Department of
Environment and Conservation

Our environment, our future

Work Health and Safety Management Plan

Department of
Environment and Conservation

Version 1 – January 2012

CONTENTS

EXECUTIVE SUMMARY

It is important that both employers and employees take their responsibilities for Occupational Safety and Health (OSH) and injury management seriously in order to establish and maintain a safe and healthy workplace. The Department of Environment and Conservation (DEC) has embraced the leadership and direction given to State Government agencies in the promotion of effective OSH programs.

The aim of the Work Health and Safety Management Plan (WHSMP) is to develop a consistent method of assessing whether all staff understand and work towards common goals in OSH, focusing on safe work practices, risk and hazard mitigation.

To ensure that an approach is taken that is consistent with other public sector agencies, it has been decided to base the department's WHSMP on the model *WorkSafe Plan* which has been developed by WorkSafe WA and is endorsed as the OSH model for public sector agencies.

The detailed standards to be achieved in the department's OSH program are not found in this plan. The Risk Management Section's *Policies and Procedures Manual* contains the prescribed standards and detailed guidance necessary for the effective implementation of OSH in DEC workplaces.

The plan establishes a framework to enable assessment/audit processes to rate safety management systems and thus directs attention to areas that could be improved.

The key strategies of this plan are to:

- provide information on safety and health management practices;
- identify the strengths and weaknesses of DEC's OSH management systems;
- provide measures for safety and health performance;
- implement a cycle of continuous improvement;
- compare performance with organisations in the same industry; and,
- gain recognition for standards achieved in management of the department's safety and health system.

The WorkSafe Plan supports the continuous improvement of safety and health performance as part of a best practice approach to OSH management. The plan addresses this aim by setting standards in five primary elements of the OSH program:

1. Management commitment;
2. Planning for OSH;
3. Consultation and reporting;
4. Hazard management; and
5. Training and supervision.

Senior management commitment to OSH and injury management is critical if improvements in the workplace are to be achieved. Commitment must extend beyond satisfying legislative and regulatory requirements to demonstrated actions being taken to achieve improvements.

1. INTRODUCTION

1.1 PURPOSE OF THE WORK HEALTH AND SAFETY MANAGEMENT PLAN

The purpose of the Work Health and Safety Management Plan (WHSMP) is to ensure that there is a consistent and effective approach to assessing and managing safety risks within DEC and, through that approach, to ensure the health and wellbeing of departmental staff. DEC seeks to cultivate a genuine concern and consideration by staff for the safety of their colleagues and themselves in the workplace.

The aim of the WHSMP is to develop a consistent method of assessing whether all staff understand and work towards common goals in OSH, focusing on safe work practices, risk and hazard mitigation.

The department also aims to reduce injury, disability, lost productivity and workers' compensation costs through the implementation of the WHSMP.

1.2 SCOPE OF THE PLAN

The WHSMP is an important part of DEC's OSH management system. It aims to assess the extent to which DEC's OSH management system is a documented and verifiable set of plans, actions and procedures that can assist both DEC and its employees to clearly identify their OSH responsibilities and manage them in an organised manner.

To ensure an approach that is consistent with other public sector agencies, it has been decided to base the department's WHSMP on the model 'WorkSafe Plan' which has been developed by WorkSafe WA and is endorsed as the OSH model for public sector agencies.

DEC does not intend to adopt the WorkSafe Plan model in full. In particular the quantitative assessment and certification components of the model will not be used at this time. Nevertheless, the framework, standards and indicators contained in the model are appropriate for DEC's use. Alternative methods of audit/assessment against these indicators will be used.

This WHSMP encompasses all departmental programs that involve DEC staff, contractors, visitors to DEC workplaces and registered DEC volunteers. The WHSMP will be applied across all work areas, through a consultative process to ensure that safety and health are embedded in work processes, practices and procedures and that identified risks and hazards are controlled and mitigated in a strategic and uniform manner across the department.

1.3 KEY STRATEGIES IN THE PLAN

The WHSMP formalises and promotes the organisational policy and management practices that are needed to establish and maintain safe working environments for DEC staff, volunteers and contractors. Creating and maintaining safe workplaces and systems of work are an important part of the general duties contained in the *Occupational Safety and Health Act 1984* (OSH Act)*.

1.4 WORKSAFE PLAN MATRIX

The WorkSafe Plan supports the continuous improvement of safety and health performance as part of a best practice approach to OSH management. The plan addresses this aim by setting standards in five primary elements of the OSH program:

- Management commitment;
- Planning for OSH;
- Consultation and reporting;
- Hazard management; and
- Training and supervision.

Each of these elements is outlined briefly in the sections below (sections 2 – 6).

The indicators for the standards set for each element are tabulated in a matrix (see section 7). These indicators will be used to assess the extent to which the standards have been achieved.

2. MANAGEMENT COMMITMENT TO OCCUPATIONAL SAFETY AND HEALTH

The Standard

There is a commitment to achieving high standards of safety and health performance through effective safety management.

2.1 POLICY

The foundation of this WHSMP is the department's OSH Policy Statement No 60 which, together with other relevant policies, provides the foundation for the various elements of the WHSMP.

The OSH Policy addresses several of DEC's core values. These core values are considered to be the basis for sound work and business practice. The purpose of the policy is to minimise the risk of injury to DEC staff, contractors and volunteers in accordance with Western Australia's *Occupational Safety and Health Act 1984* and *Occupational Safety and Health Regulations 1996*.

The policy communicates the commitment by the department to ensuring a safe and healthy workplace and also provides employees with sources of information and guidance.

The policy states clear OSH objectives and contains specific policy statements that are congruent with the OSH Act and regulations.

2.2   CORPORATE AND SENIOR MANAGEMENT SUPPORT

DEC's commitment to OSH excellence is underpinned by a duty that is shared by senior management, supervisors and employees to establish and implement management systems and safety management practices. OSH management is integrated into DEC's core values and corporate planning processes and clear management accountability has been established for OSH performance.

Senior management commitment to OSH and injury management is critical if improvements in the workplace are to be achieved. Commitment must extend beyond satisfying legislative and regulatory requirements to demonstrated actions being taken to achieve improvements.

The department seeks to eliminate hazards and control risk at the source rather than just 'managing' risk. While it is recognised that compliance with regulation is necessary, a regulatory regime alone will not lead to an outstanding safety and health record.

In order to continuously improve OSH performance in DEC, the Director General, Corporate Executive and senior managers will regularly discuss OSH issues and set the OSH direction for the department. OSH will be included as a standing item on the agenda for Regional Managers' meetings.

2.3   OSH RESPONSIBILITIES

The Director General, Corporate Executive, managers and supervisors are responsible for providing, maintaining and promoting a safe working environment to ensure that employees are not exposed to hazards.

The DEC OSH committees, OSH representatives, directors, managers, supervisors and all employees are to ensure that DEC's OSH policies, programs and procedures are followed. The roles and responsibilities are outlined in detail in the manual (PR-RM-004 and 005).

3.   PLANNING FOR OSH

The Standard

Planning is used to establish and maintain an integrated safety and health management system that is set up to continuously improve safety and health performance across all activities.

3.1   OBJECTIVES AND TARGETS

An important step in the development of an effective OSH program is the planning and documentation phase. Specific safety and health targets need to be set to enable performance to be measured against these targets. Implementation plans designed to improve OSH performance must include timeframes and assigned responsibilities for each action.

The OSH performance indicators for employees' safety and health are outlined in the policies and procedures manual.

3.2 CONTRACTORS AND VOLUNTEERS

Effective OSH management must extend to DEC's volunteers and contractors for whom a duty of care exists.

Contractors and their employees are considered 'employees' for the purposes of the OSH Act. They have the same rights and responsibilities as employees and they are owed the same duty of care. They are also responsible for complying with DEC's OSH requirements and the relevant provisions of the OSH Act.

Unlike contractors, volunteers are not considered 'employees' for the purposes of the OSH Act. Volunteers are protected under S21 of the OSH Act which deals with the responsibility of an employer to protect people who are **not** their employees from harm.

3.3 EMERGENCY MANAGEMENT ARRANGEMENTS

Each work area in DEC needs to identify the likelihood of disruptive and potentially harmful incidents in the workplace. Incidents may include hazardous substance spills, explosions, fire, flood, power failure, bomb threat, robbery, civil protests, vehicle breakdowns and crashes.

Responses to the most likely emergencies are to be planned in advance. Emergency equipment such as fire extinguishers must be properly maintained and first aid materials and trained first aid responders available.

DEC's Emergency Response and First Aid procedures are outlined in the manual (PR-RM-015 and 016).

3.4 EMPLOYEES ACCESS TO OSH INFORMATION

It is vital that OSH information is provided to staff in a variety of formats to suit the circumstances in the workplace. All staff should have access to relevant OSH legislation, codes, guidelines, manuals and Job Safety Analysis (JSAs). Documents should be available via the intranet and also in hard copy, user-friendly format.

4. CONSULTATION AND REPORTING

The Standard

Mechanisms are in place, and are working effectively, for consultation and reporting on safety and health matters.

4.1   CONSULTATION AND INVOLVEMENT OF EMPLOYEES IN OSH

Consulting with employees regarding DEC's OSH program is a legal requirement and also makes good business sense. Management decisions are more likely to be understood, actively supported and implemented if all staff are involved in the formulation of the OSH objectives.

Employees often have a good understanding of high risk activities in their work areas. A system that fosters two way communications will ensure that safety management decisions are based on the best possible information.

4.2   OSH REPRESENTATIVES AND COMMITTEES

The appointment of OSH representatives is an effective workplace mechanism for providing communication, consultation and participation between employers and employees. OSH team leaders are appointed in each work centre to assist the manager and OSH representatives in the promotion of safety and health issues in the workplace.

OSH committees provide a forum for developing and reviewing OSH initiatives, making recommendations for improved OSH performance and establishing and maintaining effective communication between managers, supervisors and employees. Regular OSH committee meetings are vital to ensure that high OSH standards are achieved.

The roles and responsibilities of OSH committees, representatives and team leaders are set out in the manual (PR-RM-004 and 005).

4.3   ISSUE RESOLUTION

Managers have an obligation to attempt to resolve safety and health issues arising at the workplace. Wherever possible these issues should be resolved at the workplace level with the involvement of OSH committees and OSH representatives.

A guideline for issue resolution is contained in the manual (PR-RM-007).

5.   HAZARD MANAGEMENT

The Standard

An effective system is in place to identify hazards, assess and control risks associated with the organisation's activities, processes, products or services.

5.1 HAZARD IDENTIFICATION AND REPORTING

One of the first steps in the risk management process is to identify hazards. Hazard identification can be undertaken through some or all of the following processes:
- developing a hazard checklist;
- examining records of incidents and near hits in the workplace;
- carrying out inspections in the workplace;
- consulting relevant codes of practice; and
- consulting employees, OSH representatives and committees.

A guideline for carrying out hazard inspections and audits is in the manual (PR-RM-0013).

5.2 INSPECTIONS AND RISK ASSESSMENTS

Three basic steps should be taken to ensure a safe and healthy workplace:
- Identify the hazards;
- Assess the risk; and
- Control the risk.

If these steps are reviewed regularly, especially if there are changes in the work environment, the risk of injury, illness and trauma to staff will be reduced as well as minimising damage to property and disruption to work.

DEC's risk assessment process is outlined in the manual (PR-RM-001).

5.3 JOB SAFETY ANALYSIS

A job safety analysis (JSA) is a written work instruction that describes:
- a breakdown of the task into steps;
- controls to prevent injury
- tools and equipment required; and
- information and training required.

A guideline for developing a JSA is contained in the manual (PR-RM-014).

5.4 INCIDENT REPORTING AND ANALYSIS

Hazards, incidents and 'near hits' must be reported as part of ensuring the safety and health of DEC staff, volunteers and contractors. Incidents must be assessed and analysed in sufficient detail to prevent a recurrence and to mitigate the hazard.

The Hazard, Incident and Near Hit reporting procedure is outlined in the manual (PR-RM-011), together with the Incident Analysis procedure (PR-RM-012).

5.5   INJURY MANAGEMENT

An injury management system outlines the process needed to assist a return to work by an injured worker as soon as medically appropriate. The system involves the key parties - the line manager, the injured worker and the medical practitioner. The system must adhere to the requirements of the *Workers' Compensation and Injury Management Act 1981.*

DEC's injury management system is detailed in Policy Statement No 43 which is included in the manual.

6.   TRAINING AND SUPERVISION

The Standard

Training and supervision are organised to reduce the risk of work-related injury and disease and are evaluated to ensure their effectiveness.

6.1   INDUCTION

Induction and training are essential components of the OSH program. Induction is a process of familiarisation, information, training and socialisation for new employees. Successful induction will reduce the risk of workplace incidents and will enable a person to become an effective team member as soon as possible.

Effective induction provides the first and most important opportunity to nurture a positive OSH culture among new, relocated and returning staff.

DEC's induction process is included in the People Services intranet website.

6.2   OSH TRAINING FOR STAFF

Risk Management Section staff will arrange or facilitate training for managers and supervisors as well as training in a large range of topics related to safety and health in the workplace as required or on request. These topics are listed in section 3.0 of the manual. Staff interested in becoming involved as a OSH representative or OSH team leader may be nominated to attend specialised OSH training courses.

6.3   SKILLS TRAINING AND ACCREDITATION

DEC's Organisational Learning and Development (OLD) team will assist staff to identify and access training courses and resources. DEC offers short courses and nationally accredited courses that lead to an accreditation.

Training needs for staff are best identified through the Employee Performance Development Program (EPDP) and the Pathways Program for Conservation Employees.

Training will be facilitated in specialised skills such as the use of firearms.

6.4 TRAINING RECORDS

A database of employee training records must be maintained as a means of determining suitability for particular tasks and to program new or refresher training as required. Some staff training records are maintained centrally (eg: fire management training). Training records for Conservation Employees are maintained at District or workplace level and this is the responsibility of line managers.

7. WORKSAFE PLAN MATRIX – Indicators and mechanisms for achievement

(Note: The content of this matrix is provided as a general guide and may be modified to suit the circumstances of a particular workplace subject to OSH committee and local management approval.)

INDICATOR	MECHANISMS WITHIN DEC	RESPONSIBLITY
1. MANAGEMENT COMMITMENT		
Standard - There is a commitment to achieving high standards of safety and health performance through effective safety management		
1 There is a documented safety and health policy that is reviewed on a regular basis.	• Policy Custodian reviews the policy at required intervals. • All employees have knowledge of the OSH Policy No 60. • Employees have knowledge of the OSH Act and Regulations.	• Director Corporate Services Division (CSD) • Corporate Executive • Local management
2. The safety and health policy is available to workers, suppliers, contractors, customers and visitors to the workplace.	• Employees, contractors and volunteers are inducted and induction records retained. • Policy No 60 is made available and displayed	• Local management
3 The organisation identifies and monitors safety and health legislation, codes of practice, guidance notes, agreements and guidelines relevant to its operation.	• Safety commitment is embedded into operational work. • Local management ensures that employees are informed about changes to key OSH documents. • OSH committee members are provided with access to key OSH documents.	• Employees • Local management • Risk Management Section (RMS) • OSH committees
4 There is a process that makes all parties aware of and accountable for their safety and health responsibilities	• Statutory responsibilities of managers, supervisors, employees and contractors are known and understood. • Regular OSH committee meetings are held. • Safe work practices are promoted and reviewed.	• OSH team leaders • RMS • Employees • Local management • Contractors
5. The organisation coordinates safety management activities.	• Initiatives in safety and health are promoted and initiated. • OSH team leaders are proactive. • OSH committee meets minimum legal requirements for meetings – 4 per year.	• RMS • OSH team leaders • Local management
6. Financial and physical resources are provided for all aspects of safety and health management	• Personal protective equipment is provided. • Appropriate fitness equipment is provided. • Job Safety Analyses (JSAs) are available.	• Directors • Local management • Supervisors • CSD • RMS

INDICATOR	MECHANISMS WITHIN DEC	RESPONSIBLITY
7. All workers have sufficient time to complete safety and health related tasks.	• Safety and health are embedded into all operational tasks. • Time is provided for OSH committee members, participation in inspections etc.	• Local management • Employees
8. Recommendations to improve safety and health management are acted upon.	• OSH committee follow up recommended actions. • Hazard forms are reviewed.	• Local management • Employees • OSH committees

2. PLANNING FOR OSH

Standard - Planning is used to establish and maintain an integrated safety and health management system that is set up to continuously improve safety and health performance across all activities.

INDICATOR	MECHANISMS WITHIN DEC	RESPONSIBLITY
1. The organisation's approach to safety and health management is planned and reviewed.	• Departmental and Divisional OSH performance is reviewed annually. • The WSHMP is reviewed annually. • Regular OSH committee meetings are held (min 4 per year). • Training is identified and completed at all levels.	• Corporate Executive • Directors • Local management • RMS • Employees • OSH team leaders
2. Specific safety and health objectives and measurable targets have been established for relevant functions and levels within the organisation.	• Targets are established at OSH committee level. • Performance data are reviewed at all levels.	• RMS • Local management • OSH committee • Directors
3. Arrangements are in place for people with special needs.	• Appropriate facilities are provided at workplaces. • Training and supervision are tailored to special needs.	• RMS • Local management • Disability Access and Inclusion Committee
4. Arrangements for visitors to the workplace are in place.	• Signage and information are provided to identify hazards. • Volunteers are inducted and trained as required.	• RMS • Local management • OSH cmmittee
6. Potential emergency situations have been identified and relevant emergency procedures are in place.	• Emergency response and evacuation plans are in place. • All employees are aware of response and evacuation procedures. • Response equipment (eg: fire extinguishers) is available. • First aid is available.	• Local management • Supervisors • Employees • Wardens
7. The organisation's procedures, work instructions and work practices reflect current safety and health legislation, standards, codes of practice, guidance notes, agreements and guidelines.	• OSH committees check for gaps in procedural information. • JSAs are prepared for all tasks.	• Local management • RMS • OSH team leaders
8. All workers have access to current legislation, standards, codes of practice, guidance notes, agreements and guidelines that impact on their activities.	• Intranet or hard copy access is available for all key OSH documents.	• Local management • RMS • Employees • OSH team leaders

9. The organisation and individuals satisfy legal requirements to undertake specific activities, perform work or operate equipment.	• Necessary licences, registrations and approvals are obtained for all operations and operators.	• Local management • OSH team leaders • Supervisors
3. CONSULTATION and REPORTING **Standard -** Mechanisms are in place for consultation and reporting on safety and health matters and are working effectively		
1. There are agreed procedures for involvement and consultation with workers on safety and health issues.	• Regular communication with all employees is conducted. • Active OSH committee meetings, toolbox meetings are held. • Recommendations from inspection and audit reports are communicated to work centre employees and contractors. • Staff meetings have OSH as standing agenda item.	• Local management • Employees • OSH representatives • OSH team leaders • Contractor representatives
2. Consultative arrangements are communicated to workers and are well understood.	• Requirements for consultation are included in inductions. • Feedback is sought from staff at all levels. • OSH committee members seek two way communication with colleagues.	• Local management • Employees • OSH committee
3. Workers or their representatives are involved in planning processes for the safety and health at the workplace.	• Consultation is undertaken in regard to OSH planning.	• Local management • Employees • OSH team leaders
4. Workers or their representatives are consulted regarding proposed changes to the work environment processes or procedures and purchasing decisions that could affect their safety and health	• Employees are involved in the development of JSAs and prescriptions. • OSH committee makes recommendations. • Safety and health representatives are involved.	• Local management • Employees • OSH committee
5. Workers or their representatives are consulted regarding management of hazards in the workplace.	• Employees are involved in hazard inspections and reports and remedial actions. • OSH committee and supervisors are involved in inspections.	• Safety and health representatives • Supervisors • OSH committee • Employees
6. There are arrangements in place for the acquisition, provision and exchange of safety and health information with external parties, including customers, suppliers, contractors and relevant public authorities.	• Inductions for contractors are provided as necessary. • Communications with suppliers on OSH issues. • OSH complaints involving third parties are acted upon.	• Local management • Supervisors • Contractors
7. Consultative and reporting arrangements are regularly evaluated and modified where required.	• Reports are disseminated to OSH committee.	• RMS • OSH team leaders

4. HAZARD MANAGEMENT

Standard - An effective system is in place to identify hazards, assess and control risks associated with the organisation's activities, processes, products or services

1. Requirements for minimising risks are understood by management and workers.	- Hazard identification processes are implemented. - Inspections are carried out. - Housekeeping is implemented. - Personal protective equipment is used and maintained by the user.	- OSH team leaders - Employees - Contractors - Volunteers - RMS
2. Work environments are regularly inspected and hazards identified.	- Workplace inspections completed - Hazard reports are followed up and recorded.	- OSH team leaders - Supervisors - Employees
3. Work activities are analysed and hazards identified	- Incident reporting system is implemented. - First aid treatment slips and 'Near miss' forms are completed. - Analysis of incident patterns is carried out.	- Supervisors - RMS - Employees
4. Risk assessments are undertaken on identified hazards.	- Incident investigations are conducted. - Recommendations are completed and communicated to employees.	- Local management - RMS - OSH team leaders - OSH representatives
5. Hazards are prioritised and controlled using the hierarchy of controls and having regard to the identified level of risk	- Follow up actions arising from workplaces inspections are prioritised if necessary. - Development of JSAs addresses risks.	- Supervisors - OSH team leaders - OSH representatives
6. The effectiveness of the hazard identification and risk control process is periodically reviewed and documented.	OSH committee reviews status of inspections and remedial actions.	- Supervisors - OSH committee
7. Incidents, injuries and diseases are reported and investigated.	Investigations are conducted and recommended actions are implemented.	- Employees - Local management - OSH representatives - RMS

5. TRAINING and SUPERVISION

Standard - Training and supervision is organised to reduce the risk of work-related injury and disease and is evaluated to ensure its effectiveness.

1. An induction program is in place for all workers and contractors providing relevant OSH instruction and information.	Inductions are carried out for all employees, contractors and volunteers.	- Employees - Local management - People Services Branch
2. All management and supervisory personnel have received training in health and safety management principles and practices appropriate to their role and responsibilities.	- Training is documented and recorded. - Training requirements identified. - On-the-job training records maintained. - EPDP reviews are conducted.	- OSH team leaders - Employees - Local management - Organisational Learning & Development (OLD)

3. The organisation has identified the training needs of all workers.	• Training needs for particular tasks are assessed. • Employees' skills are assessed. • Training registers are maintained.	• Local management • Employees • RMS • Supervisors • OLD
4. Tasks are allocated according to capability level of training and supervision of workers.	• Employees are given sufficient time to commit to the required training. • Ongoing training is planned.	• Supervisors • Employees • RMS
5. Training is delivered by people with appropriate knowledge, skills and experience.	• Organisational Learning and Development objectives are met. • Registered Training. Organisation status is retained.	• Local management • OLD • RMS
6. The training program is evaluated and reviewed.	• Course evaluations are reviewed and programs modified if required.	• Local management • RMS • OLD
7. Supervision is undertaken by people with appropriate safety and health knowledge, skills and experience	• Supervisor training is conducted.	• Local management • Supervisors

8.   AUDIT / ASSESSMENT PROCEDURE FOR WORKSAFE PLAN INDICATORS

The WorkSafe Plan indicators that are tabulated in section 7 must be audited or assessed annually. The assessment will be arranged by work unit managers and will involve the OSH committee, OSH representatives, Risk Management Section staff and OSH team leaders as well as the work unit staff.

The guidance notes and suggested evidence to support the assessment ratings found in the model WorkSafe Plan will assist the people taking part in the work unit's self assessment.

The assessment report will rate each of the indicators and make recommendations for improved performance as required. The recommended actions will be specific, measurable, achievable, relevant and timebound. Staff who are nominated as being accountable for each action will be provided with a copy of the report. OSH committees will assess progress on the actions during their regular meetings.

9.   DIRECTOR GENERAL APPROVAL

Approved on: ………………………..

By   ………………………..

Keiran McNamara
DIRECTOR GENERAL

Review date: 31 January 2015