have procedures to guide you in actioning hazard reports in the workplace.

After a hazard report has been submitted, the following steps should be taken in consultation with workers:

- Examine the hazard.
- Assess the risk.
- Determine a timeline for solving the problem.
- Nominate someone responsible for actioning the report.
- Implement risk controls.
- Sign off the hazard report form.

Principles of health and safety management

Without a strong emphasis on principles of health and safety management, it is impossible to develop and maintain safe and healthy workplaces.

The key principles that underpin WHS laws are that of prevention, systematic management of hazards and risks, duty of care, shared responsibility and continuous improvement.

In terms of health and safety management, every workplace can be categorised into two groups:

Proactive	▪ These are organisations which are focussed on preventing incidents and accidents. ▪ These organisations invest time and resources in planning, implementing and reviewing health and safety practices, which is the preferred approach.
Reactive	▪ Organisations which are always responding to complaints, incidents and putting out spot fires. ▪ They will do only what is necessary and have little time or budget for WHS.

Responding to hazard reports

Organisations will have procedures to action hazard reports and ensure appropriate controls are implemented within a suitable time frame.

The level of action taken and how urgently it is implemented depends on the outcomes of the risk assessment process. For example, a hazard such as a faulty hot water unit in the kitchen may pose a high likelihood of severe burns for any person using the equipment; therefore, risk controls must be actioned immediately.

As a supervisor, it is your duty to take all hazard reports seriously. You must promptly and appropriately respond at all times. Furthermore, you must have a clear understanding of the risks associated with each hazard that is reported, and prioritise the safety of your work team when establishing hazard management processes and responses.

If you are unsure of your responsibilities and the boundaries of your role, seek clarification with your manager.

When in doubt, familiarise yourself with the following list to ensure you always correctly respond to hazards:

- Advise workers or team members on how to identify hazards and submit hazard reports.
- Know who the report should be submitted to.
- Know when a worker or team member submits a hazard report.
- Identify timelines for decisions and actions.
- Determine what the decision or proposed action is.
- Know when the appropriate action should be taken.
- Ensure decisions are enforced or the appropriate action is taken.
- Know what action to take if the response is not appropriate, adequate or prompt.
- Keep all relevant people informed of proceedings.

Once a hazard has been reported and its risks have been assessed, action must be taken to either eliminate or control the hazard before it results in injury or illness. Hazard control is the process of determining and implementing the best way to control hazards.

The best way to control a hazard is to eliminate it; elimination is the first choice in a system called the **hierarchy of control**.

Legal requirements

Risk control is a legal requirement of all PCBUs, officers, managers and workers under the WHS laws.

All duty holders are required to exercise their duty of care to identify and manage hazards and risks, so far as is reasonably practicable. Codes of Practice provide practical guidance on how to control hazards and risks.

Specific types of hazards, such as asbestos, confined spaces and working at heights are covered in the model WHS Regulations, as well as specific Codes. The regulations include the following obligations:

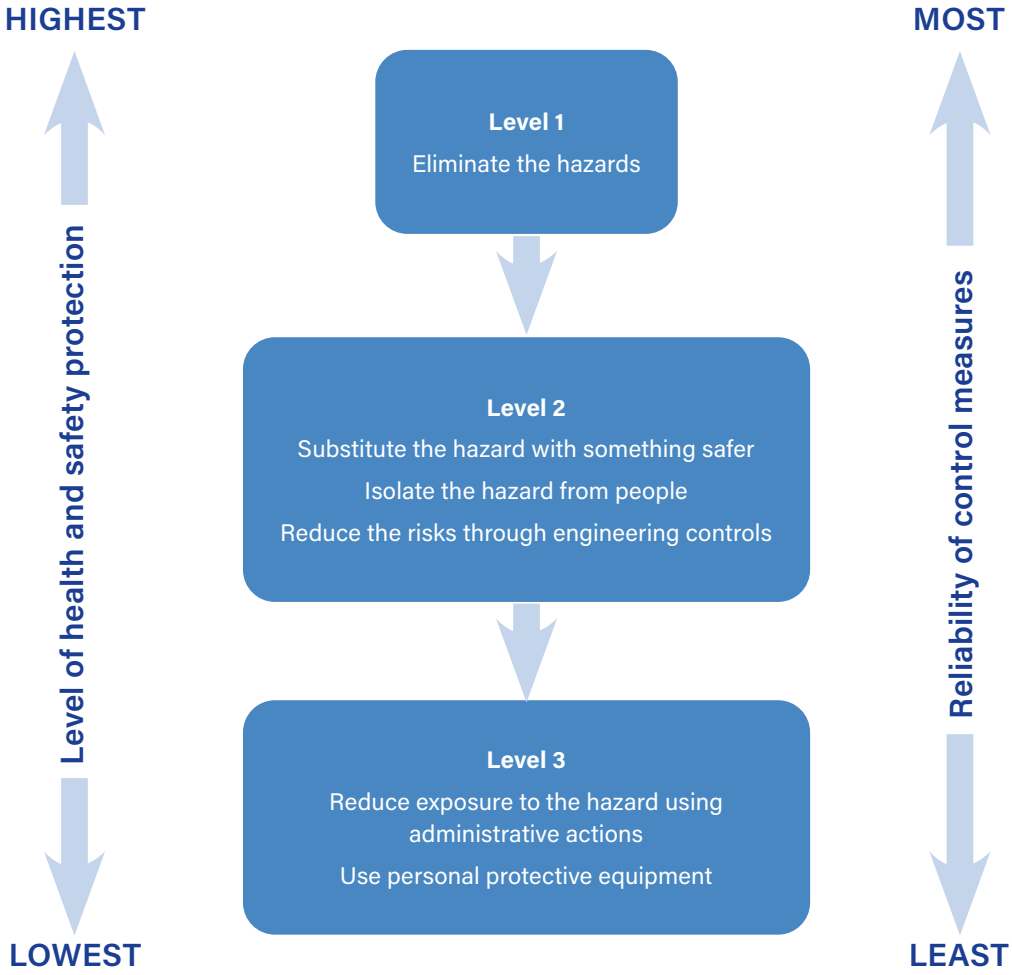
- A duty holder must identify reasonably foreseeable hazards that could give rise to risks to health and safety.
- A duty holder must eliminate risks to health and safety so far as is reasonably practicable; and take reasonable steps to eliminate, or reduce causes of harm, where elimination is not possible.
- Where elimination is not possible, to address the hazards and its risks, the duty holder must follow the hierarchy of control including substitution, isolation, engineering, administration and personal protective equipment.
- A duty holder who implements a control measure must ensure it remains effective.
- A duty holder must review and where possible revise control measures where it is ineffective.

You can source online information from Safe Work Australia:
aspirelr.link/safeworkaustralia

Hierarchy of control

The model WHS Regulations state that risks should be managed using the hierarchy of control.

As the name suggests, controls are measures that should be applied in sequence. This means that if the first option is not available, choose the next; for example, if you can't eliminate a piece of equipment because it is vital to the operation of the business, choose the next best option (substitution). You may find that in many cases, a combination of controls may be the best method.



Source: How to Manage Work Health and Safety Risks Code of Practice, Safe Work Australia

Control level	Description	Examples
Level 1: Elimination	Eliminate the hazard from the workplace entirely; for example, remove hazardous substances from the workplace or remove professional samples of drugs from consultation rooms.	▪ Discarding a hazardous product, substance or piece of equipment ▪ Cleaning up a spill ▪ Removing a hazardous task from a work system ▪ Distinguishing a fire ▪ Removing a noisy machine from a working area ▪ Terminating a worker for serious misconduct
Level 2: Substitution, isolation and/ or engineering controls	**Substitution** Substitute or modify the hazard by replacing it with something less dangerous; for example, if a cleaning agent is hazardous because it produces harsh fumes, replace it with one that does not produce harsh fumes. **Isolation** Isolate the hazard by physically removing it from the workplace or by securing the area involved; for example, storing sharps in a lockable cabinet in a hospital ward. **Engineering controls** Use engineering methods to control the hazard at its source; for example, provide additional ventilation in a production area or securely store hazardous materials.	**Substitution** ▪ Substituting a hazardous chemical with a less dangerous one ▪ Replacing telephone handset with a headset where there is frequent use of telephone ▪ Substituting a smaller package or container to reduce the risk of hazardous manual task injuries such as back strain **Isolation** ▪ Isolating and storing chemicals properly by using a fume cupboard ▪ Isolating copying equipment and other machinery in soundproof rooms to reduce fumes and noise ▪ Using security measures to protect staff **Engineering controls** ▪ Redesigning machinery to reduce noise levels ▪ Using ventilation to remove chemical fumes and dusts, and using wetting down techniques to minimise dust levels ▪ Changing desk heights to reduce bending at the spine

Control level	Description	Examples
Level 3: Administrative controls and PPE	**Administrative controls** These are management processes that are introduced to ensure workers' health and safety; for example, rosters that are designed to ensure workers have reasonable breaks between shifts to minimise the likelihood of hazards being realised. These include provisions to: ▪ ensure workers follow correct and safe procedures ▪ train workers to use equipment or undertake tasks correctly ▪ regularly maintain equipment ▪ regularly monitor equipment. **PPE** Introduce PPE such as goggles, gloves and masks to reduce exposure to a hazard. Protective equipment is the last control option and is most effective when used with higher controls.	**Administrative Controls:** ▪ Regularly maintaining equipment ▪ Redesigning jobs ▪ Using team lifting ▪ Limiting exposure time to a hazard through staff rotation ▪ Training and education **Personal Protective Equipment (PPE):** ▪ Earplugs in noisy areas ▪ Eye protection when working with hazardous chemicals ▪ Gloves to protect against skin absorption or burns

Reasonably practicable controls

When deciding on what controls to implement, the duty holder must do only what is 'reasonably practicable' to ensure the health and safety of workers.

In most cases, cost will not be the key factor in determining what it is reasonable for a duty holder – unless it can be shown to be 'grossly disproportionate' to the risk.

If the risk is particularly severe, a PCBU will need to demonstrate that costly safety measures are not reasonably practicable due to their expense. However, they must demonstrate that other less costly measures could also effectively minimise the risk.

'Reasonably practicable' is defined in the model WHS Act as being the requirement to weigh up all relevant matters, including:

- the likelihood of a hazard or risk occurring (i.e. the probability of a person being exposed to harm)
- the degree of harm that might result if the hazard or risk occurred (i.e. the potential seriousness of injury or harm)
- what the person concerned knows, or reasonably ought to know, about the hazard or risk and ways of eliminating or minimising it
- the availability and suitability of ways to eliminate or minimise the hazard or risk
- the cost of eliminating or minimising the hazard or risk
- the degree of influence or control of the matter.

Implementing Controls

The agreed control measures that you implement into work operations will lead to minor or major changes in the workplace.

To ensure control measures are given the best chance of success, you will need to plan how you will introduce them to workers and supervisors.

The model Code of Practice *How to Manage Work Health and Safety Risks* recommends three essential support mechanisms when implementing risk control measures:

Written procedures	▪ Develop a written procedure that describes the task, identifies the hazards and documents how the task is to be performed to minimise the risks.
Training, instruction and information	▪ Train your workers in the new process to ensure that they can perform the task safely. ▪ Training requires workers to demonstrate that they are competent in performing the task. ▪ Training, instruction and information must be provided in a form that can be understood by all workers including those with special needs.
Supervision	▪ The level of supervision required will depend on the level of risk and the experience of the workers involved. ▪ High levels of supervision are necessary where inexperienced workers are expected to follow new procedures or carry out difficult and critical tasks.

Example

Hazard reporting and response procedure

MyTel Communications developed a staff guideline outlining the steps in a hazard reporting and response procedure. This provided a formal way of resolving a particular safety issue in the workplace:

Step	Hazard reporting and response procedure
1	If a serious hazard or incident is identified, workers must report the matter to the PCBU, their direct supervisor or HSR as soon as possible. Where appropriate, the worker and their supervisor should take all reasonable steps to contain the hazard within the bounds of personal safety.
2	When the hazard is controlled, an incident report must be submitted to the PCBU. It must include hazard details, associated risks, location, anyone who may have been affected, workers who have been exposed and recommendations regarding how to treat or rectify the problem.
3	A hard copy hazard report form must also be submitted to the HSR or supervisor. As a manager, you will receive a signed notification that the form has been received.
4	The HSR must provide a written response within seven working days. A final response is required within 14 working days after the report has been received. It must detail all decisions made and why they were made.
5	If the original person making the report is dissatisfied with this response, they can request more information. The manager must respond within seven days of this appeal. If the report originator is still dissatisfied, they can appeal to the HSC, their HSR or contact the health and safety regulator.

Practice Task 9

Question 1

Number each step in the hierarchy of control, starting with the best option (number 1) and finishing with the least preferred option (number 6).

- ◯ Engineering controls
- ◯ Protective personal equipment
- ◯ Elimination
- ◯ Isolation
- ◯ Substitution
- ◯ Administrative controls

Question 2

Select true or false for each of the following questions.

a) The first step in implementing risk management is to hold a team meeting to discuss employee responsibilities. » True » False

b) As supervisor, it is your responsibility to ensure hazard reports are actioned quickly. » True » False

c) The best way to control a hazard is to substitute it with something less dangerous. Substitution is the first choice in a system called the hierarchy of control. » True » False

Question 3

Draw a line to match the beginning of each sentence about hazard management to the correct description on the right.

» Follow-up action	» Identify dangers and understand what can cause harm to people on the work site.
» Risk control	» Determine the likelihood and level of harm that can be caused by a hazard if a person is exposed to the hazard.
» Hazard identification	» Remove the hazard or put things in place to reduce the level of harm.
» Risk assessment	» Follow up to see that the controls are doing their job properly by speaking with other workers and asking for their feedback.

4C Manage inadequacies in risk controls

As with all other steps in the risk management process, the methods of reviewing risk controls must be performed in consultation with workers.

The final step of the risk management process is to monitor and review the controls. This is perhaps the most important and often neglected part of the process. By completing this step, you determine whether the controls are working effectively; it also affords you the opportunity to report the inadequacies of existing controls and identify if new hazards have emerged.

Monitor the controls

Once a risk control has been introduced into work operations, it must be reviewed, and where necessary, revised to make any improvements.

In some cases, risk controls may have caused new hazards; alternatively, they may not be serving their purpose in reducing the risks. This may require the controls to be removed altogether. This is why it is important to remain vigilant at all times.

Ongoing reviews may be conducted immediately following the introduction of a control measure. Periodic reviews may then be carried out weekly, monthly or quarterly depending on the nature of the hazard and its risks.

The WHS regulations explain five key situations where control measures must be reviewed:

1. When the control measure is not effective in controlling the risk (e.g. when an incident occurs)
2. Before a change at the workplace that is likely to give rise to a new or different health and safety risk that the control measure may not effectively control
3. If a new hazard or risk is identified
4. If the results of consultation indicate that a review is necessary
5. If a health and safety representative requests a review

To perform a review on a risk control, the same activities performed in the hazard identification step can also apply to the review phase.

The results of the review should reveal a risk rating that has been reduced to acceptable levels. If it hasn't, the controls may be inadequate and therefore, need to be modified.

You can complete this review by:

- performing a follow-up inspection
- performing a follow-up risk assessment
- reviewing hazard records and reports
- observing the hazard/work site
- consulting workers.

The Importance of consultation

Consultation is essential in evaluating the effectiveness of a risk control measure and finding inadequacies in risk controls.

Workers are the people on the front line using the controls and are, therefore, regularly exposed to the hazards. They are in many cases, well-versed in the hazards and risks associated with a task or work area.

If problems in risk controls are found, you will need to return to the beginning of the risk management process and complete each step again until the risk level has been reduced to safe levels. This is why you must always document your review in order to demonstrate compliance with workplace health and safety policies and legislation.

There are many questions that may ask to guide the consultation process:

- Are the controls working effectively?
- Have the controls introduced any new problems?
- Have all the hazards been identified?
- Have the new work methods improved job safety?
- Are workers following the new procedures?
- Has enough instruction and training been provided?
- Is the likelihood of harm reducing over time?

Once the consultation process is progressing smoothly, you then must begin to report inadequacies in risk control. An inadequate risk control means that the measures used to eliminate hazards or reduce the risks are ineffective.

Once inadequacies in risk controls have been identified, they must be reported so action can be taken, in accordance with organisational reporting policies and procedures. As a supervisor or manager, you must ensure team members are aware of their responsibilities in reporting risk control inadequacies.

The following steps list how risk control inadequacies may be reported:

Step 1	Gather reports from team members and ensure all individual reports are documented in a risk control file or register.
Step 2	Compile team reports.
Step 3	Deliver the report to the appropriate person, including the urgency of the review.
Step 4	Monitor the timeline to ensure the organisation responds promptly.

Monitor outcomes of reports

Outcomes must be monitored to ensure prompt, effective and appropriate responses.

If a response or outcome is not acceptable, the organisation must have resolution procedures in place. After all, workers should never be expected to work in an unsafe or unhealthy environment. State and territory health and safety legislation require PCBUs, HSRs or HSCs to work together to resolve WHS issues if possible. As a last resort, an independent WorkSafe or WorkCover inspector may be required to resolve WHS disputes.

All parts of the hazard management processes will need to be documented according to workplace procedures. This is used to describe to the workers, HSC members and HSRs how the WHS hazards and risks are being managed in the work environment.

Hazards and risk controls should also be documented to demonstrate compliance. Details of the review process can be recorded in a 'risk register', which is a simple table that allows users to record all the necessary information about each of the four steps of the risk management process.

Consider the following when documenting the hazard management procedure:

- Use words every worker can understand.
- Remove legal jargon and complex terms.
- Keep the content short, simple and to the point.
- Use bullets and lists, rather than large paragraphs.
- Edit, proofread and format the document.
- Have at least two other people check the procedure before distributing it to the workers.

Example

Risk register

Description of hazard					
Risks & impacts					
Likelihood		Seriousness		Risk rating	
Mitigation actions					
Residual risk rating once controls are applied					
Who is responsible?			Date of follow-up review?		

Practice Task 10

Question 1

What are some situations where control measures must be reviewed? Tick all that apply.

- ◯ Every time a new employee commences with the company
- ◯ When the control measure is not effective in controlling the risk (e.g. when an incident occurs)
- ◯ Before a change in the workplace that, when implemented, may introduce a new risk
- ◯ When there are no identified changes to existing hazards and risks
- ◯ If the results of consultation indicate that a review is necessary
- ◯ If a health and safety representative requests a review

Question 2

The following list contains the steps for reporting inadequacies in risk controls. Number them in the correct order.

- ( ) Compile team reports.
- ( ) Deliver the report to the appropriate person, including the urgency of the review.
- ( ) Gather reports from team members.
- ( ) Monitor timelines to ensure the organisation responds promptly.
- ( ) Ensure all individual reports are documented in a risk control file or register.

Question 3

Why is it important to document inadequacies in existing risk controls?

Summary

- A hazard is a source, or potential source, of human injury, ill health or disease. For every hazard, there are risks.
- Risk is the likelihood of a hazard resulting in an injury or disease.
- Hazard management involves identifying sources of danger in the work environment and taking the best action possible to improve safety.
- Awareness of the work environment will improve knowledge of potential hazards.
- Workers must report hazards to you as soon as possible and follow the correct procedures.
- Once a hazard has been reported, action must be taken to either eliminate or control the hazard before it results in injury or illness.
- The hierarchy of control must be followed when deciding on how to address WHS hazards, starting with elimination of the hazard.
- Once a risk control has been introduced into work operations, it must be reviewed to determine inadequacies.
- Consultation is essential in evaluating the effectiveness of a risk control measure.
- Hazard records are a critical part of WHS compliance.

Learning Checkpoint 4

Implement and monitor procedures for hazard identification and risk control

Part A

1. Which of the following methods can be used to identify hazards in the workplace? Tick all that apply.

   - ◯ Ask friends and family members for their feedback on safety.
   - ◯ Schedule workplace inspections and walk arounds.
   - ◯ Carry out hazard hunts in small groups.
   - ◯ Wait until an incident occurs to be sure the hazard exists.
   - ◯ Review incident reports in team meetings.

2. How can you review existing risk controls in the workplace?

3. Draw a line to match each risk management control type to the correct procedure

» Isolation	» A faulty printer cartridge that is leaking hazardous material is replaced with a new one.
» Elimination	» All workers must complete a minimum of 36 hours training on the equipment.
» Engineering controls	» All toxic cleaning chemicals are to be removed from the workplace entirely.
» Substitution	» Sharp objects are to be securely stored in lockable cabinets/drawers.
» Administrative controls	» New shelving equipment is installed to store heavy boxes of files.

Part B

Read the case study, and then answer the questions that follow.

Case study

Alvin is the office manager in the human resources department of a large professional services organisation. His role involves coordinating a team that includes a receptionist, a payroll officer and two administration support officers.

Their tasks involve scheduling appointments for staff and management, entering information into the computing systems, ordering stationery and collating reports for the supervisors. Alvin also provides WHS support to the team members, including facilitating WHS meetings, actioning hazard reports raised by team members and providing day-to-day coaching support.

The most common hazards in the workplace include manual handling and lifting tasks, using boiling water in the kitchen, operating the shredder and using stairs to access the toilets. There are several risk controls that have recently been introduced to reduce the risks associated with these hazards. Some measures include training, education, warning signs and regular supervision of work tasks.

1. Which of the following methods could Alvin use to review current risk management controls that are not be working effectively? Tick all that apply.

   - ◯ Perform a follow-up inspection.
   - ◯ Place an order for more personal protective equipment.
   - ◯ Perform a follow-up risk assessment.
   - ◯ Use industry standards.
   - ◯ Review hazard records and reports.
   - ◯ Observing the hazard/work site.
   - ◯ Consult workers.

2. Select true or false for each of the following.

   a) Alvin does not need to document and report hazard management processes to relevant stakeholders if the hazard is safely removed. » True » False

   b) Alvin will need to access a copy of the incident register when documenting risks, and actions used to manage those risks. » True » False

3. What could Alvin do if he was concerned about his organisation's response to reports about inadequacies in existing risk controls?

Topic 5 | Manage WHS records

5A Maintain a WHS records system

5A Maintaining WHS records

WHS records cover a range of information about the safety performance of the organisation.

WHS records are a critical part of WHS management within an organisation and enable organisations to comply with WHS legislation. Records assist in identifying the root cause of incidents, injuries and near misses. They are also a vital tool for assessing patterns and trends for WHS as well as whether corrective action has resolved WHS issues.

Types of WHS records

A record is a document that contains evidence of an event, decision or action that has been taken in the workplace.

The following table lists the types of WHS matters that may need to be recorded and retained in the work environment:

Types of records	Content of WHS records
Hazards	▪ Anything that could cause harm if a person comes into contact with it
Accidents	▪ Any event that results in an injury or illness to a person
Incidents and near misses	▪ Any event that could have resulted in an injury or illness to a person, including occupational disease, psychological injury and fatalities
Notifiable incidents	▪ Any death, serious injury or illness or dangerous incident
Health and safety monitoring	▪ Any activity conducted to monitor the health and safety of workers and the safety of the working environment ▪ Examples include hearing or vision checks, employee health checks, drug and alcohol testing, noise level readings, measuring air quality or monitoring carcinogen levels
Testing maintenance and inspection of equipment	▪ Pre/post operational checks, safety inspections, servicing and repairs and general maintenance
Hazardous chemicals register	▪ Summary of the hazardous chemicals and substances stored, used and transported within the facility
General WHS information	▪ Training records, minutes from safety meetings, registrations for equipment

Notification of injury form

The notification of injury form is to be completed and forwarded to the relevant government body in your state or territory.

Details of minor injuries should be entered in an injury register and in the first-aid register. However, for more serious injuries that require time off work, the following forms should be completed:

- Notification of injury form to the relevant government authorities
- Entry in the injury register
- Entry in the first-aid register
- Workers compensation report form

This formality is for serious incidents, such as death, amputation and serious eye or head injuries, as well as near misses that could have resulted in death or injury.

The incident needs to be reported within a specified time frame, regardless of whether it involved a worker, contractor or visitor. The employer must also keep a copy for a specified minimum time.

An organisational injury register (hard copy or electronic) must be kept at all workplaces. Many organisations use an internal incident report form to meet the requirements of the injury register.

An injury register should record the:

- injured person's name
- injured person's job title or occupation
- time and date of the injury or illness
- exact location of the person when the injury or illness occurred
- nature of how the injury or illness happened
- nature of the injury or illness and the body parts affected
- names of any witnesses
- date of notification
- name of the person entering the details in the register if not the injured person
- formal acknowledgment from an employer that notification of the incident or injury has been received.

Example

Workplace incident report form

Here is an example of a workplace incident report form:

Workplace incident report	Report no:
Surname:	First name:
Address:	
Telephone no:	Mobile no:
Date of injury:	Time:
Details of injury:	
Bodily location of injury:	
Description of the circumstances of the incident:	
Description of incident by witness:	
Signature of witness: (please also print name)	Date:
When was the injury reported?	
Date:	Time:
Who was the injury reported to?	
Name:	Position:
Details of action by management:	
Date ceased work:	Time ceased work:
Total time lost (days, hours, minutes):	
Details of preventive measures taken (to be completed by HSR):	
Name:	
Signed:	Date:

Notifiable incidents

Notifiable incidents include the most severe accidents in terms of their nature and consequences.

The model WHS Act states the requirements and obligations of the PCBU in managing serious health and safety incidents known as notifiable incidents. A notifiable incident includes the death of a person, a serious injury or a life-threatening illness that results due to a workplace incident.

The following table outlines in more detail what constitutes a notifiable incident:

Serious Injury or Illness	The Act states that a serious injury or illness is one where a person requires or sustains: ▪ immediate treatment as an in-patient at a hospital ▪ the amputation of any part of his or her body ▪ a serious head injury ▪ a serious eye injury ▪ a serious burn ▪ the separation of skin from an underlying tissue (such as de-gloving or scalping) ▪ a spinal injury ▪ the loss of a bodily function ▪ serious lacerations ▪ medical treatment within 48 hours of exposure to a substance. A serious illness includes any infection that is attributed to a workplace task, including tasks that: ▪ involve micro-organisms ▪ involve providing treatment or care to a person ▪ involve contact with human blood or bodily substances ▪ involve handling or contact with animals, animal hides, skins, wool or hair, animal carcasses or animal waste products.

Dangerous Incidents	A dangerous incident means an incident in relation to a workplace that could have resulted in a fatality or serious injury. The incident must expose a worker or other person to a serious risk to their health or safety. Examples listed in the Act include: ▪ an uncontrolled escape, spillage or leakage of a substance ▪ an uncontrolled implosion, explosion or fire ▪ an uncontrolled escape of gas or steam ▪ an uncontrolled escape of a pressurised substance ▪ electric shock ▪ the fall or release from a height of any plant, substance or thing ▪ the collapse, overturning, failure, malfunction or damage to any plant ▪ the collapse or partial collapse of a structure ▪ the collapse or failure of an excavation or of any shoring supporting an excavation ▪ the inrush of water, mud or gas in workings, in an underground excavation or tunnel ▪ the interruption of the main system of ventilation in an underground excavation or tunnel ▪ any other event prescribed by the regulations.

A first-aid register documents any treatment provided to someone involved in a workplace incident. The first-aid register details the:

- name of the injured person
- department or work area
- date and time of the treatment
- name of the person providing first-aid
- description of the injury
- treatment that was provided
- first-aid items used.

Under the model WHS laws, a PCBU must notify the relevant safe work authority of all fatalities, serious injuries and illnesses, and dangerous incidents that arise out of the conduct of the business, as soon as they become aware of the incident.

The notification must be by the fastest available means and can be made by phone or in writing (such as by email or other electronic means). If the notification is by phone, this must be followed up in writing within 48 hours if the authority requests it.

The written notice is usually completed using a standard Incident Notification Form as supplied by the relevant authority. Failure to notify of a notifiable incident to the regulator can result in hefty fines of up to $10,000 for an individual and $50,000 for a body corporate.

The PCBU must keep a record of each notifiable incident for at least 5 years from the day that notice of the incident is given to the regulator.

Identifying the main patterns

WHS records are a valuable source of information in identifying cases of injury or illness.

The term 'occupational injury and disease' is often used to explain the various types of harm that can be caused to workers when exposed to hazards in the working environment.

Examples of occupational injury and disease include:

- loss of hearing or vision
- skin burns and lacerations
- contact dermatitis
- respiratory conditions
- musculoskeletal disorders.

A **near miss** is any event that could have resulted in an injury or illness to a person, including occupational disease, psychological injury and fatalities. For example, the collapse of a structure which could have caused an injury but luckily did not.

Information contained in incident reports will show the details of any near misses that have occurred in the workplace. All near misses must be analysed in accordance with organisational procedures.

This enables you to:

- identify the root causes of the incident
- analyse the potential impacts of workplace injuries and illnesses
- identify suitable controls to prevent a future injury, illness or fatality.

A thorough analysis of near misses may also reveal emerging trends of occupational injury and disease.

Completing WHS documents

Your organisation's WHS policy and procedures indicate what forms and systems are to be used to complete WHS documents.

As a supervisor or manager, you must ensure that all WHS documentation is completed accurately and promptly. You must be familiar with the processes, systems and tools used by your organisation to achieve this and ensure you always comply with these requirements.

Guidelines for completing WHS records and documents	
Be selective	Careful choice of words can enable you to convey clear and unambiguous meanings.
Keep it accurate	Check that everything written is factually accurate and can be verified.
Stay objective	The information recorded should not reflect personal emotions and opinions. State all sides and opinions of any problems that exist.
Be concise	The information recorded should be clear and concise without leaving out any important information.
Keep it clear	On complex issues, the best way may be to allow some time to elapse and then review your findings. Allowing time to think over what you have written may allow you to look at the issue in a different light.
Make it sufficient	Avoid over simplifying details. Management will require sufficient information to consider all options in making a decision.

Completing records accurately is one step in the records management process. The next step is to maintain those records, so they can be used to make important decisions about safety matters.

The WHS laws state that records of a range of WHS matters must be maintained by the PCBU. The more information a business collects, the greater the ability to understand the potential for workplace incidents and why injuries and illnesses have occurred.

Organisational record keeping systems consist of procedures that explain how records should be collected, filed, stored, retrieved and disposed of. Many organisations use record keeping systems linked to their human resource management processes to record, update and maintain WHS information about their workers. Other organisations implement specific WHS management systems to enable the completion of activities associated with WHS management in the workplace.

Supervisors and managers are generally responsible for maintaining WHS records, however, workers must report on hazards, accidents and incidents as part of their responsibilities under the organisational policy.

The following actions can help maintain records appropriately:

- Action a record or report within the set time-frame.
- Store records according to the correct location.
- Use the designated file and naming conventions as set out in the organisation's procedures.
- Keep records for the correct period as stated in the WHS regulations.

Practice Task 11

Question 1

Why are aggregate WHS data and records a critical part of WHS management?

Question 2

What should you do if a worker sustains a serious injury and needs to take time off work? Tick all that apply.

- ◯ Complete a notification of injury form and send to the relevant government authorities.
- ◯ Await the worker's return before notifying relevant government authorities, so that you know the full extent of the worker's injuries.
- ◯ Record the details of the incident in the injury register.
- ◯ Notify your customers using email or social media.
- ◯ Complete a workers compensation report form.

Question 3

Which of the following occurrences are examples of reportable WHS incidents? Tick all that apply.

- ◯ Serious equipment, plant or property damage
- ◯ Exposure to hazardous substances or circumstances
- ◯ Low printer toner
- ◯ Near misses
- ◯ Dangerous occurrences that may have injured someone
- ◯ Manual handling tasks

Summary

- Employers are required to keep information and records relating to the health and safety of their workers.
- Accurately completing and maintaining WHS records ensures the organisation can build valuable reference information in relation to the management of WHS in the organisation.
- WHS records must be retained in accordance with organisational recordkeeping systems and procedures.
- WHS records can be analysed to show insight into the current and potential causes of occupational injury and disease.
- Record reviews will highlight any problems, which can then be acted on and resolved.

Learning Checkpoint 5
Manage WHS records

Part A

1. Which of the following statements about incident reports are correct? Select true or false for each one.

Near miss incidents do not need to be reported.	» True	» False
Incident reports should be used to investigate underlying causes, so steps can be taken to eliminate or minimise the risk of the incident recurring.	» True	» False
An incident report should include a description of the circumstances surrounding the incident.	» True	» False
Information included on an incident report form can be viewed by everyone.	» True	» False
The format of a formal incident report will look different for each worker.	» True	» False

2. Which of the following methods can be used to review incidents in your workplace? Tick all that apply.

- ◯ Ask workers for their feedback on safety hazards.
- ◯ Schedule workplace inspections and walk arounds.
- ◯ Contact the Safe Work Regulator for general advice about workplace incidents
- ◯ Review incident reports.
- ◯ Carry out inspections, following on from an incident.
- ◯ Check the local news for cases involving workplace injuries.
- ◯ Review the hazardous chemicals register.
- ◯ Review incident reports in team meetings.

3. Select true or false for each of the following questions.

a) A near miss occurs if someone sustains an injury but avoids death.	» True	» False
b) Near misses must be documented so that the organisation can assess future repercussions.	» True	» False

Part B

Read the case study, and then answer the questions that follow.

Case study

Alvin is the office manager in the human resources department of a large professional services organisation. His role involves coordinating a team that includes a receptionist, a payroll officer and two administration support officers.

Their tasks involve scheduling appointments for staff and management, entering information into the computing systems, ordering stationery and collating reports for the supervisors. Alvin provides ongoing WHS support to the team members, including maintaining WHS records, reporting on incidents and actioning hazard reports raised by team members.

The most common case of occupational injury in the office relates to musculoskeletal disorders, due to poor posture when staff work at their computers for extended periods. There are several risk controls that have been introduced to reduce the risks associated with working at a computer. These include training and education about the issues relating to musculoskeletal disorders, warning signs about taking regular breaks and stretching, monthly postural assessment checks from a specialist and regular supervision of staff at their desk.

Alvin is also required to consult with other workers in order to determine the effectiveness of current risk control measures. The review is documented by Alvin in a risk register. The risk register is used to demonstrate the organisation's compliance with workplace health and safety policies and legislation.

1. Alvin's administration support officer has been involved in a workplace incident and requires time off due to a wrist injury sustained while working at his computer. What guidelines should Alvin follow when documenting this injury in the WHS record system?

2. Which records should Alvin check if he wants to better manage WHS hazards and risks? Tick all that apply.

   - ◯ Hazard reports
   - ◯ Notifiable incident reports
   - ◯ Profit and loss report
   - ◯ Equipment maintenance reports
   - ◯ Hazardous chemical register
   - ◯ First aid register
   - ◯ Employee absenteeism report
   - ◯ Sales report

3. Select true or false for each of the following questions.

   a) A notifiable incident is an incident that has resulted in the death of one of Alvin's workers. All other incidents do not need to be notified by Alvin. » True » False

   b) Alvin has 48 hours to notify the relevant safe work authority of all fatalities, serious injuries and illnesses and dangerous incidents. » True » False