

BSBWHS516

CONTRIBUTE TO DEVELOPING, IMPLEMENTING AND MAINTAINING AN ORGANISATION'S WHS MANAGEMENT SYSTEM

WORKBOOK

Participant name	
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FOR THE PARTICIPANT

Instructions

- You will complete written activities as outlined on the following pages. You must attempt all questions and provide enough detail in your responses to demonstrate your knowledge.
- The timeframe for these tasks will be established by your Assessor or Training Provider. Additional time may be allowed upon negotiation with the Assessor.
- You must complete all questions unless instructed by the Assessor or other personnel. You may refer to reference material as needed. All questions must be answered correctly for a 'Satisfactory' assessment outcome to be awarded.
- An oral examination may be allowed under certain circumstances, whereby your answers will be documented by another party.
- Any written questions that are incomplete, or not answered satisfactorily will need to be completed again after further training support.
- If you answer a question incorrectly but modify your response, put your initials next to the written change (or the Assessor must initial a verbal change).

Resources required

Pen

FOR THE ASSESSOR

Instructions

- Where oral examination has occurred, ensure that this is acknowledged in writing (e.g. FT001 and Assessor Comments)
- All questions must be satisfactorily demonstrated by the Participant for a Satisfactory determination (indicated by an Assessor tick to the right of the question).
- Assessors are to complete marking in pen of a different colour to the Participant.
- If the Participant verbally modifies their response, write in the modified response verbatim and put your initials next to the written change.

ASSESSOR COMMENTS

As necessary, outline:

- Details on reattempts, alternative arrangements or reasonable adjustments made.
- Where a Participant is deemed 'Not Satisfactory', provide recommendations for future training.

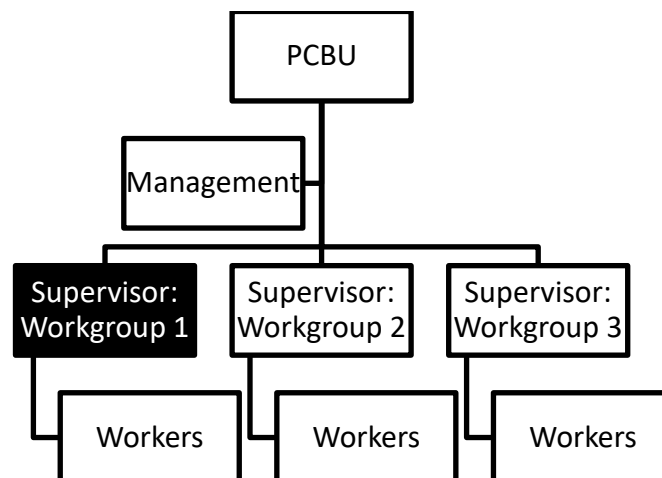
NOTE

At times, you will be provided with a specific business context to which you must respond, otherwise it is anticipated that you will use a workplace of your choosing (your own, or hypothetical) to provide the context to the task.

At all times, the responses in your assessment must reference **Australian** (Queensland or Federal) documentation, including legislation, regulations, codes of practice, standards and guidance publications. For example, in Queensland refer to

<https://www.worksafe.qld.gov.au/>

For the following activities, you will assume the role of a workgroup supervisor in a workplace of your choosing (see example organisational chart below).



Name a workplace and workgroup that you are (or hypothetically are) the supervisor for:

Name of workplace	Construction Skills Training Centre (CSTC)
Workgroup	Resource Development

ACTIVITY 1

There are various legislative documents, standards and guidance documents to assist with the development and implementation of a WHSMS.

Summarise what the following documents address with respect to a WHSMS (i.e. requirements of duty holders, consultation requirements, training/induction requirements, risk assessment and controls, and the form/content/purpose/ function of a WHSMS):

- Work Health and Safety Act 2011* (Cth)
- Work Health and Safety Act 2011* (Qld)
- Work Health and Safety Regulations 2011* (Qld)
- A code of practice relevant to your chosen workplace
- Australian Standard AS/NZS ISO 45001:2018
- The 'Safety Management System Audit Report' from the Queensland Regulator, Workplace Health and Safety Queensland (refer to Handout 1)
- Organisational policies regarding return-to-work and injury management
- Organisational procedures regarding return-to-work and injury management
- Organisational process regarding return-to-work and injury management

	Summary of contents
a) Work Health and Safety Act 2011 (Cth)	In line with developing a WHSMS, section 19 of the Work Health and Safety Act 2011 (Cth) requires a PCBU to, as far as is reasonably practicable: - Ensure safe: work environment, plant and structure, systems of work, use, handling and storage of plant, structure and substances - Provide adequate facilities for workers and access to those facilities - Provide necessary information, instruction, training and supervision - Monitor the health of workers - Maintain premises so that the workers occupying the premises are not exposed to risk Section 47 of the Work Health and Safety Act 2011 (Cth) requires a PCBU to consult with workers in developing a WHSMS, as far as is reasonably practicable. Section 28 of the Work Health and Safety Act 2011 (Cth) requires workers to cooperate with the PCBU's reasonable policies or procedures for WHS, including the WHSMS. Section 29 of the Work Health and Safety Act 2011 (Cth) requires other persons at the workplace to cooperate with the PCBU's reasonable policies or procedures for WHS, including the WHSMS.
b) Work Health and Safety Act 2011 (Qld)	In line with developing a WHSMS, section 19 of the Work Health and Safety Act 2011 (Qld) requires a PCBU to, as far as is reasonably practicable: - Ensure safe: work environment, plant and structure, systems of work, use, handling and storage of plant, structure and substances - Provide adequate facilities for workers and access to those facilities - Provide necessary information, instruction, training and supervision - Monitor the health of workers - Maintain premises so that the workers occupying the premises are not exposed to risk Section 47 of the Work Health and Safety Act 2011 (Qld) requires a PCBU to consult with workers in developing a WHSMS, as far as is reasonably practicable. Section 28 of the Work Health and Safety Act 2011 (Qld) requires workers to cooperate with the PCBU's reasonable policies or procedures for WHS, including the WHSMS. Section 29 of the Work Health and Safety Act 2011 (Qld) requires other persons at the workplace to cooperate with the PCBU's reasonable policies or procedures for WHS, including the WHSMS.

c) Work Health and Safety Regulations 2011 (Qld)	Safety Management Systems are required for the following parties/bodies: - Those applying for Class A asbestos removal licences (Sections 493, 498) - Operators of determined major hazard facilities (Sections 558 and 568, Schedule 17) - Operators of major amusements parks (Sections 608O, 608Y, Schedule 18C)
d) Code of practice	The How to manage work health and safety risks Code of Practice 2021 provides information on identifying hazards, assessing risks, how to control risks and how to review controls, which are the basis of a WHSMS.
e) AS/NZS ISO 45001:2018	The Australian standard, AS/NZS ISO 45001:2018 (Occupational health and safety management systems - Requirements with guidance for use): - Specifies the conditions for a workplace health and safety management system - Gives guidance on its use The standard aims to enable organisations to provide safe and healthy workplaces by preventing work-related injury and illness, and proactively improve its work health and safety performance.
f) Guidance material	The 'Occupational health and safety management system (OHSMS) – audit report' provides a template (including checklist) to verify that the WHSMS (previously OHSMS) meets the requirements of AS/NZS 4801:2001 (now superseded by AS/NZA ISO 45001:2018). It reviews policy, planning, implementation, measurement and evaluation, and review of a workplace's WHSMS.
g) Organisational policy	Safety Management System - Policy and Procedures Manual Section 4.2.3 outlines the primary objective is to prevent personal injury, property damage and environmental impacts.
h) Organisational procedure	Safety Management System - Policy and Procedures Manual Provides specific information in Section 3.0 about inductions, the promotion of WHS training and consultation, emergency procedures, Safe Work Method Statements, incident reporting, recording and investigation.

i) Organisational process	Safety Management System - Policy and Procedures Manual Provides more specific detail as to how CSTC intends to uphold WHS. For example, it outlines the roles and responsibilities of the Board of Directors, Managing Director, Managers, OHS Advisor, Health and Safety Representative, Health and Safety Committee Member, Workers and Sub-contractors in implementing WHS at CSTC.
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Satisfactory Outcome



ACTIVITY 2

Explain your involvement, as a workgroup supervisor, with incorporating the following elements into your organisation's WHSMS:

- Injury management
- Return-to-work

In particular, explain how you would:

- a) Contribute to the planning, development and implementation of each element, as relevant to your own workgroup
 - Use examples to identify timeframes and resources necessary to implement these elements.
 - Identify how the plan should be finalised and recorded, as per organisational policies and procedures.
- b) Seek the contribution, feedback and support of others in the planning, development and implementation of the WHSMS
 - Identify management roles and responsibilities that may be needed to implement the WHSMS.
- c) Communicate to workgroup members about the benefits, importance and application of the WHSMS
- d) Identify and address how the following factors may be barriers to the implementation of the WHSMS, and how they might be addressed:
 - Workers with specific needs and limitations (e.g. cultural background and diversity, low language, literacy and numeracy levels)
 - Structure and organisation of the workforce (i.e. part time vs casual vs contract workers; shift rosters; geographical location)
 - Workplace culture

Contributing to planning, development and implementation

Injury management

Planning would entail:

- Considering how assistance may be provided to workers (e.g. first aid, financial arrangements, rehabilitation). This may require further staff to be trained in the area of first aid, or the rollout of injury prevention systems (e.g. more regular compliance checks). The timeframes may be immediate (e.g. hiring a dedicated expert) or ongoing (e.g. continuous training to maintain first aid currency, monthly checks, annual audits).
- Considering how doctors and compensation schemes will be involved.
- To address ingrained practices, you may look at past incident records and discuss with others how they do their job.

Development would entail:

- Developing processes for injury claims management.
- Documenting, implementing, maintaining and communicating the WHSMS element to all workers.
- Any planning should be recorded in writing, to be approved after seeking feedback from relevant parties. The final documentation should be made accessible on the WHSIS.

Contributing to planning, development and implementation

Injury management (continued)

Implementation would entail:

- Demonstrating commitment to comply with relevant WHS legislation by encouraging safe work practices to avoid injury as much as possible.
- Demonstrating commitment to establish measurable objectives and targets to ensure continued improvement aimed at eliminating work-related injury and illness.
- Making WHSMS element available to interested parties.
- Setting measurable objectives and targets to ensure continued improvement to reduce injuries within the workgroup.
- Introducing or supporting systems to assist with risk management (e.g. safety data sheets, checklists, introducing reporting systems, initiating training for workers regarding emergency response and incident investigation)

Return-to-work

Planning would entail:

- Considering what is required for a Return to Work Program.
- Considering how goals and duties are able to be modified for injured parties (i.e. contingency plans).
- A Return-to-work coordinator may be required for the organisation. This may be a person hired into this role, or additional training to provided to an existing staff member.

Development would entail:

- Developing effective rehabilitation management of work injuries and disease and return to work processes.
- Documenting, implementing, maintaining and communicating the WHSMS element to all workers.
- Any planning should be recorded in writing, to be approved after seeking feedback from relevant parties. The final documentation should be made accessible on the WHSIS.

Implementation would entail:

- Demonstrating commitment to comply with relevant WHS legislation by providing an accommodating return-to-work environment.
- Providing training for workers so that they have a backup plan for someone returning to work who is unable to return to their regular duties.

Seeking contribution, feedback and support in planning, development and implementation

Planning and development could entail:

- Seeking input from people who have suffered injuries. There could be an internal call for a focus group sent out via email. Ideally, those who have dealt with injuries and return-to-work in the past would be encouraged to attend (e.g. injured parties, first aid officers, supervisors). External parties could be invited to participate (e.g. Doctors who have been involved in the process before).
- Ensuring that the proposed processes are relevant and address the needs of the workgroup. Consultation with key parties would be advisable (e.g. those who have been injured in the past, first aid officers, supervisors, doctors involved in Return to Work Programs). Feedback should be sought from parties who have been directly involved in the process at the outset, so that the planning is suitable. A range of representatives should contribute to the process, to ensure that varying experiences have been considered.

Implementation could entail:

- Consulting with Health and Safety Representatives (HSRs) to assist with promoting the policies and representing workers.
- The maintenance and communication of the WHSMS may be best managed by workgroup supervisors, so that specific requirements of the workgroup are met.

Communicating about WHSMS element

Start by communicating WHSMS element to all workers and making such policies available to interested parties. To ensure that injury management and return-to-work processes are effective, it would be advisable to consult with HSRs and HSCs as part of implementing the WHSMS plan.

Make the policies known at meetings. Effective communication on these matters should be addressed prior to injury, as well as during and after injury. The organisation's overarching approach to the WHSMS elements would likely be explained more generally to staff, but processes within the workgroup would be followed up with the workgroup supervisor (e.g. who injuries should be reported to, whether certain individuals would have alternate duties).

Ensure that the policies are reinforced in the event that an injury occurs and that party returns to work.

Identifying and addressing barriers

Workers' specific needs and limitations:

- Cultural background may cause some issues (e.g. when required to work outside of hours for modified rosters). Workers should be closely consulted when making modifications for an injured worker's return to work.
- Low language, literacy and numeracy levels may cause issues if workers do not understand new requirements (e.g. using complex PPE or other equipment). Adequate training must be put into place where changes occur.

Structure and organisation of the workforce:

- There may be issues if rosters change and part-time, casual or contract workers are not available to complete work. Similarly, such workers may not be available at the same time for training purposes. Adequate staffing and training opportunities must be provided to ensure that work requirements are met.
- If work is completed at various different locations, there may be a need to have additional equipment at both locations

Workplace culture:

- Workers may not take WHS seriously. Attitudes must be addressed and modelled by management.

**Satisfactory
Outcome**



ACTIVITY 3

You are required, as a workgroup supervisor, to contribute to measuring the performance of the WHSMS elements addressed in Activity 2:

- Injury management
- Return-to-work

Respond to the following:

- a) Explain how you would monitor each of these elements, to ensure they are effective and providing safe systems of work
 - What information and data will you collect?
 - What lead and lag key performance indicators will you use to provide a valid and reliable measure of performance?
 - When collecting records, how will legislative requirements be considered (e.g. privacy, anti-discrimination)
- b) Outline how you would communicate and explain measurement and evaluation of WHSMS performance to others.
- c) For each element, provide one (1) example of an implementation limitation that might be identified
 - Propose two (2) adjustments to improve the WHSMS to address each limitation, identifying the preferred option after considering time and resource constraints that may exist
- d) Identify how you would facilitate and support others' contributions to measure, evaluate and improve WHSMS performance.
 - Who would you need to seek approval from when updating the WHSMS?
- e) Explain how you would document and distribute the details of the approved WHSMS updates, as identified in c), considering required training and induction requirements

Monitoring effectiveness

With regards to injury management, a workgroup supervisor could contribute to evaluating WHS performance for the area of injury management by keeping and maintaining records of injury trends (i.e. lag indicator). Alternatively, lead indicator data could be collected on the number of safer practices that are being implemented (e.g. evidence of training sessions on safer practices).

With regards to return-to-work, a workgroup supervisor could contribute to evaluating WHS performance for the area of incident investigation by monitoring workgroup productivity. This could be lead indicator data (e.g. positive productivity rates) or lag indicator data (e.g. failing to meet deadlines).

Apart from WHS legislation, privacy legislation would need to be considered in terms of keeping personnel records private. Anti-discrimination legislation would also need to be considered as part of the evaluation process, ensuring that members of the workplace are treated equally.

Communicate and explain evaluation

The workgroup would be notified that their daily work and associated incident investigations would be observed (i.e. measured and evaluated), ideally without direct notification of the audit so that there is a true representation of what occurs in the workplace.

Limitations and adjustments

Injury management

An example of a limitation of the WHSMS might be that incidents are dealt with one by one, rather than trying to find a trend in incidents taking place.

Two solutions may be:

- Option 1: Trends may need to be examined within the workgroup.
- Option 2: Trends may need to be explored beyond the workgroup (i.e. across the organisation as a whole)

Option 2 would be preferred, as it may take time to see trends within a smaller workgroup than across the organisation as whole. A Health and Safety Committee would address the whole organisation, so resourcing is available to receive and review monitoring results and determine organisation-wide recommendations.

Return-to-work

An example of a limitation of the WHSMS might be that job descriptions are not adapted to accommodate return-to-work situations.

Two solutions may be:

- Option 1: Training Needs Analyses to be conducted across whole workgroup on a regular basis.
- Option 2: Training Needs Analyses to be conducted by affected staff upon return-to-work arrangements.

Option 1 while a good idea, may be too time and resource intensive. Option 2 would be the most efficient use of time and resources; however it must be acknowledged that roles can change over time, so there should be some scheduling to Training Needs Analysis completion.

Facilitate others' contributions

With regards to injury management, workers affected by incidents (i.e. as the injured party, a witness or an investigator) would naturally be involved in the investigation process. In this way, they are contributing to the measurement of incident investigation effectiveness.

With regards to return-to-work, workers should be encouraged to report return-to-work or productivity issues as they arise (not just as the result of an audit). In this way, they are encouraging change for the betterment of the workgroup and returning worker.

The findings of the workgroup supervisor should be communicated directly to workers to seek their assistance in the evaluation process. The workgroup supervisor may organise a working party with interested bodies to review records.

So that meaningful change can arise as a result of the evaluation, this should happen as close to the incidents/issues as possible. Where any changes are required to the WHSMS, these should be approved by the PCBU.

Communicating adjustments

Requirements for changes would come from management. The workgroup supervisor would be required to explain the review and improvement process to those within the workgroup.

Time would need to be scheduled at regular intervals to review such information (e.g. agenda items for meetings). Health and Safety Committees may need additional training to look for trends.

Workers would be made aware of the need for Training Needs Analyses and potential training requirements.

**Satisfactory
Outcome**

