

# Guidelines:

## Improving Work Health and Safety in the State Service

February 2013

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These guidelines are for use by State Service agencies and authorities which are referred to collectively in this document as agencies.

State Service Management Office 2012

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## 1. Introduction

The Tasmanian Government's vision is that the State Service is a 'Leader in Workforce Health, Safety, Wellbeing and Injury Management'. With commencement of the *Work Health and Safety Act 2012* (the WHS Act) on 1 January 2013 it is important the State Service sets an example for the rest of Tasmania to ensure the health, safety and wellbeing of its workforce.

Implementing the WHS Act within the State Service is being supported by Employment Direction No. 27 (ED 27) and these Guidelines as part of the project – *Improving Workforce Health and Safety in the State Service*. This work will assist agencies address their obligations under the new WHS Act, and the *Workers Rehabilitation and Compensation Act 1988* (refer to Appendix 5 for further details).

The Government considers that it is important that agencies engage with their people and work together to build a culture that values, supports and improves WHS. This will include:

- addressing the requirements of ED 27;
- developing plans to improve work health, safety, wellbeing and injury management;
- working with staff and unions to agree on priorities and improvements;
- acting on these improvement plans and monitoring work health, safety, wellbeing and injury management performance so that the agencies do more than just comply, but are leaders in these areas;
- identifying hazards, removing them where practicable and, if not practicable, ensuring they cause as little risk as possible;
- avoiding creating risk and effectively managing high risk tasks; and
- setting targets to measure what is being achieved, and regularly reporting on these targets.

These Guidelines outline the key principles for establishing effective health, safety, wellbeing and injury management practices in the State Service. They are based on the objectives of the WHS Act and the compliance requirements of ED 27.

## 2. Employment Direction

In order to establish the State Service as a 'Leader in Workforce Health, Safety, Wellbeing and Injury Management' ED 27 was developed to assist agencies to adopt a proactive approach to health, safety, wellbeing and injury management. The ED identifies four key action areas that agencies must address to achieve the Government's work health and safety objectives. These areas are identified below.



## Employment Direction – Action Areas



### 3. Work Health and Safety Plans

Agencies are required to develop an annual Work Health and Safety Plan (WHS Plan). The WHS Plan must outline the agency's WHS objectives, performance measures and targets that will be applied to assess progress towards meeting the objectives. The WHS Plan must also identify actions to be taken, when, by whom and the process for monitoring progress towards completion of the actions identified. The suggested format of the WHS Plan is provided at Appendix 1.

An initial WHS Plan is to be developed prior to and for the period 1 January 2013 to 30 June 2013. Thereafter annual WHS Plans, based on financial year, must be developed.

#### 3.1 Development of Work Health and Safety Plans

The development of WHS Plans will require agencies to identify and address poor performing areas of work and or activities involving high risk to health and safety within the agency with the aim to improve performance and / or reduce risk. This will require agencies to conduct a review and analysis of their health, safety, wellbeing and injury management processes which will inform their WHS Plans and assist in identifying:

- priority issues that require attention;
- high risk areas that require risk assessment or identification of additional controls;
- gaps in compliance practices that require systems / process improvements or management intervention; and
- opportunities for improvement.

Once established and implemented WHS Plans should be reviewed regularly by senior management and progress towards achieving the identified objectives and targets should be monitored and recorded. Regular reports to senior management should also be made.

### 3.2 Assuring WHS systems are in place and working

Agencies are required under ED 27 to ensure they have an effective work health and safety management system (WHSMS) in place. The Australian Standard *AS/NZS 4801:2001 Occupational health and safety management systems* (the Standard) provides general guidance on how to implement, develop and/or improve a WHSMS; and further guidance materials are listed at appendix 5.

ED 27 requires all agencies to have a compliant WHSMS by 31 December 2016. In developing and implementing a WHSMS agencies are required to give consideration to the Standard as well as matters such as:

- WHS Policy:
  - o stating the agency's objectives; and
  - o commitment to effective WHMS practises.
- planning for:
  - o hazard identification, risk assessment and risk control;
  - o legal requirements;
  - o WHS objectives and targets; and
  - o WHS Plans.
- implementation:
  - o structure and responsibility;
  - o WHS training, awareness and competency;
  - o consultation and communication; and
  - o documentation and data control;
- hazard identification, risk assessment and risk control;
- performance measuring, monitoring and evaluation; and
- management review.

Once established and implemented, agencies' WHSMS must be regularly tested to demonstrate compliance with the Standard. This will require agencies to conduct a range of audit and reporting activities using a recognised audit tool such as the National self-insurer OHS audit tool (NAT) (see reference at Appendix 5 for details). These activities may include:

- a desktop audit of the WHSMS documents and procedures to test management systems compliance with the Standard and identify any gaps in the system;
- a surveillance audit or gap analysis of the WHSMS to test implementation of the system in the workplace and identify any opportunities for improvement in management system processes. (These audits are targeted and may identify specific criteria or areas of interest for audit purposes); or
- a full audit of the agency's WHSMS to confirm compliance with the Standard.

WHSMS audit reports, including observations, opportunities for improvement and non-conformances, are to be provided to senior management for information and action where required.

Senior management must ensure that:

- corrective actions are identified to address the non-conformances and opportunities for improvement which have been identified in the audit reports; and
- those responsible for implementing the corrective actions are notified; timeframes are specified; and progress towards implementation is monitored.

Agency managers may be required to provide assurance to their respective senior managers that their part of the agency is complying with the agency's WHSMS or alternatively what actions they are taking to ensure compliance.

### 3.3 Work Health and Safety Objectives and Performance Measures

A number of objectives and mandatory performance measures (see Appendix 2) have been identified that agencies are required to include in their WHS Plans. These include national measures prescribed in the *Australian Work Health and Safety Strategy 2012-2022* and additional measures identified as part of the project – *Improving Workforce Health and Safety in the State Service*. Agencies are required to report on these measures which, are summarised below:

- incidence rates of lost time claims;
- incidence rate of musculoskeletal injury and disease (body stressing);
- incidence rate of psychological injury claims (mental disease);
- WHS training provided to agency workers;
- average lost time of claims; and
- average cost of claims.

The introduction of new performance measures and targets and the formal recording of specific measures may result in a substantial variation in the number of hazards and incidents reported when compared with past performance. This variation should be expected and should not be viewed negatively, as it provides an indication of the effectiveness of the new initiatives. To be effective the objectives selected and identified in an agency's WHS Plans must be:

- specific;
- measureable;
- achievable;
- relevant;
- time based; and
- accountable.

Appendix 3 provides a list of recommended objectives and performance measures that agencies should be aware of and, where relevant, include in their WHS Plan.

### 3.4 Achieving WHS Legislative Compliance

Achieving legislative compliance with the WHS Act by 31 December 2016 will require agencies to ensure an effective WHSMS is established and implemented which complies with the necessary legislative requirements. Relevant documentation includes:

- *Work Health and Safety Act 2012*;
- *Work Health and Safety Regulations 2011*;
- Codes of Practice relevant to the agency; and
- Australian Standards identified in codes of practice relevant to each agency.

Verifying compliance with such documentation will require agencies to conduct a range of legal compliance audit and inspections activities using a legal compliance audit tool (refer to Appendix 4 for details) to establish and demonstrate conformance with the respective requirements. Legislative compliance audit and inspection activities may include:

- a desktop audit of the WHSMS documents and procedures to test compliance with legislative requirements and identify any gaps in the system;
- targeted audits and inspections to test adherence to legislative compliance requirements in the workplace and identify non-compliance and opportunities for improvement. (These activities may target processes or systems, workplaces or specific hazards or risks.); or
- inspections of a range of agency workplaces to confirm legislative compliance.

WHS inspection and audit reports identifying non-compliances and opportunities for improvement must be provided to senior management for information and action where required.



Senior management must ensure that:

- corrective actions are identified to address the non-conformances and opportunities for improvement identified in the audit reports; and
- those responsible for implementing the corrective actions are notified; timeframes are specified; and progress towards implementation is monitored.

Agency managers may be required to provide assurance to their respective senior managers that their part of the agency is complying with the WHS legislation or alternatively what actions they are taking to assure compliance.

## **4. Consultation, Representation and Participation**

Consultation has an important role in establishing effective WHSMS. This is reflected in the WHS Act.

Sections 3(1)(b) and 3(1)(c) provides for fair and effective workplace representation, consultation, cooperation and issue resolution in relation to work health and safety. Unions and employer organisations are encouraged to take a constructive role in promoting improvements in WHS practices, and assisting all Persons Conducting a Business or Undertaking (PCBU) and workers to achieve a healthier and safer working environment.

Section 47 requires the PCBU to, so far as is reasonably practicable, consult with workers who are, or are likely to be, directly affected by a matter relating to work health or safety.

Therefore, as a minimum, consultation should occur with:

- unions;
- workers;
- management; and
- workplace union delegates.

### **4.1 Union Consultation**

At a whole of State Service level a union/management consultative committee will be established through the Department of Premier and Cabinet's State Service Management Office (SSMO) to:

- provide a forum for union and State Service representatives to inform and discuss WHS issues relevant to the State Service workforce;
- facilitate consultation and cooperation between unions and the State Service in the leadership and promotion of WHS across the State Service;
- identify WHS deficiencies in generic work practices and process that if addressed would enhance WHS performance benefiting all parties; and
- provide unions the opportunity to inform identification of WHS objectives and performance targets for the State Service.

### **4.2 Worker Consultation**

The WHS Act identifies a number of factors that need to be considered when establishing consultative representation for workers. Relevant sections include:

- Section 47. Duty to consult workers;
- Section 48. Nature of consultation;
- Section 49. When consultation is required;
- Section 50. Election of health and safety representative;
- Section 51. Determination of work groups; and
- Section 75. Health and safety committees.



A key element of agencies' WHS Plans is that they should identify and establish consultative and representation arrangements to ensure reasonable consultation and representation occurs with workers. This will require careful consideration of the structure and size of the agency. Some workgroups and consultation arrangements will be a natural fit due to the location, nature of work and /or size of the agency or work unit.

To ensure that appropriate consultation occurs across the entire workforce, it is suggested that WHS be a standing agenda item for staff meetings, with discussion, decisions taken and follow-up actions documented (minuted). To ensure agencies have the opportunity to update workers and record consultation on issues the staff meeting could include:

- a progress report against the agency's WHS Plan;
- discussing workplace hazards and incidents;
- obtaining feedback from workers and have them identify WHS issues or concerns; and
- providing updates on WHS improvements and corrective actions.

### 4.3 Management Consultation

Agencies must identify a group that is responsible for WHSMS (WHS management group/committee) at senior management level.

The WHS management group/committee is responsible for facilitating effective management and strategic planning for the agency; and is to be independent of the workgroup health and safety (consultative) committee.

Depending on the size and nature of work within an agency the WHS management group/committee may:

- form part of the risk management (audit) committee/executive group or
- be independent of the agency's risk management (audit) committee/executive group and report back to that group.

For whichever structure is implemented it is important there is overlapping representation from the agency's risk management (audit) committee/executive group on the WHS management group/committee and / or the WHS (consultative) committee to ensure continuity, effective communication and consultation on WHS issues occurs through the agency management structure. An example is provided below.

#### Representation of Agency Risk Management (Audit) Committee/Executive Group



#### **4.4 Health and Safety Representatives**

Health and Safety Representatives (HSRs) perform an important function representing the workers of the work group in matters relating to WHS. The HRS's role is to participate in consultation on WHS matters and assist the agency in complying with the WHS Act in line with the powers and functions of the HSR identified under the WHS Act.

Where workers who carry out work for the agency request that a HSR be elected to represent them, the Agency is to facilitate an election and provide any resources, facilities and assistance reasonably necessary to enable elections to be conducted in accordance with the WHS Act and the Regulations.

Where HSRs are appointed to represent workgroup(s) of an agency, the agency is to ensure compliance by addressing the requirements of the WHS Act which include but are not limited to ensuring:

- a list of HSRs and deputy HSRs (if any) is prepared for each work group and kept up-to-date; and
- a copy of the up-to-date list is displayed in a manner that is readily accessible to workers in the relevant work group or work groups at:
  - o the principal place of business of the agency; and
  - o any other workplace that is appropriate taking into account the constitution of the relevant work group or work groups.

The agency is to ensure that the HSR is:

- provided with the resources, facilities and assistance reasonably necessary to undertake his/her functions under the WHS Act; and
- paid at the same rate when performing his / her functions as he/she would receive for performing his/her normal duties.

#### **4.5 Workplace Union Delegates**

Where union delegates are workers of the agency they should be included in the agency's regular WHS communication, consultation and representation processes.

There may be instances where a union delegate seeks appointment as HSR. Where a request for election of an HSR occurs, appointment to the position must be carried out in accordance with the requirements for election of HSRs under the WHS Act and Regulations, which include, but are not limited to, facilitation of a formal nomination and election process and the provision of approved training.

### **5. Health, Safety, Wellbeing and Injury Management Performance Reporting**

Regular monitoring and evaluation are important elements in ensuring progress towards meeting the objectives and targets identified in agencies' WHS Plans. Findings from the evaluation are to be communicated to management and staff.

Agencies are required to ensure systems are established for monitoring progress towards completion of the actions identified in WHS Plans and to provide regular performance reports to senior management. These reports may include:

- an overview of the agency's WHS risk environment;
- an outline of the agency's WHS Plan, objectives, performance measures, targets and benchmarks;

- the agency's progress towards meeting its WHS objectives and observations in respect to the agency's WHS performance, identifying achievements and opportunities for improvement;
- WHS committee meetings held;
- WHS training provided;
- WHS inspections and audits undertaken;
- corrective actions taken;
- incidents which occurred that gave rise to workers' compensation claims;
- general observations; and
- future actions.

In order to meet the reporting requirements of ED 27 Heads of Agencies are to provide a six monthly and a 12 monthly report (based on a financial year) on their Agency's work health, safety, wellbeing and injury management performance to the SSMO's WHS Unit within the Department of Premier and Cabinet. These reports are to be aligned with the financial year and are to be sent no later than six weeks after every reporting period commencing 30 June 2013 to enable a service-wide (employer) report to be compiled.

Reports provided to the SSMO may include data on WHS objectives and targets identified in the agency's WHS Plan. As a minimum such reports must include the mandatory reporting measures identified in Appendix 2 which address measures prescribed in the *Australian Work Health and Safety Strategy 2012-2022* as well as State Service objectives.

Senior management must ensure those responsible for WHS performance monitoring and reporting are notified; timeframes are specified for monitoring and reporting; and that reports are provided within the specified timeframe.

## 6. Work Health and Safety Training

The Government is committed to ensuring the health, safety and wellbeing of its workers and will provide appropriate information, training and instruction.

Agencies must ensure that information, training and instruction is provided which is necessary to protect workers from risks to their health and safety arising from work carried out as part of their business or undertaking in accordance with section 19(3)(f) of the WHS Act. A WHS training needs analysis should also be conducted and WHS training provided accordingly. A record of this training is to be maintained by the agency.

### 6.1 Officer Due Diligence Information

In order that the 'officers' within agencies meet their due diligence obligations under the WHS Act it is necessary for agencies to identify all PCBU's operating under the umbrella of the agency and identify the officer roles within those entities.

The officers must be informed of their role, their due diligence obligations under the WHS Act and how the agency will provide assurance to them that the agency is meeting its due diligence obligations.

### 6.2 Management Development

WHS education, training and development programs are to be established to ensure managers and supervisors have an understanding of, and commitment to, their roles, obligations and responsibilities; and a focus on the strategic direction for the public sector.



The programs should provide managers and supervisors with:

- the skills to enable their full participation and ability to lead in their role,
- an integrated view of business planning and public accountability; and
- an understanding of the importance of appropriate conduct and behaviours.

The programs provided for managers and supervisors may include:

- WHS training for managers and supervisors (The Training Consortium – one day);
- Certificate IV level Work Health and Safety training for managers and supervisors (BSBOHS407A Monitor a safe workplace, Skills Institute – two days);
- Diploma of Government – Work Health and Safety training for managers (PSPOHS501A Monitor and maintain workplace safety);
- Safety Leadership Training (In-house training - half day);
- Advanced Diploma of Government Work Health and Safety training for senior managers (PSPOHS602A Manage workplace safety).

### **6.3 WHS Induction for new or transferred workers**

All new employees and employees transferring from another division of the agency within the State Service must be provided with WHS induction relevant to their new area. The induction should identify key WHS components such as:

- WHS policies, procedures and reporting processes,
- hazards common to this new area,
- incident and hazard reporting,
- first aid arrangements,
- emergency procedures,
- consultation arrangements,
- workgroups within the agency, and
- HRSs.

### **6.4 WHS Training**

Agencies must ensure that people working at workplaces under their control are provided with annual WHS training relevant to their workplace. The purpose of this training is to re-familiarise employees with workforce, health and safety matters and outline matters that have been identified within the agency's WHS Plan. The training is dependent on the nature of the workforce, risks identified and incident history; and may occur as part of normal staff meetings, an E- Learning package or specific training.

Where a HSR or a deputy HSR is appointed agencies must ensure that:

- they attend a WHS training course that meets the requirements of section 72 of the WHS Act and clause 21 of the Regulations;
- the training must be provided as soon as practicable and within the period of three months after appointment of the HSR;
- the HSR is to be allowed time off work to attend the course of training and is to be paid at the same rate he/ she would otherwise be entitled to receive for performing his/her normal duties during that period;
- it pays the course fees and any other reasonable costs associated with the training; and
- the training is to be in the form approved by the regulator which includes:
  - o an initial course of training of five days; and
  - o a one day refresher training each year, with the entitlement to the first refresher training commencing one year after the initial training.



## 7. Asbestos Management

The Government's *Tasmanian Asbestos Management Strategy* aims to improve the way asbestos containing materials are handled in Tasmania, thereby reducing the risk of death and illness resulting from exposure to these materials. The Strategy represents an agreed approach to managing asbestos for all agencies in order to provide safer workplaces for their workers.

Chapter 8 of the Regulations refers to the management and control of asbestos in the workplace and requires:

- an asbestos register is prepared and kept at the workplace; and
- if asbestos is identified or is likely to be present at a workplace a written asbestos management plan is prepared.

The Government is committed to ensuring each agency adheres to the Strategy. Agencies are to establish an Asbestos Register and Asbestos Management Plan that provides for the identification, safe management and removal of asbestos in accordance with the Strategy.

All workers must be made aware of the Asbestos Register and Asbestos Management Plan, the location of any asbestos in their workplace and be informed in advance of any asbestos removal work being undertaken in the workplace.

The Asbestos Register and Asbestos Management Plan should be regularly reviewed and updated, and where changes are made these should be communicated to staff.

## Appendix I - Work Health and Safety Plan Template

(This template is an **Example Only**, actions and dates will need to be amended to reflect specific agency objectives)

### Department of **XXXXXX**- Work Health and Safety Plan

For the period to 30 June 2013

**Aim:** This plan sets out the Agency's intentions for improving work health, safety, wellbeing and injury management for all its people for the financial year ending 30 June 2013.

#### Part A - Actions to address areas of concern

The following high-risk activities and areas of performance have been identified and are to be addressed as indicated.

Element	Actions	By when	By whom	Progress
1	Safety Management System Review			
1.1	The present policy dealing with manual handling is to be reviewed	31/12/12		
1.2	All staff required to participate in training on manual tasks are to be identified and are to complete applicable training as a priority			
2	Work Health and Safety (WHS) Training			
2.1	All new staff are to attend WHS induction training as soon as possible following commencement and in no case is this to be later than 8 weeks after starting work	Within 8 weeks of starting work		
2.2	All staff are to attend the annual mandated WHS training session	31/3/13		
2.3	All managers who have not attended WHS training for managers in the last five years are to do so	30/6/13		
2.4	All supervisors who have not attended training for WHS for supervisors/manager are to do so as early as reasonably possible	31/12/13		
2.5	All appointed or elected health and safety officers are encouraged to attend the approved WHS training for HSRs			
3	Incident Notification			
3.1	All staff are to be reminded of the requirement to provide prompt notification of every incident.	31/3/13		
3.2	Every supervisor or manager who is notified of an incident is to ensure that the causes of the incident are discovered and action to prevent recurrence is taken promptly, and that the causes and actions are recorded.			



Element	Actions	By when	By whom	Progress
4	<b>Injury Management</b>			
4.1	Each member of the senior executive group is to appoint at least one person employed within their group as a Return-to-Work (RTW) Coordinator.			
4.2	All appointed RTW Coordinators are to be trained in their functions.			
4.3	A position of an Injury Management Coordinator (IMC) is to be created and filled.			
4.4	The Injury Management Coordinator for the AGENCY is to participate on the AGENCY WHS Committee.			
4.5	Each member of the senior executive team is to be personally involved at least quarterly in workers' compensation claims reviews for any staff from their area to ensure all appropriate actions are being progressed as a priority			
5	<b>Asbestos Management</b>			
5.1	Prepare a draft asbestos management plan	30/11/12		
5.2	Consult staff on draft asbestos management plan	28/2/13		

### Part B - Actions to achieve a compliant WHS Management System by 31 December 2016

Element	Actions	By when	By whom	Progress
1	WHS Management System gap analysis is to be conducted	31/3/13		
2	A plan to close those identified gaps is to be settled	30/6/13		

### Part C - Actions to ensure compliance with the new Work Health and Safety laws by 31 December 2016

Element	Actions	By when	By whom	Progress
1	All managers and supervisors are to make themselves acquainted with their responsibilities under the <i>Work Health and Safety Act 2012</i> and those regulations and Codes of Practice that may apply to their areas of responsibility			
2	All managers are to ensure that workplace hazards inspections are conducted regularly (as specified) and that the hazards that are identified are documented and addressed promptly			
3.1	Prepare a draft WHS Consultation Protocol	30/11/13	Director of HR	
3.2	Seek agreement from all relevant representative bodies to the WHS Consultation Protocol	30/6/13		

## Part D - Reporting of WHS performance

Element	Actions	By when	By whom	Progress
1.	The WHS KPIs are to be reported on at least twice a year to the Agency senior management. Comment on each KPI is also to be provided.	31/7/13 31/1/14		
2	The Corporate Risk and Improvement Committee are to review the WHS KPIs at least quarterly and recommend actions to ensure compliance and improvement.	31/12/12 31/3/13 30/6/13		

## Part E - WHS Plan for 2013-2014

Element	Actions	By when	By whom	Progress
1	A WHS Plan for the Agency for the period 2013-2014 is to be prepared ready for implementation	1/7/13		
2	All managers, staff and their representative bodies are to be consulted on the preparation of this Plan.	30/5/13		

Signature

Secretary Department of XXXXX

XX XX 2012



## Appendix 2 - Mandatory Reporting Required by Agencies

**Note:** The reporting period is based upon the financial year. Presentation of data and statistics within reports should be identified by year of occurrence i.e. the year in which; training is provided, WHS inspections and audits occur, corrective actions are identified and closed out, committee meetings are held and incidents and claims occurred.

### Part A - Agency Work Health and Safety Performance Objectives, Measures & Targets

Measures including those identified in the Australian Work Health and Safety Strategy 2012-2022					
Objective	Measures (per / 1000 FTE), (\$ or (%))	Benchmark 2010/11	Target	Report Annually (By 30 July)	By (timeframe)
Improve the incidence rates of lost time claims by Agency workers	Incidence Rate (IR) of claims resulting in lost time of 1 week or more # lost time claims > 1 week / 1000 workers	Incidence rate 2010/11 IR = XX	30% improvement Target IR = XX	IR = XX	30 June 2022
Improve the incidence rate of musculoskeletal injury and disease (Body Stressing) suffered by Agency workers	Incidence rate (IR) of musculoskeletal injury and disease claims resulting in 1 or more weeks off work # musculoskeletal claims > 1 week / 1000 workers	Incidence rate 2010/11 IR = XX	30% improvement Target IR = XX	IR = XX	30 June 2022
Improve the incidence rate of Psychological Injury claims (Mental Disease) suffered by Agency workers	Incidence rate (IR) Psychological Injury claims (Mental Disease) resulting in 1 or more weeks off work # Psychological claims > 1 week / 1000 workers % variation in IR from benchmark	Incidence rate 2010/11 IR = XX	30% improvement	IR = XX	30 June 2022
Work Health and Safety Management					
Mandated WHS training is provided to all Agency workers	WHS Mandated Training - Attendance Rate. Mandated training includes: - <ul style="list-style-type: none"> <li>WHS Induction training</li> <li>Annual WHS refresher training</li> </ul> # of workers completed mandated WHS training / # of workers x 100	Attendance rate 2010/11 = % workers completing mandated WHS training	100% attendance	% attendance	Ongoing PA

Injury Management					
Objective	Measures (per / 1000 FTE), (\$ or (%))	Benchmark 2010/11	Target	Report Annually (By 30 July)	By (timeframe)
Improve the Average Lost Time of Agency claims	Average lost time for all claims # of days lost time for all claims / # of lost time claims	Average Lost Time for 2010/11 = XX days	Avg Lost Time = XX	Avg = XX	Ongoing PA
Improve the average cost of all claims by Agency workers	Average cost for all claims in the financial year (\$) = total cost of claims / # of claims	Average cost for claims 2010/11 = \$XX	XX \$m	XX \$m	Ongoing PA

## Appendix 3 – Recommended Performance Monitoring for Agencies

### PART B - Additional Objectives, Measures & Targets for Agencies

Some useful/relevant KPIs may be found in the following set of objectives or areas of interest that an Agency may wish to track/monitor.

Work Health and Safety Management					
Objective	Measures (per / 1000 FTE), (\$ or (%))	Benchmark 2010/11	Target	Report Annually (By 30 July)	By (timeframe)
WHS consultation systems are established to identify, review and address WHS issues	Regular consultation occurs corrective actions are identified, responsibility allocated and actions are closed out within the required timeframe  # corrective action identified / # actions closed out within the required timeframe x 100	= % of corrective actions closed out within the required timeframe in 2010/11	100% actions addressed within the required timeframe	% of actions completed within the required timeframe	PA Ongoing
Provide WHS competency training	Training Attendance Rate  # of workers who have completed required training / # of personnel identified who must attend training  Training may include: - <ul style="list-style-type: none"> <li>• Officers Due Diligence</li> <li>• Agency Induction training</li> <li>• WHS training for managers and supervisors</li> <li>• HSR Training</li> <li>• Manual tasks</li> <li>• First Aid</li> <li>• Confined spaces entry</li> <li>• Emergency Wardens</li> <li>• High Risk Work</li> <li>• Hazardous Chemical management</li> <li>• Claims Management training</li> <li>• Health &amp; Wellbeing Coordinator</li> <li>• Injury Management Coordinator</li> <li>• Return to Work Coordinator</li> </ul>	Attendance rate 2010/11  = % workers completing each form of required training	100% attendance	% attendance	PA Ongoing



Objective	Measures (per / 1000 FTE), (\$) or (%)	Benchmark 2010/11	Target	Report Annually (By 30 July)	By (timeframe)
Scheduled WHS inspection activities are completed	<p>Scheduled WHS inspection activity completion rate</p> <p># of WHS activities in each category completed / # of WHS activities scheduled x 100</p> <p>Activities may include: -</p> <ul style="list-style-type: none"> <li>• Workplace inspections</li> <li>• WHS Audits</li> <li>• Emergence drills</li> <li>• Safe act observations</li> <li>• Participation in Health &amp; wellbeing initiatives</li> </ul>	<p>Completion Rate 2010/11</p> <p>= % activities in each category completed</p>	100% completion	% completed	PA Ongoing
Output Managers demonstrate commitment to WHS	# of Output Managers with WHS, WB & IM KPIs identified in their statement of duties / # of Output Managers x 100	= % compliance 2010/11	100% compliance	% achieved	PA Ongoing
	<p>Output managers conduct workplace visits to review WHS, WB &amp; IM practices.</p> <p># of workplace visits completed by each Output Manager / # workplace visits scheduled x 100</p>	= % of scheduled workplace visits completed 2010/11	100% completed	% completed	PA Ongoing
WHS improvement plans are established	<p>The safety improvement plan is reviewed quarterly and updated by senior management</p> <p>= # monthly safety updates are provided to senior management/ # of updates proposed x 100</p>	<p>WHS Plan reviews and updates provided in 2010/11</p> <p>= % reviews completed and reported to senior management</p>	100% completion	% completed	PA Ongoing
Effective hazard identification, control and risk management practices are implemented (including establishment of a risk register)	<p>Number of corrective actions addressed within the required timeframe</p> <p># of corrective actions addressed within the required timeframe / # of hazards reported that require corrective actions x 100</p>	= % of corrective actions addressed within the required timeframe 2010/11	100% addressed	% addressed	PA Ongoing



Objective	Measures (per / 1000 FTE), (\$ or (%))	Benchmark 2010/11	Target	Report Annually (By 30 July)	By (timeframe)
Effective incident reporting, investigation and control practices are implemented	# of incidents reported to the employer within the required timeframe / # of incidents reported x 100	= % Incidents reported within the required timeframe 2010/11	100% compliance	% achieved	PA Ongoing
	Severity rating # of incidents identified in each risk category (high, medium, low) / total # of incidents reported x 100	% of injuries in each risk category 2010/11 <ul style="list-style-type: none"> <li>• XX% High</li> <li>• XX% Medium</li> <li>• XX% Low</li> </ul>	XX % High XX % Medium XX % Low	% High % Medium % Low	PA Ongoing
	All incidents are reviewed; medium and high risk incidents are investigated within the required timeframe. # of high and medium incident investigations completed within the required timeframe / total # of % of high and medium incidents reported x 100	= % of high and medium incidents investigated within the required timeframe 2010/11	100% compliance	% achieved	PA Ongoing
	Corrective actions are identified to address the causes of injuries and / or system failures and corrective actions are implemented within the required timeframe # of corrective actions implemented within the required timeframe / # of corrective actions identified x 100	= % of corrective actions implemented within the required timeframe 2010/11	100% implemented	% implemented	PA Ongoing

Injury Management					
Objective	Measures (per / 1000 FTE, (\$) or (%))	Benchmark 2010/11	Target	Report Annually (By 30 July)	By (timeframe)
No fatalities occur to Agency workers as a result of any workplace incident	# of fatalities during the reporting period	0 fatalities 2010/11	0 fatalities	# fatalities	Ongoing
Improve the incidence rates for lost time claims of Agency workers	Incidence Rate (IR) of claims resulting in lost time of 1 day or more # lost time claims > 1 day / 1000 workers	Incidence rate 2010/11 IR = XX	30% improvement	IR = XX	30 June 2022
Improve the total Lost Time of claims by Agency workers	Total lost time for all claims # of days lost time for all claims / # of lost time claims	Total Lost Time for 2010/11 = XX days	Total Lost Time = XX	Total = XX	Ongoing PA
Improve the total cost for all claims by Agency workers	Total cost for all claims in the financial year (\$)	Claims cost 2010/11 = \$XX	XX \$m	XX \$m	Ongoing PA
Improve the incidence rates of long term lost time claims by Agency workers	Incidence Rate (IR) of claims resulting in lost time greater than the identified timeframe, i.e. >54 days (point at which chance of return to work is < 50%) >1 year >2 years  # of days lost time > 54 days / 1000 workers # of days lost time > 1 year / 1000 workers # of days lost time > 2 years / 1000 workers	Incidence rate (IR) 2010/11 IR = 4.08  IR = 0.04 IR = N/A	IR = XX (for each timeframe selected)	IR = XX (for each timeframe selected)	Ongoing PA

Objective	Measures (per / 1000 FTE), (\$ or (%))	Benchmark 2010/11	Target	Report Annually (By 30 July)	By (timeframe)
Implementation of Injury Management Program requirements	The insurer is notified of all claims within the required timeframe (3 days). # of claims reported to the insurer within the required timeframe / # of claims received x 100	= % compliance 2010/11	100% compliance	% achieved	PA Ongoing
	Injured workers are notified of right to claim within the required timeframe (14 days) # of injured workers provided notice of right to claim within 14 days / # of workers reporting injuries x 100	= % of injured workers provided with notice of right to claim within the required timeframe 2010/11	100% compliance	% achieved	PA Ongoing
	A Return-to-Work Coordinator (RTWC) is appointed (within 5 days) in all cases where the injured worker has significant injury. # of cases where a RTWC is appointed within the required timeframe / # of cases requiring a RTWC x 100	= % compliance 2010/11	100% of cases	% achieved	PA Ongoing
	An Injury Management Coordinator (IMC) is appointed (within 5 days) in all cases where the injured worker has a significant injury # cases where an IMC is appointed within the required time fame / # cases requiring appointment of an IMC x 100	= % compliance 2010/11	100% of cases	% achieved	PA Ongoing
	Return-to-work plans are developed as required with the required timeframe (maximum 5 days). # of cases where a RTW plan is developed within the required timeframe / # of cases where a RTW plan is required x 100	= % compliance 2010/11	100% compliance	% achieved	PA Ongoing
	Injury management plans are developed as required within the specified timeframe (maximum 28 days). # of cases where a IM plan is developed within the required timeframe / # of cases where a IM plan is required x 100	= % compliance 2010/11	100% compliance	% achieved	PA Ongoing



Objective	Measures (per / 1000 FTE), (\$) or (%)	Benchmark 2010/11	Target	Report Annually (By 30 July)	By (timeframe)
Durable return-to-work outcomes are achieved	Full return-to-work, # Injured workers returned to paid employment and not receiving workers compensation payments.  $\frac{\text{\# of workers returning to work in the period}}{\text{\# of claims for the period}} \times 100$ RTW outcomes may include:- <ul style="list-style-type: none"> <li>• Same role</li> <li>• New role / same employer</li> <li>• New role / new employer</li> </ul>	= % durable return to work outcomes 2010/11	100% return-to-work	% return-to-work	PA Ongoing
<b>Health and Wellbeing</b>					
Objective	Measures (per / 1000 FTE), (\$) or (%)	Benchmark 2010/11	Target	Report Annually (By 30 July)	By (timeframe)
Improve the health and wellbeing profile of the Agency workforce  (Reporting required in accordance with ED23)	Participation Rate (PR) Percentage of workers participating Health and Wellbeing activities each financial year / # workers x 100: <ul style="list-style-type: none"> <li>• participation rate (% of employees) in whole of service programs (by program); and</li> <li>• participation rate (% of employees) in Agency specific programs (by program)</li> </ul>	Participation Rate (PR) 2010/11 PR = % of workforce participating in each activity	PR = XX% for each activity	PR = XX% for each activity	Ongoing PA
Improve the health and wellbeing profile of the Agencies workforce	Participation Rate (PR) Percentage of workers participating in Agency sponsored Health and Wellbeing activities / # workers x 100 <ul style="list-style-type: none"> <li>• Current smoker</li> <li>• Risky Alcohol</li> <li>• Obesity</li> <li>• Physical Inactivity</li> <li>• Low Fruit &amp; Veg</li> <li>• Prolonged Sitting</li> <li>• Psychological Distress</li> </ul>	Participation Rate (PR) 2010/11 PR = % of workforce participating in each activity	PR = XX% for each activity	PR = XX% for each activity	Ongoing PA



## **Appendix 4 – Legislative Compliance Assessment Tool**

TO BE ISSUED

## Appendix 5 – Work Health and Safety References

### Safe Work Australia

- National OHS Strategy 2002-2012 - Australian Work Health and Safety Strategy 2012-2022
- Model Work Health and Safety Regulations
- Model Codes of Practice
- Work health and safety guidance material  
<http://www.safeworkaustralia.gov.au/sites/SWA/Pages/default.aspx>

### Standards Australia

- AS/NZS 4801:2001 Occupational health and safety management systems - Specification with guidance for use
- AS/NZS 4804:2001 Occupational health and safety management systems - General guidelines on principles, systems and supporting techniques
- AS/NZS ISO 31000:2009 Risk management - Principles and guidelines  
<http://infostore.saiglobal.com/store/>

### Tasmania

- [\*Work Health and Safety Act 2012 \(No. 1 of 2012\)\*](#)
- [\*Work Health and Safety Regulations 2011\*](#)
- [\*Workers Rehabilitation and Compensation Act 1988 \(No. 4 of 1988\)\*](#)

### WorkSafe Victoria

- [\*National self insurer OHS audit tool \(NAT\)\*](#)  
<http://www.worksafe.vic.gov.au/safety-and-prevention/health-and-safety-topics/ohs-management-systems/ohsms-audit-tools>



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