WHS Management System Design and Implementation – Head Office building expansion project.

Purpose: The project will focus on the planning, design and implementaiton of a Work Health and Safety Management System (WHSMS) for the company; specifically ensuring compliance and best practise application of the work health and safety legislation throughout the Head Office building expansion project.

Adherence to the WHS Act Legislation, policies, procedures and programs[[1]](#footnote-1)

Throughout the project. management, supervisors, staff and agents will be educated on the non-negotiable adherence to the WHS Act legislative responsibilities, policies, procedures and programs in place and enforceable. All persons shall be made familiar of both the location and content of the policies and procedures, and that these policies and procedures are current to the latest WHS legislation, regulations and codes of practices. All changes will be regularly announced and re-educated to all persons as applicable.

It is the duty of the organisation to ensure a safe workplace. Regulations to ensure a safe workplace include:

* Hazard/risk identification
* Performance of risk assessments for workplace hazards
* Specifying controls and/or processes to minimise hazards
* Representing and participating with personnel on health and safety issues
* 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 licensing and accreditation
* Monitoring safety when working with asbestos or hazardous materials and chemicals

Further to the regulations listed above, below are some of the legal requirements covered under the WHS legislation.

* Managing risks to workers’ health and safety, including risk assessment and control processes
* 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 work health and safety, including the establishment of health and safety committees
* Providing training in safe operating procedures
* Having requirements for maintenance and confidentiality of records of occupational injury and disease

Identify and approve financial and human resources required by the WHSMS*[[2]](#footnote-2)*

In consultation of with team members, stakeholders and related persons, the WHS priorities will be covered in the planning process. Recommendations for the individual safety for the individual safety or WHS expenditure may also come from a variety of other sources, including individual workers, the health and safety committee, health and safety representatives, unions or external contractors.

The human resources, the people, are the most important resource for this project. Training for will be required for:

* Health and safety committee, in relation to the WHS legislation and regulations
* Specialist health and safety representatives
* Emergency wardens
* First-aid officers
* Compliance officers and auditors
* Managers, supervisors and workers

The financial resources, essential for the successful implementation and on-going maintenance of this project, will include:

* Financing of the health and safety representative/officers’ salaries
* Financing of the health and safety representative/officers’ training courses
* Purchase of physical resources (such as safety helmets and/or first-aid kits)
* Upgrading of equipment

These finances will be identified and budgeted for, not only for the direct implementation investment, but also the ongoing investment. All financing will also include a ‘buffer’ for unexpected risks uncovered in discovery and implementation.

Approval of the identified expenditure will be forwarded to the relevant stakeholders as soon as reasonably possible prior to application.

Inclusion of hazard identification at the planning stage

*(refer Document 7 - Risk Management Plan)*

This document addresses the background issues identified when planning the refurbishment and expansion of the BizOps head office.

It details works conducted by a multitude of workers of varying occupation and trades, including engineers, plumbers, electricians, carpenters, cabinetmakers, and painters.

It covers the equipment being used by the workers, including, nail guns, jackhammers, power tools, elevated work platforms, scaffolding and the extensive range of other building and construction equipment used.

The environment of the works is also considered as the works will include renovations fronting a busy street requiring consideration of the safety and minimal interruption to vehicular and pedestrian traffic flows.

The steps followed in the identification and analysis include:

* Identification and consequential impact of injuries
* Identification and likelihood of injury occurrence
* Identification of action priorities using a risk categorisation scoring matrix
* Risk control hierarchy
* Application of the hierarchal hazard control
* Who, how and when control effectiveness is reviewed and assessed?

Establishing and maintaining participation arrangements

Throughout this project consultative methods will be strictly adhered to in the involvement of workers, health and safety officers, consultants and key stakeholders to ensure compliance with legislative and regulatory requirements.

To ensure a positive outcome a health and safety committee will be appointed to identify and resolve health and safety issues as well as develop procedures for safe work systems. The committee will include both persons controlling the business as well as worker representatives.

It shall:

* Provide a forum for cooperation and consultation between the persons controlling the business as well as workers on health and safety issues.
* Maintain health and safety management documentation for the workplace.
* Investigate training needs and ensures adequate training is provided to all the workers
* Keeps up to date with health and safety information and current health and safety best practice
* Recommends establishing, maintaining and monitoring WHS programs, measures and procedures
* Helps to find solutions to health and safety problems
* Helps to investigate workplace incidents and evaluates the overall health and safety program
* Helps to promote health and safety in the workplace.

Standards of care to avoid harm

All reasonable steps will be undertaken to ensure demonstratable measures are in place to prevent hard. The engagement of specialised safety officer(s) and/or external specialists will be employed to ensure all precautions are in place to prevent harm.

It is the Health and Safety Officers’ responsibly to:

* Work closely with management to perform risk identification, analyse incident reports and develop plans to eliminate or minimise risk
* Assisting in the preparation of standard operating procedures, health and safety programs and initiatives
* Conduct inspections and safety audits
* Coordinating fire and other emergency responses
* Coordinating health and safety training
* Inspecting plant, equipment, processes and working methods
* Investigating incidents
* Providing incidents
* Providing information to workers
* Providing specialist advice to the Health and Safety Committee

The benefits of participation in these arrangements are an improvement in moral and productivity as all parties are involved in a collaborative effort in health and safety issues.

Provision of information to workers. Establishing and maintaining communication between management and workers is crucial. Ensuring workers understand the type of information health and safety personnel can provide and the strategies employed to disseminate the information is the cornerstone of a healthy and safe workplace.

Documentary communication. The following are examples of documents that should be readily available and up to date:

* Current health and safety policies and procedures
* Health and safety surveys checklists and audits
* Lists of identified hazards
* Complaint forms
* Incident, injury and near-miss reports
* Workers compensation forms

Best consultative strategies. The following strategies are recommended for better worker involvement and education:

* Regular meetings with the health and safety representatives and committee members
* Regular workplace inspections
* Hazard identification and risk assessments
* Health and safety issues of the agenda for every staff meeting
* Regular consultation with the health and safety officer
* Intranet notification system for WHS issues
* Suggestion box
* Health and safety signage and notices throughout the workplace
* Formal health and safety issue resolution processes

Following up. Workers should be aware that safety matters will be followed up in both a formal and informal process. The business may:

* Make decisions about the adequacy of facilities for worker welfare
* Monitor workers’ health and workplace conditions based on information received
* Provide further training and information
* Propose changes to the work performed at the workplace that may affect the health and safety of workers

Measure and evaluate the WHSMS in line with the organisation’s quality system framework

*Refer. Attachment 7 - Risk Management Plan*

Evaluation of internal systems.

The internal WHS systems were measured against the quality systems framework.

The definitions surmised from the framework are:

* A risk is any event that impacts BizOps' ability to meet its goals and objectives.
* Risk identification is the process of determining what might happen, how, when and why in relation to the risk identified.
* Risk analysis is a process that helps the organisation understand the effect of the risk on our goals and objectives.
* Risk evaluation involves comparing risks and determining the order in which they should be dealt with.
* Risk treatment is the process for applying measures to minimise, modify or eliminate the risk.

The responsibilities for the monitoring and implementation are allotted to the risk management committee on behalf of the CEO, the committee is responsible for:

* Ensuring BizOps is complying with any legal requirements
* Ensuring risks are effectively managed
* Maintaining business operations
* Identifying significant operational risks
* Monitoring the management of strategic and operational risks

The managing directors are responsible for:

* Making recommendations to the committee on risk management policies and procedures
* Reviewing risk management incidents as they occur
* Providing support and advice to the committee on risk management issues affecting their areas in relation to identifying, analysing, evaluating and treating risks
* Establishing and administering a BizOps risk register
* Implementing risk management training.

All BizOps employees are responsible for applying risk management principles and practices in their work areas. Management is responsible for ensuring risk management principles are applied.

* Employees must report risks and participate in risk management training.

The key critique for the evaluation is:

Proactive monitoring

* Implementing a cyclical audit schedule
* Monitoring the effectiveness of risk controls
* Reviewing WHS performance measures; e.g. lost time or incident frequency statistics

Reactive monitoring

* Investigation the causes of accidents and incidents
* Evaluating hazard reports and risk assessment undertakings
* Assessing and acting on feedback from works about WHS requirements

Methods to establish, implement, maintain and evaluate a WHSMS for a work area of BizOps Enterprises in accordance with WHS legislation, including policies, procedures and record keeping.

Hazards exist in all work environments. Any situation or source that can cause harm, resulting in injury, illness or damage to property. A risk is the likelihood that a hazard may cause harm.

The methods encompass

* Procedures developed in risk control and hazard identification.
* Checks and balances introduced to ensure the proposed changes do not create new hazards
* Selection and implementation of risk control measures
* Identification of inadequacies and provision of resources to implement new risk control measures
* Identification and actions required from WHS specialists
* Development and provide the WHS induction and training program for workers
* Maintaining WHS records to identify patterns of occupational injury and disease
* Measure and evaluate the WHS management system
* Develop and implement improvements to the WHS management system
* Ensuring compliance within WHS legislation

Priorities

Ensuring Biz Ops is complying with any legal requirements

Ensuring risks are effectively managed

Maintaining business operations throughout implementation and post implementation

Identifying significant operational risks

Monitoring the management of strategic and operational risks

Directing risk management processes

Receiving and analysing risk management reports and informing the BizOps board

Making recommendations to the BizOps board regarding risk management

Project objectives

Confirm legislative requirements

Identify relevant roles and responsibilities

Resourcing the WHS management system

Establishing appropriate induction and training

Develop processes for identifying and resolving issues

Implementing hazard and risk control procedures that ensure legislative compliance

Provide a mechanism for evaluating the effectiveness of the processes

Key deliverables

Audit of current processes and risk identification. Implement a well-functioning WHS management system that meets all the auditable criteria from AS/NZS 4801:2001 and AS/NZS 4804:2001.

AS/NZS 4801:2001 Occupational health and safety management systems – Specifications with guidance for use, and AS/NZS 4804:2001 Occupational health and safety management systems – General guidelines on principles, systems and supporting techniques. [[3]](#footnote-3)

AS/NZS 4801:2001 is part of the overall management system, which includes; organisational structure, planning activities, responsibilities, practices, procedures, processes and resources for developing, implementing, achieving, reviewing and maintaining the OHS [WHS] Risks associated with the business of the organisation.

AS/NZS 4804:2001 Occupational health and safety management systems provides more general guidance concerning principles, systems and supporting techniques including:

* How to set up an OHSMS [WHSMS]
* How to continually improve an OHSMS [WHSMS], and
* Resources required for set up and improvement

Project responsibilities

The project will be responsible for the creation and implementation of the WHSMS system through consultation with all persons involved with BizOps.

The implementation of the work health and safety management system [WHSMS] will contribute to optimal work health and safety outcomes for all parties at work.

The project shall engage in consultative processes with all parties at the workplace.

Ensure complete compliance with processes and procedures as outlined in AS/NZS 4801:2001 and AS/NZS 4804:2001.

* Adopt best communication practices
* Ensure costs are reasonable immediately and on an ongoing basis
* Timeliness with reasonable balance to the human resources and financial restraints
* Accountability through logical reports on regular intervals
* Training programs that are of high standard or quality and content
* Centralised data capture with clear analysis provided
* Complete transparency of progress throughout the project
* Minimise red tape, administrative burden
* Balanced rate of change appropriate to reasonable dissemination
* Embody good WHS does not dictate large time expenditure and cost
* Ensure all necessary tools are available to all team members throughout the project and on an ongoing basis

Schedule

|  |  |  |
| --- | --- | --- |
| Item | Milestone date | Responsibility |
| Project planning and scheduling | 4 weeks from commencement | Project Manager |
| Works review (internal & external) | 2 weeks on from item 1 | Project Team |
| Current work practices and procedures | 3 weeks on from item 2 | Project Team  Internal WHS Professionals |
| Legislation Internal systems review | 2 weeks on from item 3 | Internal WHS Professionals |
| Finalise Schedule | 2 weeks on from item 4 | Project Manager |
| Key stakeholder engagement | 2 weeks on from item 5 | Project Manager  Project Sponsor |
| Project resourcing and readiness | 4 weeks on from item 6 | Project Manager |
| Project launch and roll out | 2 weeks on from item 7 | Project Manager  Project Team |
| Hazard Identification | 3 weeks on from item 8 | Project Team  Internal WHS Professionals |
| Participation process design | 6 weeks on from item 9 | Project Manager  Project Team |
| External stakeholder process design | 8 weeks on from item 10 | Project Manager  Project Team |
| Reporting and monitoring process design | 4 weeks on from item 11 | Project Manager |
| Training and Induction program design | 4 weeks on from item 12 | Project Team  Internal WHS Professionals |
| WHSMS gap analysis | 3 weeks on from item 13 | Internal WHS Professionals |
| Client final sign off and approval | 3 weeks on from item 14 | Project Sponsor |
| WHSMS implementation program | 6 weeks on from item 15 | Project Manager  Internal WHS Professionals |

Resource plan

|  |  |
| --- | --- |
| Deliverable/milestone/phase | Resource |
| Project planning and scheduling | Project Manager |
| Works review (internal & external) | Internal WHS Professionals |
| Current work practices and procedures | Internal WHS Professionals |
| Legislation Internal systems review | Internal WHS Professionals |
| Finalise Schedule | Project Manager |
| Key stakeholder engagement | Project Manager |
| Project resourcing and readiness | Project Manager |
| Project launch and roll out | Project Manager  Project Team  Project Sponsor |
| Hazard Identification | Internal WHS Professionals |
| Participation process design | Project Manager  Project Team |
| External stakeholder process design | Project Manager |
| Reporting and monitoring process design | Project Manager |
| Training and Induction program design | Project Manager  Project Team  Internal WHS Professionals |
| WHSMS gap analysis | Project Manager  Internal WHS Professionals |
| Client final sign off and approval | Project Sponsor |
| WHSMS implementation program | Project Manager  Internal WHS Professionals |

Project risk assessment

|  |  |  |
| --- | --- | --- |
| Risk | Level (high/medium/low) | Management strategy |
| Lack of involvement and commitment from senior management | High | Complete transparency to project sponsor |
| Health and safety policies and procedures are not implemented | High | Ensure checklists clearly detail reporting standards and penalty for non-compliance |
| Assigned responsibilities and monitoring of performance at the various management levels are not clearly defined | Medium | Have third party involvement with the drawing up of responsible parties and performance measures |
| Program elements identification and monitoring hazards and recognition of emerging risk | Low | Engage third party involvement and internal WHS professionals to independently assess methodologies and checks |
| Insufficient reporting, investigation of possible incidents and workplace inspections | Medium | Have all reporting, incidents and inspection checklist and processes assessed by independent parties |
| Collection and analysis of data is insufficient | High | Have the methodologies and data analysis audited by WHS specialists |

Quality management plan

|  |  |
| --- | --- |
| Agreed quality standard | Measure |
| Timeliness of task deliverables | List the task to be undertaken including date of delivery |
| Achievement of milestones | Transparency of the milestones and the date of achievement |
| Reference documents finalised and organised | All documents are to be clearly indexed and finalised for future reference |
| All individual responsibilities are noted clearly | All noted responsibilities are available to all parties involved with a logical indexing methodology |
| All documents and deliverables are witnessed by stakeholders | All finalised documents and procedures are signed by stakeholders |
| All WHS processes to be ISO compliant | All procedures and processes meet AS/NZS ISO 31000:2009 Risk management standards. External auditors will ensure processes and procedures meet the standards. |

Communications and reporting

|  |  |  |
| --- | --- | --- |
| Stakeholder | Information required | Method |
| Project Sponsor  (Chief Executive Officer) | Progress reports – complete prefaced with summary | Face to face hardcopy and email. |
| Budget Holder | Actuals expenditure to budget performance | Email summary and receipts |
| Senior Users  (Managing Director, Human Resources) | Progress reports – based on specific requirements of each department | Face to face hardcopy and email. |
| Project Team Members | Progress reports and workloads | Face to face hardcopy and email |

1. (Aspire Training & Consulting, 2017 pgs. 2-4) [↑](#footnote-ref-1)
2. (Aspire Training & Consulting, 2017 pgs. 24-26) [↑](#footnote-ref-2)
3. <https://www.comcare.gov.au/preventing/governance/workplace_health_and_safety_management_system_whsms> [↑](#footnote-ref-3)