PPI

OHS continuous improvement RPDA.212

1998

Prepared by:
Shaw Idea Pty Ltd

ISBN: 1 74036 103 2
Published: June 1998

MEAT & LIVESTOCK
AUSTRALIA

Contents

Objectives

The project objectives agreed with MRC were that, by the conclusion of the contract the consultants would have:

1. Developed an OHS continuous improvement framework for the Australian meat processing industry;

2. Demonstrated that the approach in the proposed framework is consistent with that of state OHS jurisdictions, quality assurance and ISO certification;

3. Proposed incentives for the industry regarding the adoption of a voluntary continuous improvement approach; and

4. Provided recommendations regarding the direction for Australian Industry in relation to the continuous improvement program.

Current situation

Prior to this project there were a number of meat industry enterprises with experience in best practice OHS management through the first stage of the OHS Best Practice Project. This project was intended as a way to support and structure continuous improvement in OHS management, providing impetus to continue to address OHS in their improvement activities. Otherwise, there is a risk that OHS will fall off the agenda for these enterprises. As their perception of **"we've done that"!** increases the emphasis and effort on OHS will correspondingly decrease to the detriment of both OHS and the overall management systems. Figure 1 illustrates the four stage development process apparent from the OHS Best Practice Project. In addition to these enterprises which have focused on OHS there are still a number, usually of smaller enterprises which have not improved their performance in OHS.

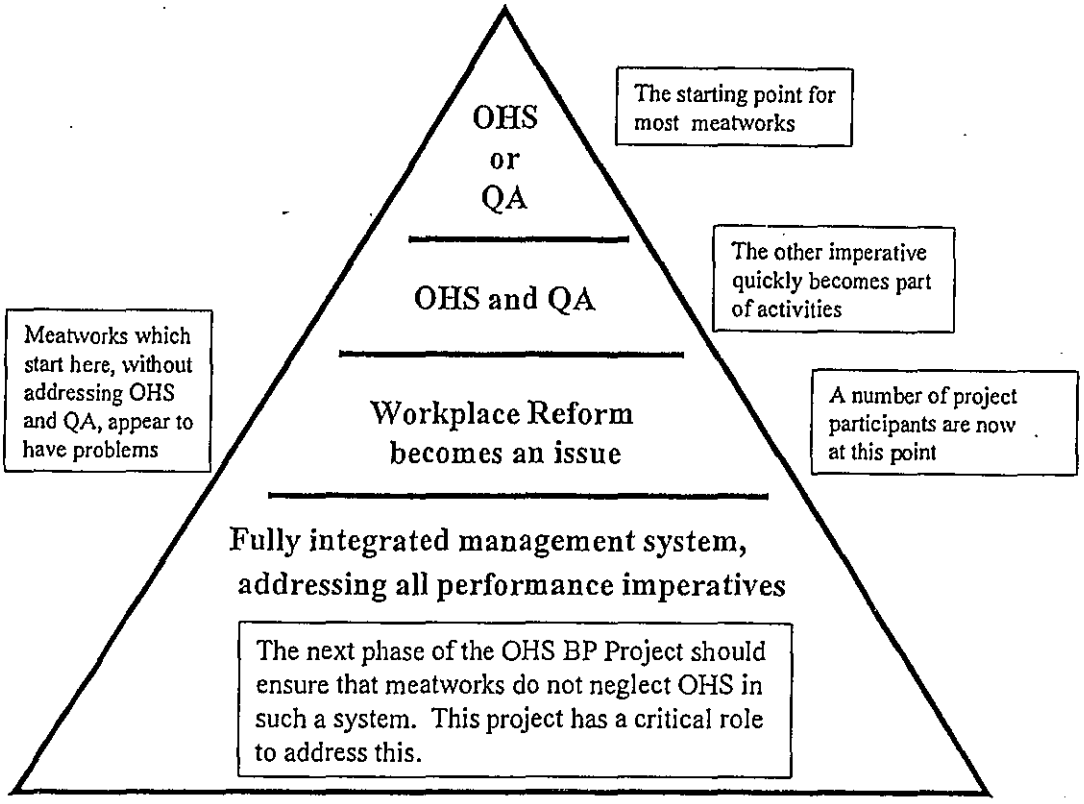


Figure 1 - Organisational Development Process suggested by OHS Best Practice Project From On Strong Foundations

The Project could also be used to develop a framework for quality assurance in OHS management - to support the development of effective management systems which consolidate continuous improvement, as represented in Figure 2.

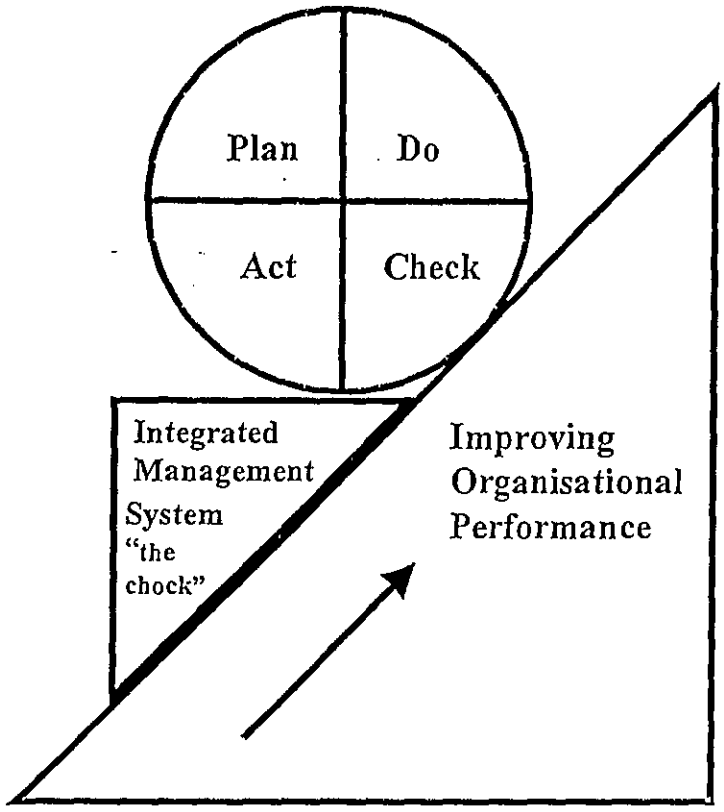


Figure 2 - The role of an integrated management system
Adapted from the NIES QA/TQM diagram

As Figure 2 suggests, the management system's role is to support continuous improvement by preventing deterioration in performance. It is imperative, however, that the "chock" does not become more important than the continuous improvement which it is consolidating.

In the meat industry, every plant already has a management system. However, these are usually ad hoc, fragmented and marked by competition between different elements. In particular, quality, OHS and production seem to be in constant competition with production issues usually being given precedence. As the current circumstances of the industry demonstrate, this approach has not been effective for a number of reasons. Firstly, knowledge of different aspects of management provides a power base for managers, especially those who are insecure about change in the industry. Therefore knowledge is not shared and the status quo is maintained. Also there are a large number of regulatory and other requirements which affect the management systems of each enterprise. Meeting the requirements of these bodies represents a significant portion of enterprise resources. Therefore the result is that greater energy is exerted in managing the paperwork required by the different agencies than in managing and improving the process. Figure 3 list the main regulatory and other requirements which affect meatworks' management systems.

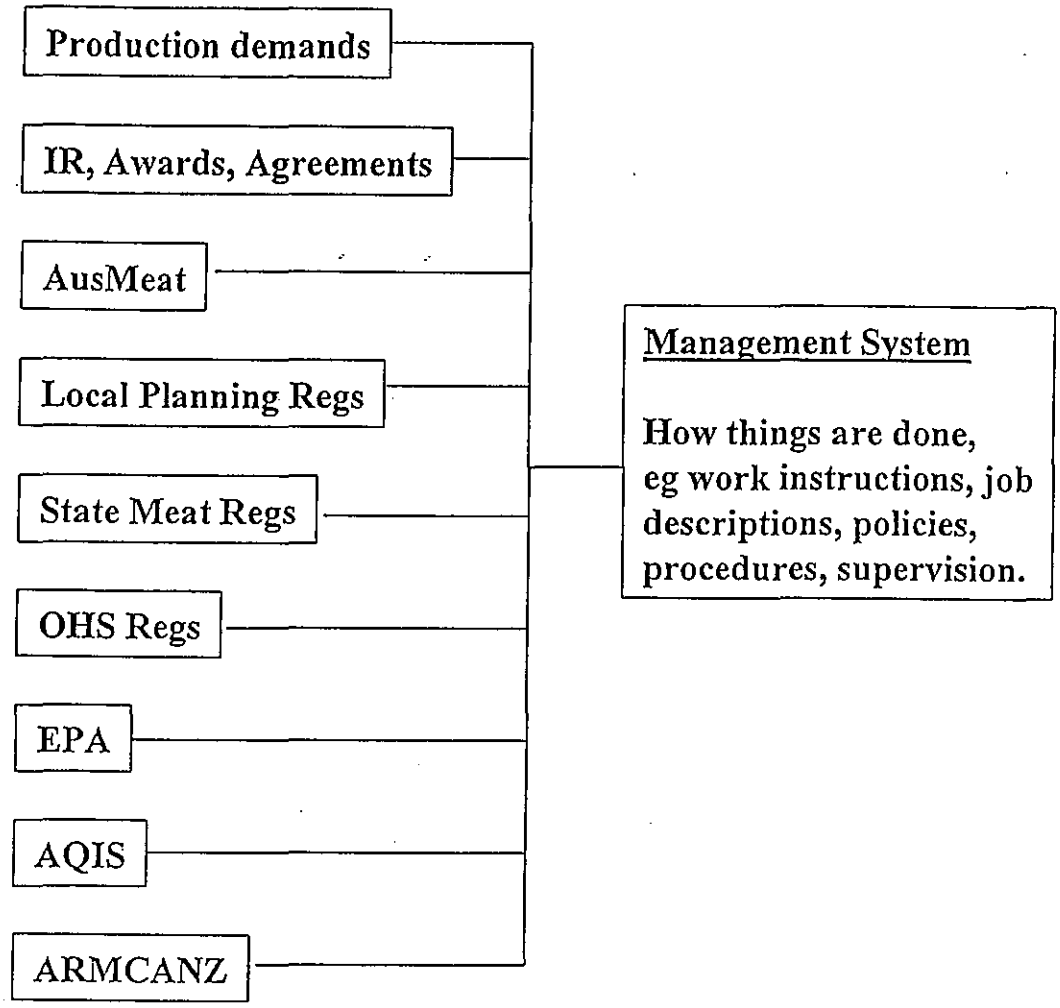


Figure 3 - Main regulatory and other requirements which affect meatworks' management systems.

Clearly, this project must not add to the burden represented by Figure 3. Rather, it should support more efficient processes to meet the often competing imperatives.

Key assumptions

In designing and implementing the methodology for this project, we made the following assumptions:

- **That the OHS Network Group provided a representation of views across the industry.**

  Given that this is the role of the Network Group in supporting the OHS program of the MRC, this assumption is likely to hold.

- **That the findings of the evaluation of the first stage of the Meat Industry OHS Best Practice project, as reported in On Strong Foundations, continue to apply, including the best practice principles identified through the project.**

The most important findings for the purpose of this project are:

  - The six operational principles of best practice (namely management commitment; participation; skill development; designing the working environment; integration of OHS within organisational structures and processes; and continuous improvement);

  - The need to address the four change enablers in improving OHS management (namely the structural, human resources, political and symbolic frames of reference); and

  - The value of celebrating achievements in OHS management.

- **That the model should be compatible with the different state jurisdictions and their differing strategies for improving OHS management in the meat and other industries.**

  This is related to the next assumption, but also recognises that different states have developed different approaches (including regulatory regimes) to OHS in the meat industry. Following the model should support compliance at the very least with these different regimes and should allow an enterprise in the meat industry to demonstrate that their approach is in advance of that required under regulation.

- **That the model should not create an additional burden on the industry, but should lead to more efficient and effective OHS management.**

  Rather than require extra work, the model should support more effective targeting of resource allocation in OHS, both human and financial.

- **That the model needed to be robust and flexible to ensure that it would be useful, regardless of any future actions or policy changes by the different OHS jurisdictions.**

  The model should be able to be used over time to track progress and to support changing OHS management systems within meat industry enterprises. It should allow enterprises to anticipate and respond to changes in the field, either from research, experience in other industries or because of changing regulatory approaches.

- **That the model should not "reinvent the wheel" - it should not be a substitute for different system specifications chosen by meat industry enterprises.**

  The model should support enterprises through the plan, do, check, act continuous improvement cycle represented by the circle in Figure 2 above. In contrast, system specifications are targeted to the "chock" in Figure 2.

  Different system specifications will be appropriate for different enterprises - some may choose to adopt a particular audit system because of jurisdictional issues (eg Safety MAP in Victoria). Others may have a framework set up by their workers' compensation insurer. The model developed in this project should be able to operate consistently with whatever system is in use.

- **That the model should be viewed favourable by the different jurisdictions and by other industries, promoting benchmarking outside the meat industry and providing meat industry participants with status and recognition as enterprises with a commitment to best practice in OHS and, by extension, other quality management issues.**

The potential benefits of this project include the opportunity the model provides for meat industry enterprises to demonstrate superior OHS management performance. This could potentially provide a competitive advantage as best practice enterprises.

Research Methodology

The project was undertaken in two (2) phases, made up of eight (8) stages:

Phase 1 - Determine Options

Stage 1 - Project Establishment

This stage involved two major tasks:

1.1 Preparing a detailed workplan on the basis of detailed consultation with the MRC Project Manager.

1.2 Briefing the OHS network and revise the workplan on the basis of their comments

Stage 2 - Review existing frameworks

This stage assessed the extent to which existing frameworks could support improved performance in OHS management. The assessment was based on the findings of the evaluation of the OHS Best Practice project (Stage 1) and Andrew Hale's analysis of OHS Management literature. The assessment involved:

2.1 Review of OHS management systems, continuous improvement and auditing frameworks (eg Safety MAP, SABS, MINEX, 5 Star, NOSA, etc). In particular, the continuous improvement framework developed by Blue Ribbon Meatworks will be examined;

2.2 Review of related management systems (eg ISO 9000 series, HACCP processes, etc).

Stage 3 - Consult with Stakeholders

This stage determined the needs of industry stakeholders in more detail and the intentions of regulators with respect to management systems standards. For example, this stage investigated whether other states intend to adopt SafetyMAP or some other framework throughout the country and the extent to which achievement of particular levels within any framework will be taken as evidence of regulatory compliance.

Stage 4 - Analyse data and prepare options paper

The options paper included a proposed continuous improvement framework. Completion of this phase of the project marked the end of the first phase of the project. At this point, the needs for and potential

benefits of a continuous improvement framework were reviewed to determine whether the project should proceed. Possible incentives for adopting the framework, including the value of using such a framework to establish industry OHS awards (as in the mining industry), were also reviewed.

Phase 2 - Develop and test continuous improvement framework

Stage 5 - Refine paper to finalise continuous improvement approach

On the basis of industry and regulator comment on the options paper the approach was further refined.

Stage 6 - Pilot process in selected plants

Enterprises involved in the first and second stages of the OHS Best Practice Project were invited to participate in a pilot of the continuous improvement framework. The framework was tested for its utility as a tool for continuously improving OHS management with support from the project consultants.

Stage 7 - Refine and further develop the continuous improvement framework

The findings from the pilot enterprises were used to finalise the continuous improvement framework.

Stage 8 - Prepare project report and transfer findings to industry

The last stage is the preparation of this report, which will include a dissemination strategy with consideration of suitable incentives for adopting the framework (eg awards). In particular, a summary report suitable for distribution throughout the industry is to be prepared.

Outcomes

The outcomes from Phase 1 of the Project Methodology are detailed below.

Review of existing frameworks (Phase 1, Stage 2).

We reviewed a broad range of systems currently in use by legislators and industry which we classified according to their origin (refer to Table 1).

	Origin	System	Appendix
Australian Standard 4804	State Jurisdictions	SABS (SA)	A
		Exempt Employers (SA) (Draft)	A
		SafetyMAP (Vic)	B
		Safety Management A Guide (NT))	B
		NSW OHS & R Management Systems Guidelines	C
		6 Steps Guidelines (NSW)	C
		Safeguard (Qld Mining)	C
		Worksafe Plan (WA)	D
	International Guidelines		
		BS 8800 Occupational Health and Safety Management Systems (UK	E
		Health and Safety Executive Guidelines (UK)	E
	Industry Frameworks		
		National Minerals Industry Excellence Award for Health and Safety (MINEX)	F
		Construction Industry Development Agency Health and Safety Performance Manual (CIDA)	F
	Enterprise Frameworks		
		Boral	G
		BHP Engineering	G
		Blue Ribbon	G
	Proprietary Systems		
		National Occupational Safety Association (NOSA)	H
		National Safety Council of Australia (NCSA) 5 Star	H

Table 1 Comparison of various systems with AS 4804.

The comparison of the elements of each of the frameworks against the Australian Standard is given in the appendices.

The comparison of frameworks was more difficult than originally envisaged. The different frameworks vary widely in structure and intent. In regard to structure, where one particular framework could have a term as a key heading, another may have the same term as a secondary or tertiary level heading or indeed in an appendix. For example, the terms Hazard Identification, Risk Assessment, and Risk Control are specific headings in the Australiana Standard but are an appendix in the British Standard. Also such differences in level did not always reflect the weighting of the item within the framework, thus imposing some constraints on a tabular comparison process. We opted to compare the only the higher level headings as this was sufficient to reveal the suitability of structure for the purpose of developing the options paper.

State jurisdictions

The intent of each framework was revealed during the comparison process. It quickly became apparent that the overall intent of the state jurisdictions was to provide a generic framework. While the obvious advantage of the approach is that it is widely applicable to a broad range of business and industry, the disadvantage is that they are not industry specific and so are not easy to "sell" any particular industry. This restriction has resulted in the development of a framework which is a generic application restricted to a particular industry (see CIDA).

International Guidelines

BS 8800 is very similar to AS 4804 in content but differed in structure. The main variation is the amount of information held in appendices rather than part of the main text. The HSE Guidelines were very general.

MINEX and CIDA

As mentioned above, the CIDA framework is a generic application developed for use in the construction industry. The MINEX framework, used in the mining industry, emphasised that it is the "how" of the process that is assessed: how management is creating an environment where OHS is a primary consideration in all work activities.

Enterprise Frameworks

Both BHP and Boral have highly structured systems that allowed for measurement of formal processes and procedures and as such are more specific versions of state jurisdiction systems. By comparisons the Blue Ribbon approach was oriented towards outcomes rather than process. This

framework is based on one of the models in Positive Performance Indicators - Beyond Lost Time Injuries Part 2 Worksafe Australia 1994. Therefore, while most of the headings are not represented in the standard the Australian Standard the Blue Ribbon approach has the potential to be a powerful tool in continuous improvement. According to the company the results to date have been positive.

Proprietary Frameworks

Both the proprietary frameworks reviewed (NOSA and NSCA 5 Star) are highly structured, compliance based systems that have been in existence for quite a number of years. The systems are of necessity generic as they are a product for sale in the public arena, although it would doubtless be argued that the systems would be tailored to meet individual client needs. The systems continue the mindset of compliance and checklists and while they both offer more than the Standard in terms of maintenance they offer little in terms of a Continuous Improvement Framework. The argument that continuous improvement aspects are part of the process rather than the product has two weaknesses. Firstly there are questions regarding the validity of systems where the same party is both "seller" and "auditor". Secondly, systems which have external audit as a measurement tool run the inherent risk of the organisation hurriedly "cleaning up" just before an audit is due in order to obtain the appropriate "ticks in the box". At best this situation could be described as discontinuous improvement, the improvement lasting for the period of the audit and then things "return to normal".

Australian Standard 4804

All the frameworks were compared with this new standard. However it is necessary to consider AS 4804 and its suitability as a basis of the development of the Continuous Improvement Process. The new standard is similar to the state jurisdictions in that it is highly structured and focuses on the existence and content of a formal OHS policy and the conduct of a formal process of planning. It is compliance oriented rather than process oriented, which could readily result in policing and checklists rather than consultation and improvement. Also there are anomalies in the new standard; for example, while it has three sections on recording and documentation there is no specific item for maintenance, a crucial part of OHS management.

Element	Element number	Corresponding AS 4804 No
1 Leadership		
Policy	1.1	4.1.4
Responsibility and Accountability	1.2	4.3.2.3
Planning and goal setting	1.3	4.2.6, 4.2.4
Allocation of resources	1.4	4.3.2.1
Demonstration of leadership	1.5	4.1.2
2 Managing by system		
Purchasing	2.1	4.3.4.7
Maintenance	2.2	None
Work procedures	2.3	4.3.4.6
Records and documentation	2.4	4.3.3.3, 4.3.3.4,
First aid	2.5	4.3.3.5 4.3.5.2
Emergency response	2.6	4.3.5
Issue resolution	2.7	4.3.2.4 (partly)
Legislative compliance	2.8	4.2.3
3. Managing people		
Training	3.1	4.3.2.5
Communication	3.2	4.3.3.1
Consultation and participation	3.3	4.3.2.4
Employment procedures (inc. contractors)	3.4	4.3.2.1
4 Controlling hazards		
Hazard identification processes & procedures	4.1	4.3.4.1
Risk assessment	4.2	4.3.4.3
Risk control processes	4.3	4.3.4.4
5 Monitoring and improving		
Incident investigation	5.1	4.4.4.2
Auditing	5.2	4.4.3
Performance measurement	5.3	4.2.5
Monitoring, evaluation and review	5.4	4.5.2
Improvement processes	5.5	4.5.3

Table 2 Comparison of the model with AS 4804

Summary

In summary, the review of the different frameworks revealed wide variation in structure and approach. Most frameworks are based on formal systems and are compliance oriented. In contrast the MINEX and Blue Ribbon frameworks are based on processes and are oriented towards people. In particular, the

MINEX approach is leadership rather than management based. The literature suggests that for any organisational change, a process-oriented, people-oriented approach is much more likely to be successful. We feel such an approach would allow significant progress to achieving best practice in OHS.

Clearly, there is value in developing a national, industry specific framework that is consistent with the approach of each state jurisdiction but which is more readily adaptable to the needs of individual enterprises. Therefore the Continuous Improvement Process should be a process

... that allows for different levels of OHS to be found across the industry,
... is outcome oriented rather than procedures oriented
... focuses on people rather than compliance.

Results of Stakeholder Consultation (Phase 1, Stage 3)

We have consulted with parties in the meat industry and based on those discussions we have identified the following stakeholder needs for the continuous improvement project:

- employees and employers to have confidence in it
- .provides guidance on how to improve OHS management ("somewhere to go")
- able to be integrated with other systems, such as QA, HACCP, environment
- supports workplace culture change in the industry
- provides industry benchmarks
- creates better links between change and outcome- immediate, observable, positive impact
- promotes recognition of mutual benefit
- encourages responsibility in OHS
- provides a balanced view of OHS
- consistent with developing a national workers compensation scheme for the meat industry
- able to support and influence regulators
- supports provision of more and better information, training and
- participation in meatworks
- presented in a format which supports implementation (eg a workbook)
- doesn't create more paperwork that doesn't go anywhere; and
- provides some tangible reward (premium rebate? Industry recognition scheme?)

Results of State Jurisdictions Consultation

Our examination of the intentions of the state regulators establishes that the project is timely and may contribute to the process of policy development in most states. There has been "in principle" agreement between the states on the need for some sort of OHS management system. At this stage, there is no intention to adopt one or the other of the state

approaches. Rather the intention is that each state will recognise any system sanctioned by any one of the other states. Specifically the situation for each state is:

Victoria:

Within the Victorian Workcover Authority (VWA), there is some support for tying achievement under SafetyMap or an industry-based scheme such as this project to the establishment of rebates for workers compensation premiums. However there is also resistance and any pressure which this project can create may assist in meeting the industry needs identified in the Stakeholder Consultation.

NSW:

There has been some discussion about adopting one or the other management system approaches and tying achievements to rebates. However the fluid policy in NSW means that any firm decisions or even detailed considerations are some way off. At the very least, the Minister has made a commitment That a variety of systems will be acceptable if and when such a policy change occurs - there is no intention to prescribe a particular system (eg SafetyMAP).

Tasmania:

The Workplace Standards Authority has formally adopted SafetyMAP and intends to link achievements under SafetyMAP to reductions in workers compensation premiums. However, other systems will also be acceptable, particularly if it is possible to demonstrate improvements in performance.

South Australia:

The WorkCover Corporation is the only jurisdiction which currently ties achievements under their management system framework (the SABS scheme) to premium rebates – a rebate of up to 20% is available. The SABS Scheme is based on principles, rather than processes, and it should be straightforward to demonstrate that achievements under the proposed industry framework are equivalent to specific components of SABS. The Exempt Employer Standards (draft) specify requirements for self-insurers and are currently under revision. Again, it is intended that the industry framework is consistent with these standards.

Western Australia:

Worksafe WA has established a system based on the SABS Scheme ñ the Worksafe Plan. Because the workers compensation system in WA is an open market, there is little opportunity to link levels of achievement to

premium rebates. However, a proposal from one of the insurers is currently before the Workers' Compensation and Rehabilitation Board. The insurers propose that the expenses involved in implementing a Worksafe Plan be offset against the cost of claims in calculating premiums. The inspectorate has begun to require enterprises which are performing poorly (eg measured by the number of notices being issued) to undertake a management systems audit, without specifying a particular framework.

Queensland:

At this time Queensland has no intention of linking premium reduction to OHS management systems, although the Minister's office advises it is Possible that consideration would be given if the issue were raised by Industry. No decision has been made regarding OHS management systems and the options of developing a Qld based system or adopting one of the other systems are still open. It is likely that any state based system would be based on Safeguard (Qld Mining).

Northern Territory:

Safety Management ñ A Guide, has been produced specifically for small employers. Consideration is being given to formally adopting SafetyMAP for larger enterprises. Discussions are beginning with regard to linking premium rebates to use of an OHS management system, but no decision is expected in the near future.

National Directions

It is worth noting that the States have agreed to a common approach with regard to Australian Standards. All States have been and will continue to remove references to Australian Standards in their respective OHS legislation, including Acts, Regulations, Codes of Practice etc. The rationale is that in calling up a standard, the entire Standard is incorporated in the legislation, not just the relevant points that clarified the legislatorsí intent. Therefore it is most unlikely that AS 4804 will be used in either the legislation or as a basis for OHS Management Systems in any of the State jurisdictions.

Summary

In summary, there is no impediment from the States with regard to the Meat Industry developing an industry based framework to improve the OHS performance of individual enterprises. The model for such a framework is given on the following page.

Outcomes from Phase 1
Meat Industry OHS Continuous Improvement Framework

The following framework was developed and presented in the options paper that concluded Phase 1 of the Project.

Principles

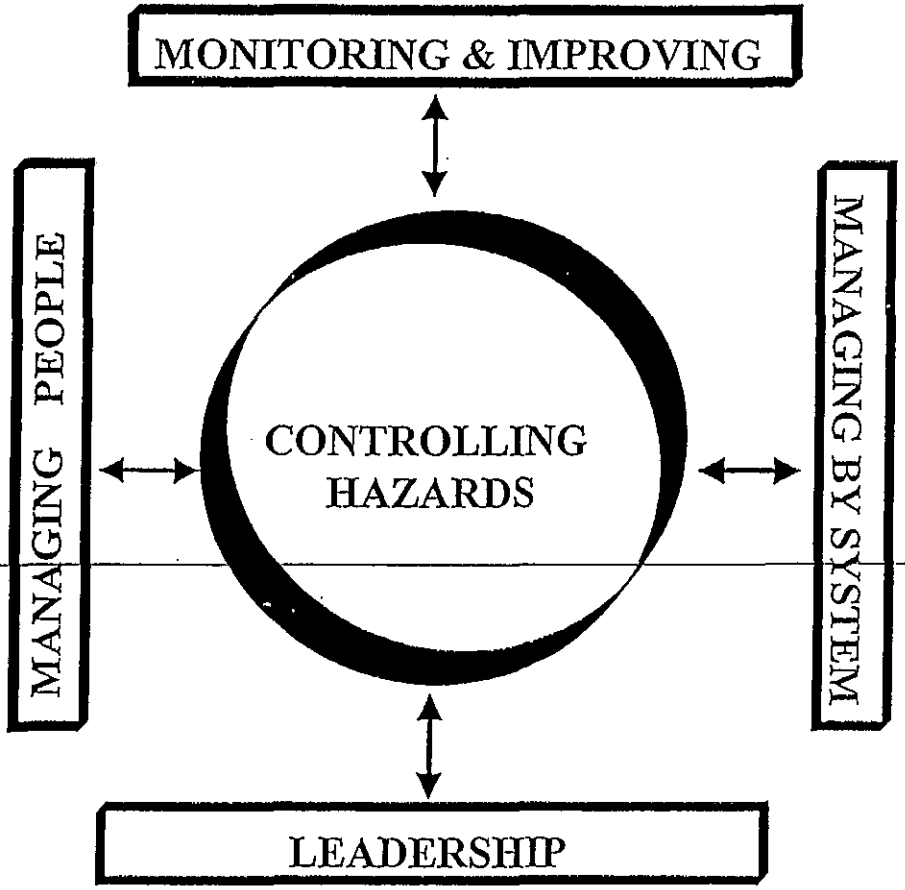
A best practice approach to managing OHS is based on the following principles:

... Participation
... Prevention
... Responsibility

The system described in this continuous improvement framework allows these principles to be put into practice.

OHS Management

The following elements exist in a best practice OHS management system:



The IADRI model gives a framework for analysing how effectively an enterprise is setting up the system described above. It allows enterprises at different levels of development to compare their implementation processes. As the diagram below illustrates, the steps of IADRI form a continuous improvement loop.

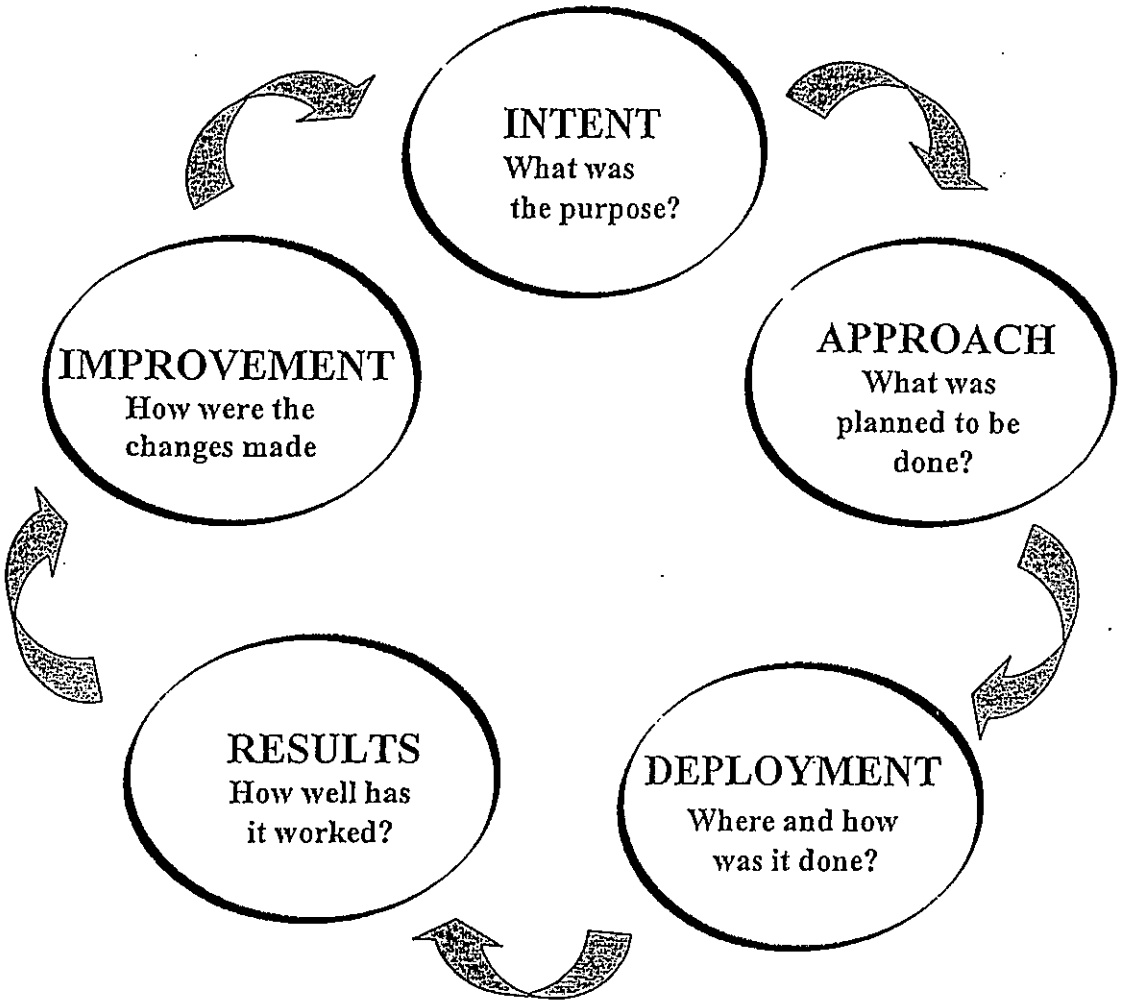


Figure 4 The IADRI Cycle

IADRI allows the process of improvement to be explicitly addressed:

- **Intent** outlines the purpose of the element - what was the enterprise aiming for?

- **Approach** describes the way the enterprise decided to address the element - was the approach innovative, related to the intent, planned and preventive?

- **Deployment** deals with the way the approach was put into practice - did it happen according to plan? Did it happen consistently in the enterprise?

- **Results** covers how effectively deployment worked - did the enterprise get the outcomes aimed for?

- **Improvement** refers to how the lessons of the previous steps have been used to improve intent, approach, deployment and, hopefully, results - were the activities changed as a result of what has been learned?

The IADRI model is detailed in Appendix I.

Pilot process in selected plants (Phase 2, Stage 5) and refinement of model (Stage 6)

The enterprises which participated in the pilot test were:

- situated in four states (Victoria, South Australia, Queensland and NSW);
- from domestic and export sectors of the industry (three domestic, three export);
- 1 small (<50), 2 medium (<100, >50) and 3 large (>100) enterprises
- beef, sheep, pig and mixed processors.

This range provided a good representation of the industry as a whole.

The process of the pilot is described in the attached outline. It was undertaken with representative groups in each enterprise - the OHS committee where possible, or a group of relevant managers and employees where the committee could not be convened. This has allowed us to test the model in a variety of contexts.

The enterprises reported that the process was most valuable, with participants continuing to comment on its value some time after the meeting. In all cases, it highlighted areas which required attention without undermining what had been achieved. For the enterprises which had already made substantial achievements in OHS management, the process cemented those achievements. These enterprises reported that they found the process "affirming". It provided them with "somewhere to go next", helping them to reinforce continuous improvement in OHS.

For those enterprises still with some way to go on OHS, the process provided a non-threatening avenue for raising and discussing problem areas. It helped to open people's eyes to the work which needed to be done without blaming individuals for any problems.

All participants reinforced that they did not find the process burdensome or an unnecessary imposition of paperwork. Those involved in external

audits of their OHS management system (eg SABS in SA and SafetyMAP in Victoria) reported that the process was a very valuable adjunct to their work under those schemes, helping to pinpoint what they should be doing to improve their systems. Based on feedback from the pilot sites some minor changes were made to terminology.

Conclusions

The project has resulted in a model that is practical, robust, flexible and targeted to the stakeholder needs specified earlier. It has been tested in meat industry enterprises in four states, in different sectors and of a variety of sizes and organisational types. The enthusiastic endorsement the model has received from the pilot sites and also the OHS Network Group demonstrates the potential of the model to re-energise and re-focus OHS activities in meat industry enterprises.

The research conducted in this project shows that the proposed framework will build on the improvements in OHS management that the meat industry has achieved in recent years by structuring and promoting continuous improvement in OHS. It is based on a wide ranging review of the current OHS systems, including those developed by the state jurisdictions, international guidelines, the Australian Standard, industry and enterprise frameworks and proprietary systems. Table 2 above details the relationship between the model and the Australian Standard 4804, demonstrating that the model covers all aspects of OHS management detailed in the standard while moving beyond a compliance or minimalist approach to OHS management.

The model resulting from this project is not an alternative to these systems. Rather the model aims to support enterprises in adapting the systems specifications which suit their jurisdiction as well as their individual enterprise needs. It will also provide a useful tool in dealing with the different state jurisdictions to address industry needs, for example seeking financial incentives for adoption of more effective OHS management processes through workers' compensation premium rebates. Seeking such consideration is essentially a political activity, but the model may be able to be used to demonstrate improved management activities in participating meat industry enterprises.

It will be particularly useful at the enterprise level where there are good levels of compliance or where OHS performance has plateaued. The model "gives them somewhere to go". Of equal importance is easy entry into the Framework. It is intended that enterprises which are poor OHS performers can use the system to make significant gains. Failing to achieve preset standards will not discourage such enterprises. For these enterprises the iterative IADRI cycle will provide powerful learning and incentives that will assist in changing workplace culture, another identified industry need.

The model can be used in three different ways:

1. As a straightforward and simple review and planning exercise with a representative group from the enterprise, such as an OHS Committee.

2. As a way to structure a detailed strategic planning exercise, again with a representative group.

3. In a detailed (perhaps external) review or audit.

Details of how the model can be applied in each of these contexts are detailed in Appendix J, User Guide.

As a continuous improvement model, the approach necessarily has a people and outcomes focus rather than a procedures and compliance focus. This focus will support further improvements in the OHS performance of the meat industry with numerous flow on effects for the competitiveness and security of the meat industry. Implementation of and support for this continuous improvement framework should be a high priority for strengthening OHS reform in the Australian meat industry.

Recommendations

The most important recommendation is that **the meat industry should adopt the model to achieve continuous improvement in OHS management - to review, structure and support improved OHS management in meat industry enterprises.**

In order that the model is adopted most effectively, **the outcomes of this research should be publicised, adopted and strengthened** through the following steps:

The summary of this report which details the proposed model should be printed and distributed throughout the industry;

The MISHCIF (Meat Industry Health and Safety Continuous Improvement Framework)User's Guide which forms Appendix J of this Report should be printed and distributed throughout the industry;

A bi-partite committee convened and facilitated by the OHS project leader should investigate the feasibility of establishing an industry recognition scheme based on the model set out in this report.

Funding should be provided to allow the external facilitation of application of the model in meat industry enterprises through participative reviews of OHS management. These should be structured around geographic or

special interest network groups of meatworks, eg the North-East network in Victoria, and based on he processes outlined in the User's Guide.

The possibility of cross-industry activities should be pursued. The Minerals Council of Australia, which administers the MINEX awards, has expressed preparedness to support joint activities on continuous improvement, particularly in rural areas where mining and quarrying enterprises along with meat industry enterprises are major employers.

A project which results in a guide to preparing OHS strategic plans leading to improvement against the framework should be funded.

Consequences of the recommendations

Clearly, the implementation of the model in enterprises involves some expense because it requires participation from OHS Committees and teams, as well as time to analyse and respond to the review. However, the feedback from the pilot tests demonstrates that this minor entry expense is more than offset by more effective allocation of resources (human and financial) as a result of the review.

Adoption of the above recommendations by the industry also entails expenses to conduct the implementation projects recommended. The industry OHS network group has expressed enthusiastic support for the model and advised that the cost would be a worthwhile investment in improving OHS performance in the industry.

It is unlikely that the model will be voluntarily adopted by enterprises in the industry with poorer performance in OHS. This was not a specific aim of the project - indeed, it was explicitly designed as a support to the high performing enterprises in the industry. Nevertheless, the pilot tests demonstrate that the model has benefits for enterprises at the lower end of the performance scale. The barrier will be to obtain their involvement in the continuous improvement process. Using local and special interest networks will hopefully harness the powerful industry driver of peer pressure to enlisting these enterprises.

State systems: Comparison of SABS (SA) and (Draft) Exempt Employers (SA) with AS 4804

Australian Standard 4804	SABS (SA)	Draft Exempt Employers (SA)
1 Commitment and Policy		
1.1 General		3.1 Commitment and policy
1.2 Leadership and commitment	1.1 Management commitment	
1.3 Initial OHS review		
1.4 OHS Policy		3.5.1 Policy 3.1.1 Endorsed and distributed policy statement
2 Planning		
2.1 General		3.2 Planning
2.2 Planning identification of hazards, assessments and control of risks		
2.3 Legal and other requirements	1.1 Management commitment 2.1 Policy and procedures 4.1 Hazard management	
2.4 Objectives and targets		3.2.2 Setting of system objectives 3.4.1 Objectives, targets and performance indicators 3.5.2 Objectives, targets and performance indicators
2.5 Performance Indicators		3.4.1 Objectives, targets and performance indicators 3.5.2 Objectives, targets and performance indicators
2.6 OHS management plans	1.3 Management commitment 2.2 Policy and procedures	3.1.2 Supporting policies and/or procedures 3.2.1. Current systems strategies

3 Implementation		
3.1 General		3.3 Implementation
3.2 Ensuring capability		
3.2.1 Resources, human, physical and financial	1.2 and 1.4 Management commitment	3.1 Resources
3.2.2 Integration	3.4 Consultation	3.3.4 Integration
3.2.3 Accountability and responsibility	1.5 Management commitment 3.4 Consultation	3.3.3. Responsibility and accountability 3.3.10 Process delivery
3.2.4 Consultation, motivation and awareness	3.1, 3.2, 3.3, 3.5, 3.6 Consultation	3.3.5 Employee involvement
3.2.5 Training and competency	5.1 to 5.5 Training	3.2.3 Training 3.3.2. Training
3.2.6 Supplying goods and services		
3.3 Support action		
3.3.1 Communication	2.3 Policy and procedures	3.3.6 Communication
3.3.2 Reporting		3.3.11 Reporting/documentation
3.3.3 Documentation		3.3.11 Reporting/documentation
3.3.4 Document control		3.3.12 Documentation control
3.3.5 Records and information management	4.8 Hazard management	
3.4 Hazard identification, risk assessment and risk control	4.8 Hazard management	3.3.8 Hazard identification, evaluation and control
3.4.1 General		
3.4.2 Hazard identification	2.6 Policy and procedure 4.2, 4.6, 4.7, Hazard management	
3.4.3 Risk assessment		

3.4.4 Risk control - general	2.4 Policy and procedure 4.3 Hazard management	
3.4.5 Design fabrication, installation and commissioning	2.4 Policy and procedure 4.4 Hazard management	
3.4.6 Administrative (procedural) control	2.5 Policy and procedure	
3.4.7 Purchasing goods and services		
3.5 Contingency preparedness and response	2.7 Policy and procedure	3.1.2 Supporting policies and/or procedures 3.3.7 Contingency planning
4 Measurement and evaluation		
4.1 General	4.5 Hazard management	3.4 Measurement and evaluation
4.2 Inspection testing and monitoring		3.3.9 Workplace monitoring
4.3 Audits of the OHSMS	1.6 Management commitment	3.4.2 Internal audits
4.4 Corrective and preventative action		3.4.3 Corrective action
5 Review and improvement		
5.1 General		3.5 Management systems review and improvement
5.2 Review of the OHSMS	2.8 Policy and procedures	3.5.3 System review
5.3 Continual improvement		

State systems: Comparison of SafetyMAP (Vic) and Safety Management – A Guide (NT) with AS 4804

Australian Standard 4804	SafetyMAP	Safety Management – A Guide
1 Commitment and Policy	1.1 Health and Safety Policy	
1.1 General	2.2 Management systems manuals	
1.2 Leadership and commitment	1.2 Responsibility and authority to act	
1.3 Initial OHS review	1.3 Review and evaluation 2.1 Health and safety strategic planning	
1.4 OHS Policy	1.1 Health and Safety Policy	Control
2 Planning	2.1 Health and safety strategic planning	
2.1 General	2.1 Health and safety strategic planning	
2.2 Planning identification of hazards, assessments and control of risks	2.1 Health and safety strategic planning	
2.3 Legal and other requirements	2.3 Health and Safety Legislation	
2.4 Objectives and targets	1.3 Review and evaluation 2.1 Health and safety strategic planning	
2.5 Performance Indicators		
2.6 OHS management plans	1.2 Responsibility and authority to act 2.1 Health and safety strategic planning	
3 Implementation		
3.1 General		
3.2 Ensuring capability	1.2 Responsibility and authority to act 2.2 Health and safety strategic planning 1.3 Management systems manuals	
3.2.1 Resources, human, physical and financial	6.3 Personnel selection and placement	
3.2.2 Integration		

3.2.3 Accountability and responsibility	1.2 Responsibility and authority to act	1 Responsibility
3.2.4 Consultation, motivation and awareness	1.3 Employee involvement and consultation	2 Consultation
3.2.5 Training and competency	12 Developing skills and competencies	6 Information, instruction and training
3.2.6 Supplying goods and services		
3.3 Support action	1.2 Responsibility and authority to act 1.3 Review and evaluation 1.5 Issue/dispute resolution 2.2 Management systems manuals	
3.3.1 Communication	1.4 Employee review and consultation 2.4 Health and Safety Information	6 Information, instruction and training
3.3.2 Reporting		8 Recording
3.3.3 Documentation		
3.3.4 Document control	4 Document control	
3.3.5 Records and information management		8 Recording
3.4 Hazard identification, risk assessment and risk control	9 Managing movement and materials	
3.4.1 General	1.3 Review and evaluation	
3.4.2 Hazard identification	2.1 Health and safety strategic planning	3 Identify hazards
3.4.3 Risk assessment	2.1 Health and safety strategic planning	4 Assess the risks
3.4.4 Risk control – general	2.1 Health and safety strategic planning	5 Control the risks
3.4.5 Design fabrication, installation and commissioning	3.1 Contract review 3.2 Design control	
3.4.6 Administrative (procedural) control	6.1 Systems of work	
3.4.7 Purchasing goods and services	5 Purchasing and control of product	
3.5 Contingency preparedness and response	6.6 Emergency preparedness 6.7 First aid and critical incident response	

4 Measurement and evaluation	10 Collecting and using data	
4.1 General		
4.2 Inspection testing and monitoring	6.7 Maintenance, repair and alteration of plant 7 Monitoring standards	
4.3 Audits of the OHSMS	11 Audit of management systems	
4.4 Corrective and preventative action	1.3 Review and evaluation 8 Reporting and correcting deficiencies	
5 Review and improvement		
5.1 General	1.3 Review and evaluation	
5.2 Review of the OHSMS	1.3 Review and evaluation	9 Review
5.3 Continual improvement	1.3 Review and evaluation	

State systems: Comparison of NSW 6 steps to OH&S, NSW OHS&R Management System Guideline and Safeguard (Qld Mining) with AS 4804

Australian Standard 4804	NSW 6 steps to OH&S	NSW Capital Works	Safeguard (Qld)
1 Commitment and Policy			
1.1 General	Point 1 develop OH&S policy and related programs		
1.2 Leadership and commitment			
1.3 Initial OHS review			1.3 Previews
1.4 OHS Policy	Point 1 develop OH&S policy and related programs		1.1 Safety and Health Policy
2 Planning			
2.1 General			4.1 General
2.2 Planning identification of hazards, assessments and control of risks			
2.3 Legal and other requirements			3 Duty of care review
2.4 Objectives and targets			
2.5 Performance Indicators			
2.6 OHS management plans			
3 Implementation			
3.1 General			
3.2 Ensuring capability			
3.2.1 Resources, human, physical and financial			1.2.2 Resources 6.3 Employee selection 8.1 employee details
3.2.2 Integration			

3.2.3 Accountability		1 Management responsibility	1.2.1 Responsibility and authority 9.4 Supervision
3.2.4 Consultation, motivation and awareness	Point 2 Set up a consultation process with employees		1.4 Employee consultation and commitment
3.2.5 Training and competency	Point 3 Establish a training strategy	8 Training	9.1 Information and knowledge 18 Training
3.2.6 Supplying goods and services		13 Product identification and traceability 12 Servicing	9.2 Maintenance
3.3 Support action			
3.3.1 Communication			9.1 Information and knowledge 9.6 Notices and signs
3.3.2 Reporting	Point 4e injury and illness records		13.1 Reporting
3.3.3 Documentation		11 Documentation	2.1 Safety and Health Manual
3.3.4 Document control			5 Document control
3.3.5 Records and information management		9 OH&S records	12 Inspection, monitoring and test status 16 Safety and Health records
3.4 Hazard identification, risk assessment and risk control			
3.4.1 General	Point 4 establish a hazard identification and workplace assessment process		14 Corrective and preventative action
3.4.2 Hazard identification			
3.4.3 Risk assessment			
3.4.4 Risk control – general	Point 5 develop and implement risk control strategies	7 Handling, storage, packaging and delivery of hazardous substances	15.1 Material and equipment 15.2 Employees

3.4.5 Design fabrication, installation and commissioning		10 Design	4 Design and planning
3.4.6 Administrative (procedural) control		3 Process control	9.2 Standard operating procedures 9.3 High permits 10.1 Work processes and procedures 4.5 Control of people
3.4.7 Purchasing goods and services		2 Sub-contracting and purchasing 12 Client supplied products	6.1 Purchasing 6.2 Contractors
3.5 Contingency preparedness and response			13.2 Emergency response and preparedness
4 Measurement and evaluation			
4.1 General		18 Statistical techniques	20 Statistical techniques
4.2 Inspection testing and monitoring	Point 4b workplace inspection	15 Inspection and risk status 4 Inspection and testing 14 Inspect, measure and test equipment	8.2 Identification and traceability of equipment and materials 10.2 Work environment monitoring 11 Iap TPM equipment 17 Safety and health audits
4.3 Audits of the OHSMS	Point 4a safety audit	14 Internal OH&S review	
4.4 Corrective and preventative action		5 Control of OH&S issues 6 Corrective action	
5 Review and improvement			
5.1 General	Point 6 review programs promote, maintain and improve strategies		
5.2 Review of the OHSMS			
5.3 Continual improvement			1.5 Continuous improvement

State systems: Comparison of WA Worksafe Plan with AS 4804

Australian Standard 4804	Worksafe Plan Medium and Large Business	Worksafe Plan Small Business
1 Commitment and Policy	Standard (Std) 1 Management Commitment	
1.1 General		
1.2 Leadership and commitment	Std 1 Management Commitment	Element 1
1.3 Initial OHS review		
1.4 OHS Policy	Std 2 Policy Plan and Procedures Measure 21.	Element 2
2 Planning	Std 1 Management Commitment Measure 1.3	
2.1 General	Std 1.4 Periodic review of OH&S with strategic objective Std 2 Policy, plans and procedure	
2.2 Planning identification of hazards, assessments and control of risks	Std 4 Hazard Identification, Risk Assessment and Control Measure 4.6	Element 4
2.3 Legal and other requirements	Std 3 Consultation Measures 3.1, 3.2	
2.4 Objectives and targets		
2.5 Performance Indicators	Std 4.3 Accident statistics and trends	
2.6 OHS management plans		
3 Implementation		
3.1 General		
3.2 Ensuring capability	Std 1 Management Commitment Measure 1.4	
3.2.1 Resources, human, physical and financial	Std 1 Management Commitment Measure 1.4	Element 1
3.2.2 Integration	Std 3 Consultation Measure 3.2	
3.2.3 Accountability and responsibility	Std 1 Management Commitment	Element 1
3.2.4 Consultation, motivation and awareness	Std 2 Policy, Plans and Procedure Std 3 Consultation Measure 3.2	Element 3
3.2.5 Training and competency	Std 5 Training	Element 5

3.2.6 Supplying goods and services	Std 4.3 Purchasing	
3.3 Support action		
3.3.1 Communication	Std 3.2 Consultation	
3.3.2 Reporting	Std 4 Hazard Identification Measures 4.1,4.2	
3.3.3 Documentation	Std 4 Hazard Identification Measures 4.1,4.2	
3.3.4 Document control		
3.3.5 Records and information management	Std 3 Consultation Measure 3.6, 3.7	
3.4 Hazard identification, risk assessment and risk control	Std 4 Hazard Identification, Risk Assessment and Control Measure 4.6	Element 4
3.4.1 General		
3.4.2 Hazard identification	Std 4 and std 1.3 survey to identify hazards	
3.4.3 Risk assessment	Std 4	
3.4.4 Risk control – general	Std 4 and std 3 Survey to identify control systems	
3.4.5 Design fabrication, installation and commissioning	Std 4 Hazard Identification etc Measure 4.4	
3.4.6 Administrative (procedural) control		
3.4.7 Purchasing goods and services	Std 4.3 Purchasing Policy	
3.5 Contingency preparedness and response		Element 2
4 Measurement and evaluation		
4.1 General		
4.2 Inspection testing and monitoring	Std 4 Hazard Identification etc Measure 4.5	
4.3 Audits of the OHSMS	Std 1 Management Commitment Measure 6	
4.4 Corrective and preventative action		
5 Review and improvement	Std 1.4 Periodic Management Review Measure 1.8	
5.1 General		
5.2 Review of the OHSMS	Std 1 Management Commitment Measure 1.7	
5.3 Continual improvement		

International Guidelines: Comparison HSE and BS8800 with AS 4804

Australian Standard 4804	British Standard 8800 (BS EN ISO 14001 approach	HSE Guidelines (UK)
1 Commitment and Policy		
1.1 General	4.01 General	
1 2 Leadership and commitment	4.3.1 Structure and responsibility	
1.3 Initial OHS review	4.02 Initial status review	
1.4 OHS Policy	4.1 OH&S Policy	Control
2 Planning	4.2 Planning	
2.1 General	4.2.1 General	
2.2 Planning identification of hazards, assessments and control of risks	4.2.2 Risk assessment	
2.3 Legal and other requirements	4.2.3 Legal requirements	
2.4 Objectives and targets		
2.5 Performance Indicators		
2.6 OHS management plans	4.2.4 OH&S management arrangements	
3 Implementation	4.3 Implementation and operation	
3.1 General		
3.2 Ensuring capability	4.3.6 Operational control	
3.2.1 Resources, human, physical and financial		Human resources
3.2.2 Integration		
3.2.3 Accountability and responsibility		
3.2.4 Consultation, motivation and awareness		Co-operation
3.2.5 Training and competency	4.3.2 Training, awareness and competence	Competence
3.2.6 Supplying goods and services		Plant and substances, products and services

3.3 Support action		
3.3.1 Communication	4.3.3 Communications	Information, communication
3.3.2 Reporting		
3.3.3 Documentation	4.3.4 OH&S management system documentation	
3.3.4 Document control	4.3.5 Document control	
3.3.5 Records and information management		
3.4 Hazard identification, risk assessment and risk control	Annex D (Informative) Risk Assessment	Risk control
3.4.1 General	Annex D	
3.4.2 Hazard identification	Annex D	
3.4.3 Risk assessment	Annex D	
3.4.4 Risk control – general	Annex D	
3.4.5 Design fabrication, installation and commissioning	4.2 Planning	Design of plant
3.4.6 Administrative (procedural) control	4.2 Planning	
3.4.7 Purchasing goods and services		Acquisitions
3.5 Contingency preparedness and response	4.3.7 Emergency preparedness and response	
4 Measurement and evaluation	4.4.1 Monitoring and measurement	
4.1 General		
4.2 Inspection testing and monitoring		
4.3 Audits of the OHSMS	4.4.4 Audits	
4.4 Corrective and preventative action	4.4 Checking and corrective action	
5 Review and improvement		
5.1 General		
5.2 Review of the OHSMS	4.5 Management review	
5.3 Continual improvement	4.5 Management review	

Industry based systems: Comparison of MINEX and CIDA with AS 4804

Australian Standard 4804	MINEX	CIDA
1 Commitment and Policy		4.1.1 Organisational H&S Policy
1.1 General		
1 2 Leadership and commitment	1 Leadership	4.1.4 Responsibility and authority
1.3 Initial OHS review		
1.4 OHS Policy	2 Health and Safety System	4.2.1 H&S policy & procedures manual
2 Planning		
2.1 General	2.1 Planning	
2.2 Planning identification of hazards, assessments and control of risks	5.1 Hazard Management	
2.3 Legal and other requirements		4.1.2 Statutory compliance requirement
2.4 Objectives and targets	2.1 Planning	
2.5 Performance Indicators	1.2 Enterprise Leadership 5.2 Employee Health and Welfare 4 Information and analysis	
2.6 OHS management plans	2.1 Planning	4.2.3 H&S plan
3 Implementation		
3.1 General		
3.2 Ensuring capability	1.2 Enterprise Leadership	
3.2.1 Resources, human, physical and financial	1.2 Enterprise Leadership 3 People	4.9 Work control method (partly)
3.2.2 Integration	3.6 Performance management	
3.2.3 Accountability and responsibility	3.2 Employee involvement and accountability	4.1.4 Responsibilities and authorities
3.2.4 Consultation, motivation and awareness	1.2 Enterprise Leadership	4.15 Employee Consultation process
3.2.5 Training and competency	3.2 Training	4.18 Training

3.3 Support action		
3.3.1 Communication	4.3.3 Communications	Information, communication
3.3.2 Reporting		
3.3.3 Documentation	4.3.4 OH&S management system documentation	
3.3.4 Document control	4.3.5 Document control	
3.3.5 Records and information management		
3.4 Hazard identification, risk assessment and risk control	Annex D (Informative) Risk Assessment	Risk control
3.4.1 General	Annex D	
3.4.2 Hazard identification	Annex D	
3.4.3 Risk assessment	Annex D	
3.4.4 Risk control – general	Annex D	
3.4.5 Design fabrication, installation and commissioning	4.2 Planning	Design of plant
3.4.6 Administrative (procedural) control	4.2 Planning	
3.4.7 Purchasing goods and services		Acquisitions
3.5 Contingency preparedness and response	4.3.7 Emergency preparedness and response	
4 Measurement and evaluation	4.4.1 Monitoring and measurement	
4.1 General		
4.2 Inspection testing and monitoring		
4.3 Audits of the OHSMS	4.4.4 Audits	
4.4 Corrective and preventative action	4.4 Checking and corrective action	
5 Review and improvement		
5.1 General		
5.2 Review of the OHSMS	4.5 Management review	
5.3 Continual improvement	4.5 Management review	

Companies: Comparison of Blue Ribbon, Boral and BHP with AS 4804

Australian Standard 4804	Blue Ribbon	Boral	BHP Engineering Dec 1994
1 Commitment and Policy		1.0 Commitment and Policy	
1.1 General			5.1 Safety Policy
1.2 Leadership and commitment	1 Commitment and acceptance of OH&S at all levels	1.2 Management Commitment and policy	
1.3 Initial OHS review			
1.4 OHS Policy		1.3 OH&S policy	
2 Planning	2 OH&S planning and ownership	2 Planning	
2.1 General			
2.2 Planning identification of hazards, assessments and control of risks			6.5 Occupational health and workplace environment
2.3 Legal and other requirements	6 OH&S legal requirements	2.3 Statutory requirements	6.7 PPE 6.9 Rule and regulations
2.4 Objectives and targets		2.1 OH&S objective setting and planning	
2.5 Performance Indicators		2.2 OH&S performance measurement program revision	
2.6 OHS management plans			
3 Implementation			
3.1 General			
3.2 Ensuring capability		3.1 Ensuring capability	

3.2.1 Resources, human, physical and financial		1.6 Appointment of site OH&S personnel 1.5 Budget	
3.2.2 Integration			
3.3.3 Accountability and responsibility	1 Commitment and acceptance of OH&S at all levels	1.4 OH&S responsibilities	5.2 Responsibilities
3.2.4 Consultation, motivation and awareness		3.2 employee involvement	
3.2.5 Training and competency	9 OH&S training and evaluation 10 Induction training 11 Skills training and assessment	3.1.4 OH&S TNA 3.1.6 OH&S training	6.1 Selection, placement and training
3.2.6 Supplying goods and services		3.3 Communication	
3.3 Support action			1.7 Management Support for OH&S
3.3.1 Communication			6.2 OH&S communication and meetings
3.3.2 Reporting		3.4 Reporting, documentation and records	6.12 Accident reporting
3.3.3 Documentation		3.4 Reporting, documentation and records	
3.3.4 Document control		3.4.4 Documentation Control	
3.3.5 Records and information management			
3.4 Hazard identification, risk assessment and risk control			6.8 Control of dangerous and hazardous substances

3.4.1 General			
3.4.2 Hazard identification		3.5 Risk identification assessment and control	
3.4.3 Risk assessment			
3.4.4 Risk control – general			
3.4.5 Design fabrication, installation and commissioning			6.10 Design control
3.4.6 Administrative (procedural) control	4 Accident and incident management		
3.4.7 Purchasing goods and services	8 Contractor standards and controls		6.3 Assessment of sub-contractors 6.4 Contractor Safety Awareness
3.5 Contingency preparedness and response	5 Emergency training and planning	3.6 Emergency preparedness environment /OH&S	6.13 Evacuation and emergency planning
4 Measurement and evaluation			
4.1 General			
4.2 Inspection testing and monitoring	16 Health and environment monitoring		6.11b Monitoring and inspection
4.3 Audits of the OHSMS	3 PPE & OH&S policy audits	4.2 Audits of OH&S system	6.11a Audits
4.4 Corrective and preventative action		4.3 Corrective and preventative action	
5 Review and improvement			6.9 Job safety analysis
5.1 General		1.2 OH&S program reviews 5.1 Review of site OH&S management	
5.2 Review of the OHSMS			
5.3 Continual improvement			

Proprietary systems: Comparison of NOSA and NSCA 5 Star with AS 4804

Australian Standard 4804	NOSA	NSCA
1 Commitment and Policy		1.01 OH&S Policy
1.1 General		
1.2 Leadership and commitment	5.10 Accountability of managers for Safety	1.06 OH&S Responsibilities, authorities, and duties
1.3 Initial OHS review		
1.4 OHS Policy	5.61 Safety Policy Management Involvement	1.01 OH&S Policy 1.02 OHS Program
2 Planning		
2.1 General		
2.2 Planning identification of hazards, assessments and control of risks		
2.3 Legal and other requirements		
2.4 Objectives and targets	4.00 Accident Recording and investigation (partly)	
2.5 Performance Indicators		
2.6 OHS management plans		
3 Implementation		
3.1 General		1.04 OH&S Program Implementation

3.2 Ensuring capability		
3.2.1 Resources, human, physical and financial		
3.2.2 Integration		
3.2.3 Accountability and responsibility	5.10 Accountability of managers for Safety	1.06 OH&S Responsibilities, authorities, and duties
3.2.4 Consultation, motivation and awareness	5.21 Safety promotion 5.22 Notice boards 5.22 5.23 Suggestion scheme 5.24 Safety library	1.07 Employee involvement and consultation
3.2.5 Training and competency	5.30 Induction and safety training 5.31 NOSA approved training 5.16 1st Aid training	1.08 OH&S training and development
3.2.6 Supplying goods and services	5.42 Safety specifications; Supply and engineering control: new plant and contractors	
3.3 Support action		
3.3.1 Communication		
3.3.2 Reporting	4.00 Accident recording and investigation	2.09 Occurrence recording, analysis and information management
3.3.3 Documentation		
3.3.4 Document control		
3.3.5 Records and information management		
3.4 Hazard identification, risk assessment and risk control		
3.4.1 General		Category 3 Control of specific work risks

3.4.2 Hazard identification	5.51 Planned job safety analysis by observation	
3.4.3 Risk assessment		
3.4.4 Risk control – general		
3.4.5 Design fabrication, installation and commissioning	5.42 Safety specifications; Supply and engineering control: new plant and contractors	
3.4.6 Administrative (procedural) control		
3.4.7 Purchasing goods and services		
3.5 Contingency preparedness and response	3.00 Fire protection and prevention	Category 5 Emergency preparedness and management
4 Measurement and evaluation		
4.1 General	5.25 Annual report – loss control achievements	
4.2 Inspection testing and monitoring		
4.3 Audits of the OHSMS	5.41 Management self audit	
4.4 Corrective and preventative action		
5 Review and improvement		
5.1 General		
5.2 Review of the OHSMS		
5.3 Continual improvement		

The detailed elements of IADRI

Each element consists of a number of components which together support implementation of effective OHS management.

1 LEADERSHIP

This element describes how leadership in OHS is demonstrated throughout the enterprise. It is made up of the following components:

1.1 Policy

- **Intent:** What does the policy aim to achieve?
- **Approach:** How was it developed?
- What level of consultation and participation has there been in the development and implementation of OHS policy?
- **Deployment:** How has the policy been deployed?
- What level of involvement has there been?
- **Results:** How effectively has the policy worked?
- **Improvements:** How has the policy been modified to reflect past achievements? What improvements have been identified and how have they been put into practice?

1.2 Responsibility and accountability:

- **Intent:** What is the purpose of allocating responsibilities for OHS and holding people accountable for fulfilling them?
- **Approach:** How have the appropriate responsibilities been determined and means for accountability agreed? How was the workforce involved in this process?
- **Deployment:** How are responsibilities allocated and accountability ensured (eg. job descriptions, disciplinary procedures, performance management)?
- **Results:** What has been achieved by this component? How is it known that responsibilities have been fulfilled? What difference has this made to OHS management overall?
- **Improvements:** What changes have been made to responsibilities and accountabilities on the basis of experience and learning from others?

1.3 Planning and goal setting:

- **Intent:** What is the purpose of planning in OHS, particularly in relation to other important business goals and plans?

- **Approach:** What approach to planning is used? How are past experience and learning from others used to approach planning? Is planning part of a continuous improvement loop?
- **Deployment:** How are OHS plans developed and linked to other business planning processes? To what extent and how has the workforce been involved?
- **Results:** How are the benefits of planning assessed? How effectively does planning support improved OHS management?
- **Improvements:** How have past experiences with planning and learning from others supported changes to planning processes?

1.4 Allocation of resources:

- **Intent:** What is the purpose of allocating resources (human, plant and equipment, financial, materials) to OHS matters?
- **Approach:** Are the resources allocated appropriate to achieve the intended outcomes?
- **Deployment:** By what methods are resources allocated? Do the resources get to where they are most needed?
- **Results:** How effectively are the resources used? Do they allow achievement of the intended outcomes?
- **Improvements:** How are changes to allocated resources determined (eg on the basis of need or effect, rather than simply historical budgeted figures)?

1.5 Demonstration of leadership in OHS throughout the enterprise:

- **Intent:** What is leadership in OHS intended to achieve?
- **Approach:** What strategies are used to allow leadership to be demonstrated (eg. visibility of senior management in OHS activities, empowerment of employees throughout the enterprise to take action over OHS)?
- **Deployment:** How were the strategies implemented?
- **Results:** What has been achieved?
- **Improvements:** What lessons have been learnt about how to demonstrate leadership in OHS and how have they been put to work?

2 MANAGING BY SYSTEM

This element consists of the systems used to manage OHS. It includes the following components:

2.1 Purchasing

- **Intent:** How is purchasing intended to support OHS management?
- **Approach:** What is the planned approach to purchasing?
- **Deployment:** How does it happen in practice? How effectively is OHS integrated into general purchasing procedures?
- **Results:** What has been achieved by the purchasing procedure? What are the strengths and opportunities for improvement?
- **Improvements:** How has the purchasing procedure been improved and on what basis?

2.2 Maintenance

- **Intent:** How is maintenance intended to support OHS management? What is the aim of the maintenance system?
- **Approach:** What is the planned approach to maintenance? To what extent can the workforce contribute to maintenance planning?
- **Deployment:** How does it happen in practice? How effectively is OHS integrated into maintenance prioritisation?
- **Results:** What has been achieved by the maintenance system? What are the strengths and opportunities for improvement?
- **Improvements:** How has the maintenance system been improved and on what basis?

2.3 Work procedures

- **Intent:** How are work procedures intended to support OHS management?
- **Approach:** What is the planned approach to developing and implementing work procedures? How is the workforce involved? How are the requirements for work procedures identified?
- **Deployment:** How does it happen in practice? How effectively is OHS integrated into work procedures? Do the work procedures in place meet enterprise needs (eg. not too many nor too detailed, needs for high risk procedures such as Lock out/Tag out)?

- **Results:** What has been achieved by the work procedures? What are the strengths and opportunities for improvement?
- **Improvements:** How has the system for developing and implementing work procedures been improved and on what basis?

2.4 Records and Documentation

- **Intent:** How are records and documentation intended to support OHS management?
- **Approach:** What is the planned approach to record keeping and documentation?
- **Deployment:** How does it happen in practice? How effectively are records and documentation used to support OHS management?
- **Results:** What has been achieved by using records and documentation? What are the strengths and opportunities for improvement?
- **Improvements:** How has the system for keeping records and maintaining documentation been improved and on what basis?

2.5 First aid

- **Intent:** What is the purpose of the approach to first aid?
- **Approach:** What is the planned approach to first aid?
- **Deployment:** How does it happen in practice?
- **Results:** What has been achieved by the first aid system? What are the strengths and opportunities for improvement?
- **Improvements:** How is information from the first aid system used to improve OHS management?

2.6 Emergency response

- **Intent:** What is the purpose of the approach to emergency preparedness?
- **Approach:** What is the planned approach to emergency preparedness?
- **Deployment:** How does it happen in practice? What aspects are included (eg. evacuation procedures, emergency drills)?
- **Results:** What has been achieved by the emergency response system? What are the strengths and opportunities for improvement?
- **Improvements:** How has the emergency response system been improved and on what basis?

2.7 Issue resolution

- **Intent:** What is the purpose of the approach to issue resolution?
- **Approach:** What is the planned approach to issue resolution?
- **Deployment:** How does it happen in practice? How is it ensured that issues are resolved without disputes?
- **Results:** What has been achieved by the issue resolution procedure? What are the strengths and opportunities for improvement?
- **Improvements:** How has the issue resolution procedure been improved and on what basis?

2.8 Legislative compliance

- **Intent:** What is the purpose of the approach to legislative compliance?
- **Approach:** What is the planned approach to ensuring legislative compliance?
- **Deployment:** How does it happen in practice? How is it ensured that all relevant legislation is complied with?
- **Results:** What has been achieved by complying with legislation? What are the strengths and opportunities for improvement?
- **Improvements:** How has the approach to legislative compliance been improved and on what basis?

3 MANAGING PEOPLE

This element describes the systems and procedures which involve people in OHS management and ensure that they can make a valuable contribution. It includes the following components:

3.1 Training

- **Intent:** What is the purpose of OHS training and what are the expected outcomes?
- **Approach:** What is the planned approach to training? What aspects are included? How are these chosen and/or designed? How is the training plan prepared?
- **Deployment:** How does it happen in practice? How is the training needs analysis undertaken, the training plan implemented and employee induction conducted?
- **Results:** What has implementing the training plan achieved? What are the strengths and opportunities for improvement?
- **Improvements:** How has the training system been improved and on what basis?

3.2 Communication

- **Intent:** What is the purpose of communication about OHS and what are the expected outcomes?
- **Approach:** What is the planned approach to communication? How are the planned strategies selected?
- **Deployment:** How does it happen in practice? How are formal and informal methods used?
- **Results:** What has communication achieved? What are the strengths and opportunities for improvement?
- **Improvements:** How has the communication system been improved and on what basis?

3.3 Consultation and participation

- **Intent:** What is the purpose of consulting and participating about OHS and what are the expected outcomes?
- **Approach:** What is the planned approach to consultation and participation? To what extent are formal processes used (eg OHS committees and representatives)? How are the planned strategies selected?
- **Deployment:** How does it happen in practice? How are formal and informal methods used? How is involvement from all levels of the enterprise ensured?
- **Results:** What have consultation and participation achieved? What are the strengths and opportunities for improvement?
- **Improvements:** How has the consultation and participation system been improved and on what basis?

3.4 Employment procedures (including contractors)

- **Intent:** What is the purpose of employment procedures?
- **Approach:** What is the planned approach to employment procedures? How are the planned strategies selected? How is equity considered?
- **Deployment:** How does it happen in practice? Do the strategies ensure best fit between people and the job requirements? Do they ensure equity?
- **Results:** How effective are the employment procedures and how is this assessed?
- **Improvements:** What changes to the employment procedures have occurred and why?

4 CONTROLLING HAZARDS

This element consists of the systems and procedures used to manage OHS risk. It consists of the following components:

4.1 Hazard identification processes and procedures

- **Intent:** What is the purpose of hazard identification?
- **Approach:** What is the planned approach to hazard identification (eg. Inspections, incident investigations, hazard reporting, pre-purchase assessment)? How are the planned strategies chosen? How is the workforce involved? How is it ensured that health and long term hazards are included?
- **Deployment:** How does it happen in practice? How are the strategies taken up by the workforce?
- **Results:** How effectively do the strategies work? What happens if hazards fail to be identified?
- **Improvements:** What changes have been made to the hazard identification procedures and why?

4.2 Risk assessment processes and procedures

- **Intent:** What is the purpose of risk assessment?
- **Approach:** What is the planned approach to risk assessment? How are the planned strategies selected? How is the workforce involved?
- **Deployment:** How does it happen in practice? How are the strategies taken up by the workforce?
- **Results:** How effectively do the strategies work? What happens if risks are wrongly assessed?
- **Improvements:** What changes have been made to the risk assessment procedures and why?

4.3 Risk control processes and procedures

- **Intent:** What is the purpose of risk control?
- **Approach:** What is the planned approach to risk control (eg. Hierarchy of control)? How are the planned strategies selected? How is the workforce involved?
- **Deployment:** How does it happen in practice? How are the strategies taken up by the workforce?
- **Results:** How effectively do the strategies work? What happens if risks are not appropriately controlled?
- **Improvements:** What changes have been made to the risk control procedures and why?

5 MONITORING AND IMPROVING

This element describes the ways in which OHS management is monitored and improved. It includes the following components:

5.1 Incident investigation

- **Intent:** What is the purpose of incident investigation?
- **Approach:** What is the planned approach to incident investigation? How are the planned strategies selected? How is the workforce involved?
- **Deployment:** How does it happen in practice? How are the strategies taken up by the workforce? How are corrective actions identified and followed up? How are outcomes reported?
- **Results:** How effectively do the strategies work? What happens if incidents are not appropriately investigated?
- **Improvements:** What changes have been made to the incident investigation procedures and why?

5.2 Auditing

- **Intent:** What is the purpose of auditing OHS management?
- **Approach:** What is the planned approach to auditing (eg internally or externally)? How are the planned strategies selected? How is the workforce involved?
- **Deployment:** How does auditing happen in practice? How are corrective actions identified and followed up? How are outcomes reported?
- **Results:** How effectively does auditing work? What happens if the findings of audits are not acted on?
- **Improvements:** What changes have been made to auditing procedures and why?

5.3 Performance measurement

- **Intent:** What is the purpose of OHS performance measurement?
- **Approach:** What types of performance measures are used? How are they selected? How is the workforce involved?
- **Deployment:** How is the information collected and used? How is it communicated throughout the workforce? How is reliability of data ensured? How is the information collected integrated in decision making?
- **Results:** What results have been achieved? How effectively has this data been used?
- **Improvements:** What changes have been made to OHS performance measurement and why?

5.4 Monitoring, evaluation and review

- **Intent:** What is the purpose of monitoring, evaluation and review?
- **Approach:** How are these done (eg internally or externally)? How is the workforce involved?
- **Deployment:** How do monitoring, evaluation and review happen in practice? How are corrective actions identified and followed up? How are outcomes reported?
- **Results:** How effectively do monitoring, review and evaluation work? What happens if the findings are not acted on?
- **Improvements:** What changes have been made to monitoring, evaluation and review procedures and why?

5.5 Improvement processes

- **Intent:** What is the purpose of improvement processes?
- **Approach:** What improvement processes and strategies have been used and why (eg. Benchmarking, OHS improvement teams)? How are these done (eg. Internally or externally facilitated)? How are activities or projects chosen? How is the workforce involved?
- **Deployment:** How do improvement processes operate in practice? How are corrective actions identified and followed up? How are outcomes reported?
- **Results:** How effectively do improvement processes work? What happens if the findings are not acted on? How are successful improvements spread throughout the enterprise and communicated to the industry?
- **Improvements:** What changes have been made to improvement processes and why?

MISCHIF Users' Guide

Applying the Meat Industry Safety and Health Continuous Improvement Framework

Making MISHCIF

Introduction

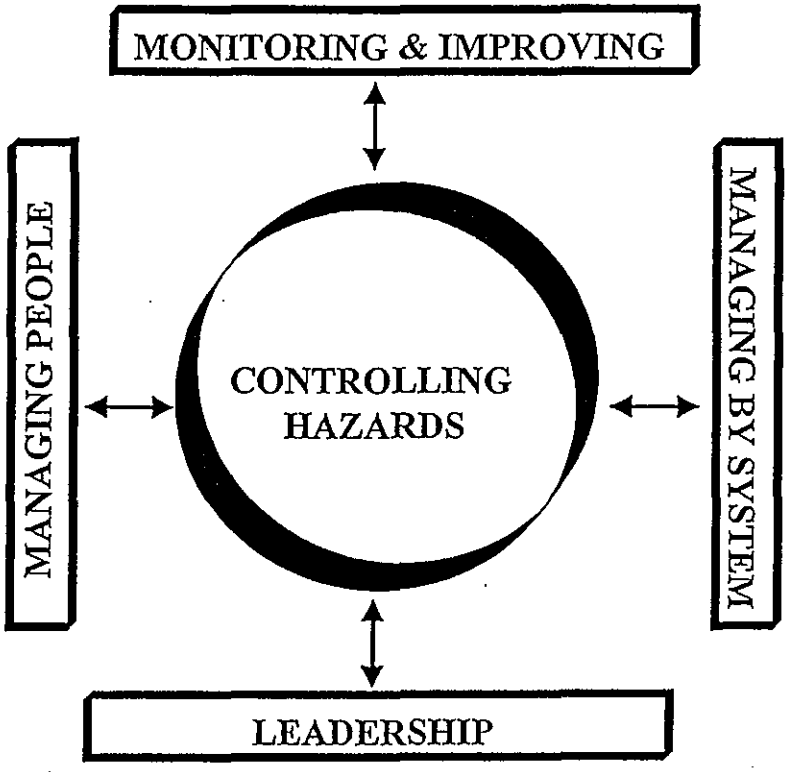
This Users' Guide will help you to use MISHCIF to support continuous improvement in OHS at your enterprise. It provides a guide to three different ways that meat industry enterprises can apply MISHCIF to their OHS management:

1. As a straightforward and simple review and planning exercise with a representative group from your enterprise, such as your OHS Committee.

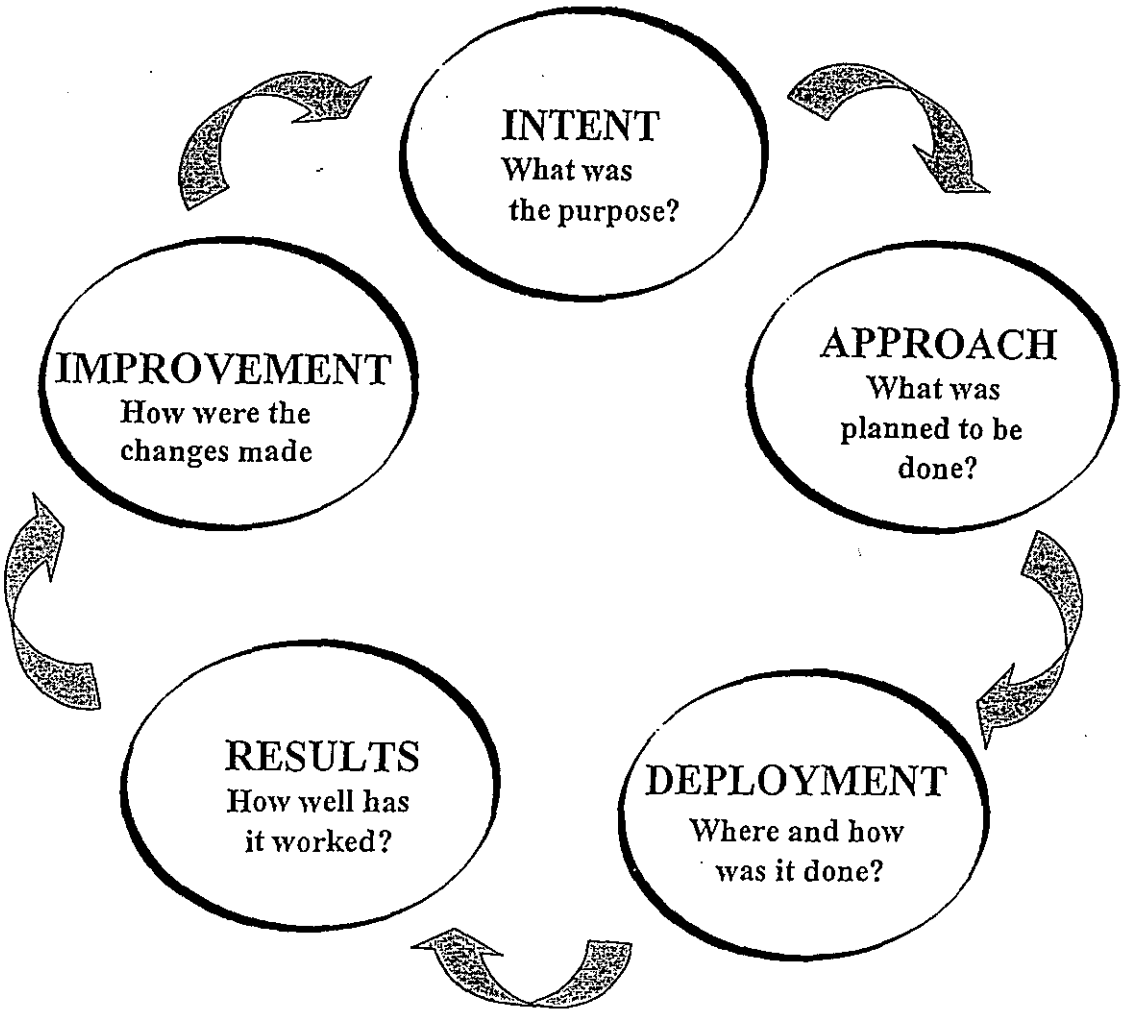
2. As a way to structure a detailed strategic planning exercise, again with a representative group.

3. In a detailed (perhaps external) review or audit.

Each of these approaches uses the key features of MISHCIF - the five element model and the IADRI improvement loop:



The IADRI Loop.



The guide presumes that the process will be guided by an internal or external facilitator who will use the processes outlined here to apply MISHCIF to the needs of the enterprise.

To choose which approach to use to apply MISHCIF in your enterprise, answer the following questions:

- **Is your OHS committee familiar with the principles of continuous improvement and how to apply them in OHS?**

  If not, using MISHCIF as a straightforward review and planning exercise will introduce the continuous improvement approach. More detailed and sophisticated applications will be able to be considered once the committee has familiarity with the framework. Turn to Section 1 of this guide.

- **Does your enterprise need to develop a detailed strategic plan for OHS?**

  If your enterprise needs to refocus its approach to OHS, applying MISHCIF

in a strategic planning context can provide the information and impetus to help identify where resources should be allocated. Turn to Section 2 of this guide.

- **Do you want to undertake a detailed review and evaluation of your progress in OHS management?**

  If your enterprise is ready to act on a detailed, even external, audit of OHS management, using MISHCIF will ensure that a continuous improvement focus will be taken. Turn to Section 3 of this guide.

Section 1

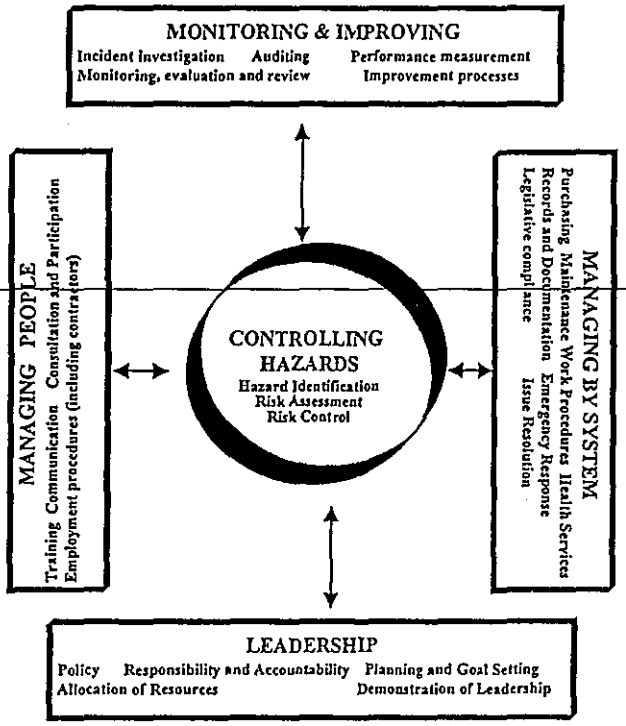
Using MISHCIF in a simple review

Facilitator's Guide

1. Introduce the process - reassure that it is not to test or assess the committee, but to review how OHS has been going in your enterprise so that you can work out how to do it better. Agree together on some broad objectives for the review, eg:

   - *to be able to identify where we should concentrate our efforts in OHS over the coming year;*
   - *to help us work out where our major gaps are in our management of OHS;*
   - *to identify where the committee should make further investigations to work out how to improve our management of OHS.*

2. Go through the five elements of MISHCIF and their components. You could use an overhead for this or (better still) draw the diagram on a whiteboard and fill in the detail in the picture so that each element has the relevant components listed underneath, as per the following diagram:



3. Check that the elements and their components are clear. Explain the IADRI loop. Emphasise that this takes account of the two steps forward, one step back process of change in the meat industry.

4 Next, turn to the first element - you can start with any element which seems suitable. The depth with which you examine the element will depend upon the time available and the interest and expertise of the committee:

- You could use a selection of the questions provided in Section 3 of this Guide which examines each component under each element against the IADRI steps. This would take some time - possibly around a full day or over two or three meetings of the committee. Only go to this depth if the committee has the time and experience to put the effort in. If the committee is keen to go to considerable depth, you might be better off following Section 3 of this Guide to undertake a detailed internal audit.

- For a simple review, ask the committee about how each component is undertaken - what happens? How well does it work? What have been the problems? Use the components of each element as prompts - do we do each of these things? Do they work?

5. When you have a clear picture of how you are going against the element, discuss the scoring system:

1	negative, ad hoc, non-existent
2	reactive, inadequate
3	OK - meets the law
4	good - planned, proactive, preventive
5	fantastic - leads the industry and would be close to best practice outside the industry too.

Then ask them to score how they think they are in the first element. You could give each component a score and average these to score the element. Alternatively, just record how you are going against the element overall. Write the score on the whiteboard in a different colour against the relevant element in the diagram drawn in Step 2.

6. Then turn to the next element. Without scoring yet, ask them again to explain how they go about it - what do they do? How well does it work? What have been the problems? If appropriate, go through the element component by component. When you have a clear picture, again ask them to give themselves a score for the whole element.

7. Go through all of the elements in this manner.

8. Once you've covered all of the elements, ask them to think about their aims for OHS management say over the next year. Examining element by element, what score would they like to be able to give themselves in 12 months time? Encourage them to be realistic - you won't be able to shift from a score of 2 to 5 in each component. Which are the most important elements to improve? Represent this in a table, shading where they are and their goals in different colours:

   In each element, what would you have to do to get to your aim? What actions will the committee and the enterprise need to take to get you to the desired score?

9 Document what the committee has decided to do to improve. Then develop an action plan for addressing what has been identified. One option may be to form a partnership with another enterprise in the meat industry or even in another enterprise all together to address priority issues. MISHCIF will help you to work together effectively.

Element	1	2	3	4	5
Leadership					
Controlling Hazards					
Managing People					
Managing by system					
Monitoring and Improving					

Where we are now
Where we want to be in one year

10 In each element, what would you have to do to achieve your aim? What actions will the committee and the enterprise need to take to get to the desired score?

11 Document what the committee has decided to do to improve? Then develop an action plan for addressing what has been identified. One option may be to from a partnership with another enterprise in the meat industry or even in another enterprise all together to address priority issues. MISCHIF will help you work together effectively.

Section 2

Using MISHCIF to develop an OHS strategic plan

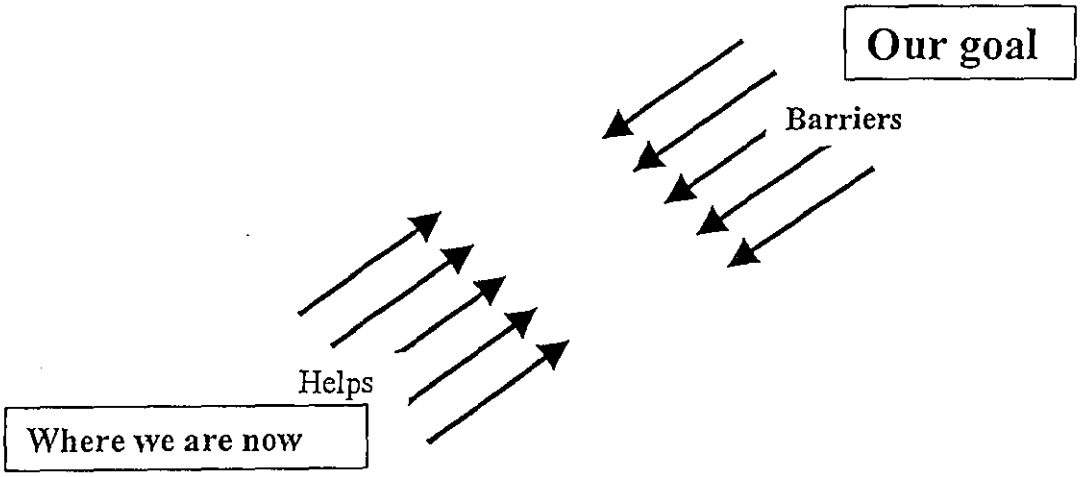
Facilitator's Guide

1. Developing a strategic plan relies upon an examination of how things are going now and determining aims for the future. You could use the process outlined in Section 1 or the more detailed process of Section 3 to achieve this. Once you know where you want to be, this section will help you determine a plan to get there. It presumes that the group which will prepare the plan is a representative group from the enterprise, such as an OHS Committee or team.

2. Make sure that the committee understands and supports the aims which have been set for OHS management (eg the MISHCIF score for each element). You could display the graph developed by the committee as a visual reminder of their previous work.

3. Explain that the purpose of this exercise is to develop and agree the steps you will take which will get you to that score. You might already have come up with some ideas of actions which should be taken. This exercise will help you work out in detail how they can be put into place.

4. Ask the committee to think about the journey from where we are now to where we want to be as using helps to overcome barriers, as illustrated in the following diagram:



You could draw this diagram on the whiteboard.

5. What are the helps? What are the things which already exist inside your enterprise which will help you get to your goal (eg commitment from the owners, willingness to provide opportunities to get together to work on actions)? What are the things outside your enterprise (eg good relationship

with the local WorkCover office)? Draw them up on the whiteboard.

6. What are the barriers? What are the things which already exist inside your enterprise which will make it more difficult to get to your goal (eg lack of money to spend on improvements, resistance from some employees to changing how things are done)? What are the things outside your enterprise (eg uncertain markets for your products)? Draw them up on the whiteboard.

7. Identify the helps and barriers which have the biggest effects. Which are the most useful helps? Which barriers will be the hardest to overcome?

8. Next, choose helps and barriers which the committee can influence. List possible action steps which might reduce or eliminate the barriers or increase the effect of the helps.

9. Increasing the effect of the helps might only result in increased barriers. Choose actions which will not merely result in an adverse effect in the other direction. For example, if you put all of your efforts into getting employees on side, your relationship with the local WorkCover office might deteriorate.

10. Review the actions which you have already agreed you will take to get out to the desired MISHCIF score. Do you want to add any new actions? Do you want to remove any actions from your list? Confirm that the committee agrees that the complete list of actions you now have will use the helps, overcome the barriers and get you to your desired level of performance.

11. Now, work out how you will make them all happen. Use the table on the following page to set out your action plan. You may need a separate action plan for each agreed action.

12. Use the plan given on the next page to structure and review committee activities at each meeting.

Action Plan

Tasks (in order)	Who is responsible ?	How will each task be done?	What resources are required?	When must each task be completed?	Who should progress be reported to?

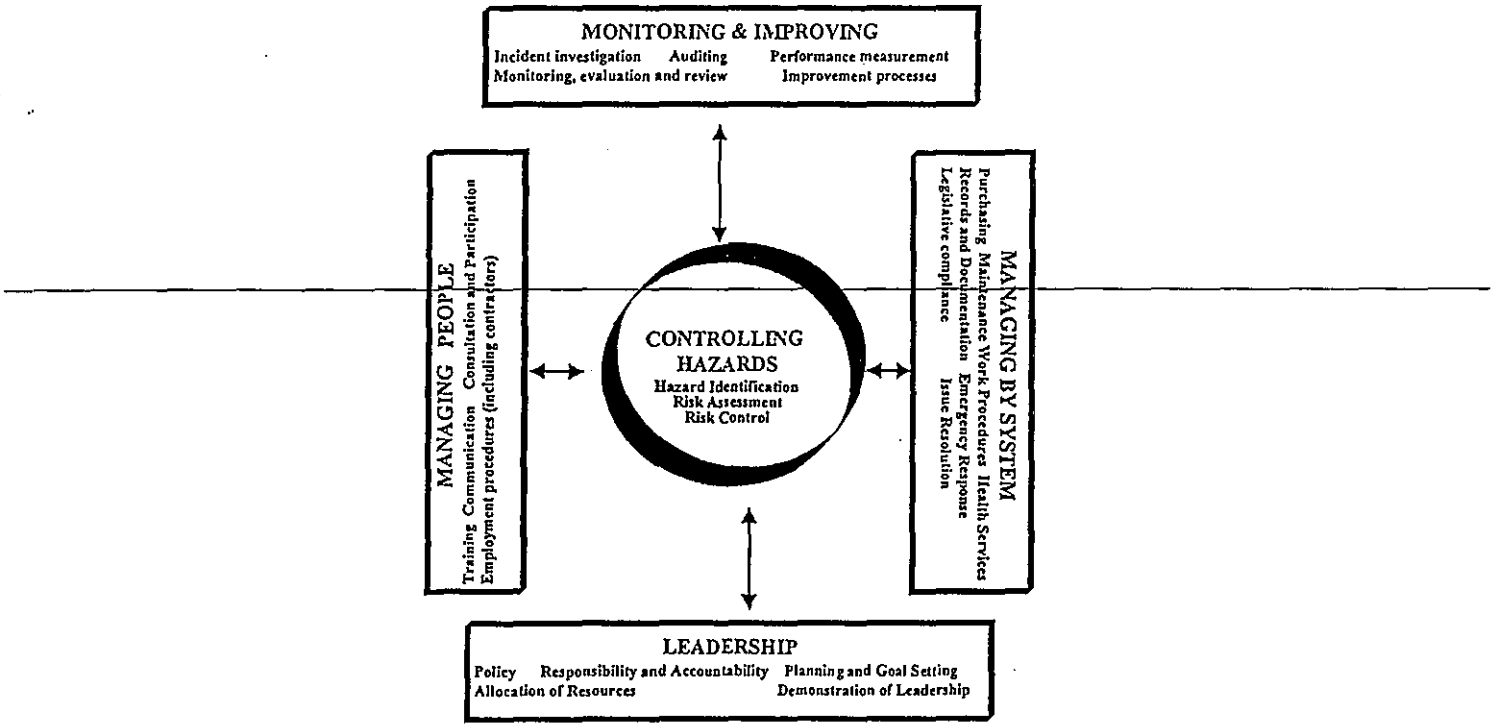
Section 3

Using MISHCIF in a detailed review or audit

Facilitator's Guide

1. Conducting an audit requires a much more detailed approach than those used in Section 1 or 2. The first step is convene the audit team. This would usually consist of 2 or more people, at least one of whom will be form outside the enterprise. The purpose of the audit is to get a more accurate and objective measure of the enterprise's progress in achieving it's goals in OHS.

2 Go through the five elements of MISHCIF and their components. You could use an overhead for this or (better still) draw the diagram on a whiteboard and fill in the detail in the picture so that each element has the relevant components listed underneath, as per the following diagram:



3. Explain that the purpose of this exercise is to provide objective information to assist the enterprise in improving it's performance.

4 Issue the scoring booklet and explain how each statement must be scored in a 1 to 5 range. The scores of individual team members will be discussed and aggregated to determine the final score. Each statement for each sub-element must be scored. The score for each sub-element will be calculated and then transferred to the IADRI Scoring Summary Sheet (page 39).

5 Note that to determine a score the audit process requires demonstrated evidence of achievement. This can be a system that has been implemented, results or outcomes from a system or policy or anecdotal evidence. For anecdotal evidence to be acceptable it must be derived from a number of sources, preferably both management, union delegates and workforce representatives. It is a good idea to make notes of evidence in the scoring booklet.

6 The results of the audit should be discussed with the enterprise and a written report should also be presented. The enterprise could use the results to conduct a strategic planning exercise using the format given in Section 2.

IADRI Scoring Matrix for External Audit

1 LEADERSHIP

This element describes how leadership in OHS is demonstrated throughout the enterprise. It is made up of the following components:
Score each sub element on a 1 to 5 scale using the scoring matrix as a guide

1.1 Policy

Intent: What does the policy aim to achieve?	/5
Approach: How was it developed? What level of consultation and participation has there been in the development and implementation of OHS policy?	/5
Deployment: How has the policy been deployed? What level of involvement has there been?	/5
Results: How effectively has the policy worked?	/5
Improvements: How has the policy been modified to reflect past achievements? What improvements have been identified and how have they been put into practice?	/5
Score for the sub-element of Leadership = total score divided by 5	/5

1.2 Responsibility and accountability:

Intent: What is the purpose of allocating responsibilities for OHS and holding people accountable for fulfilling them?	/5
Approach: How have the appropriate responsibilities been determined and means for accountability agreed? How was the workforce involved in this process?	/5
Deployment: How are responsibilities allocated and accountability ensured (eg. job descriptions, disciplinary procedures, performance management)?	/5
Results: What has been achieved by this component? How is it known that responsibilities have been fulfilled? What difference has this made to OHS management overall?	/5
Improvements: What changes have been made to responsibilities and accountabilities on the basis of experience and learning from others?	/5
Score for the sub-element of Responsibility and Accountability = total score divided by 5	

1.3 Planning and goal setting:

Intent: What is the purpose of planning in OHS, particularly in relation to other important business goals and plans?	
Approach: What approach to planning is used? How are past experience and learning from others used to approach planning? Is planning part of a continuous improvement loop?	
Deployment: How are OHS plans developed and linked to other business planning processes? To what extent and how has the workforce been involved?	
Results: How are the benefits of planning assessed? How effectively does planning support improved OHS management?	
Improvements: How have past experiences with planning and learning from others supported changes to planning processes?	
Score for the sub-element of Leadership = total score divided by 5	

1.4 Allocation of resources:

Intent: What is the purpose of allocating resources (human, plant and equipment, financial, materials) to OHS matters?	
Approach: Are the resources allocated appropriate to achieve the intended outcomes?	
Deployment: By what methods are resources allocated? Do the resources get to where they are most needed?	
Results: How effectively are the resources used? Do they allow achievement of the intended outcomes?	
Improvements: How are changes to allocated resources determined (eg on the basis of need or effect, rather than simply historical budgeted figures)?	
Score for the sub-element of allocation of resources = total score divided by 5	

1.5 Demonstration of leadership in OHS throughout the enterprise:

Intent: What is leadership in OHS intended to achieve?	
Approach: What strategies are used to allow leadership to be demonstrated (eg. visibility of senior management in OHS activities, empowerment of employees throughout the enterprise to take action over OHS)?	
Deployment: How were the strategies implemented?	
Results: What has been achieved?	
Improvements: What lessons have been learnt about how to demonstrate leadership in OHS and how have they been put to work?	
Score for the sub-element of Leadership in OHS = total score divided by 5	

2 MANAGING BY SYSTEM

This element consists of the systems used to manage OHS. It includes the following components:

2.1 Purchasing

Intent: How is purchasing intended to support OHS management?	
Approach: What is the planned approach to purchasing?	
Deployment: How does it happen in practice? How effectively is OHS integrated into general purchasing procedures?	
Results: What has been achieved by the purchasing procedure? What are the strengths and opportunities for improvement?	
Improvements: How has the purchasing procedure been improved and on what basis?	
Score for the sub-element Purchasing = total score divided by 5	

2.2. Maintenance

Intent: How is maintenance intended to support OHS management? What is the aim of the maintenance system?	
Approach: What is the planned approach to maintenance? To what extent can the workforce contribute to maintenance planning?	
Deployment: How does it happen in practice? How effectively is OHS integrated into maintenance prioritisation?	
Results: What has been achieved by the maintenance system? What are the strengths and opportunities for improvement?	
Improvements: How has the maintenance system been improved and on what basis?	
Score for the sub-element of Maintenance in OHS = total score divided by 5	

2.3 Work procedures

Intent: How are work procedures intended to support OHS management?	
Approach: What is the planned approach to developing and implementing work procedures? How is the workforce involved? How are the requirements for work procedures identified?	
Deployment: How does it happen in practice? How effectively is OHS integrated into work procedures? Do the work procedures in place meet enterprise needs (eg. not too many nor too detailed, needs for high risk procedures such as Lock out/Tag out)?	
Results: What has been achieved by the work procedures? What are the strengths and opportunities for improvement?	
Improvements: How has the system for developing and implementing work procedures been improved and on what basis?	
Score for the sub-element of Work Procedures = total score divided by 5	

2.4 Records and Documentation

Intent: How are records and documentation intended to support OHS management?	
Approach: What is the planned approach to record keeping and documentation?	
Deployment: How does it happen in practice? How effectively are records and documentation used to support OHS management?	
Results: What has been achieved by using records and documentation? What are the strengths and opportunities for improvement?	
Improvements: How has the system for keeping records and maintaining documentation been improved and on what basis?	
Score for the sub-element of Records and Documentation **= total score divided by 5**	

2.5 Medical Services

Intent: What is the purpose of the approach to first aid?	
Approach: What is the planned approach to first aid?	
Deployment: How does it happen in practice?	
Results: What has been achieved by the first aid system? What are the strengths and opportunities for improvement?	
Improvements: How is information from the first aid system used to improve OHS management?	
Score for the sub-element of Medical Services = total score divided by 5	

2.6 Emergency response

Intent: What is the purpose of the approach to emergency preparedness?	
Approach: What is the planned approach to emergency preparedness?	
Deployment: How does it happen in practice? What aspects are included (eg. evacuation procedures, emergency drills)?	
Results: What has been achieved by the emergency response system? What are the strengths and opportunities for improvement?	
Improvements: How has the emergency response system been improved and on what basis?	
Score for the sub-element of Emergency Response = total score divided by 5	

2.7 Issue resolution

Intent: What is the purpose of the approach to issue resolution?	
Approach: What is the planned approach to issue resolution?	
Deployment: How does it happen in practice? How is it ensured that issues are resolved without disputes?	
Results: What has been achieved by the issue resolution procedure? What are the strengths and opportunities for improvement?	
Improvements: How has the issue resolution procedure been improved and on what basis?	
Score for the sub-element of Issue Resolution = total score divided by 5	

2.8 Legislative compliance

Intent: What is the purpose of the approach to legislative compliance?	
Approach: What is the planned approach to ensuring legislative compliance?	
Deployment: How does it happen in practice? How is it ensured that all relevant legislation is complied with?	
Results: What has been achieved by complying with legislation? What are the strengths and opportunities for improvement?	
Improvements: How has the approach to legislative compliance been improved and on what basis?	
Score for the sub-element of Legislative Compliance = total score divided by 5	

3 MANAGING PEOPLE

This element describes the systems and procedures which involve people in OHS management and ensure that they can make a valuable contribution. It includes the following components:

3.1 Training

Intent: What is the purpose of OHS training and what are the expected outcomes?	
Approach: What is the planned approach to training? What aspects are included? How are these chosen and/or designed? How is the training plan prepared?	
Deployment: How does it happen in practice? How is the training needs analysis undertaken, the training plan implemented and employee induction conducted?	
Results: What has implementing the training plan achieved? What are the strengths and opportunities for improvement?	
Improvements: How has the training system been improved and on what basis?	
Score for the sub-element of Training = total score divided by 5	

3.2 Communication

Intent: What is the purpose of communication about OHS and what are the expected outcomes?	
Approach: What is the planned approach to communication? How are the planned strategies selected?	
Deployment: How does it happen in practice? How are formal and informal methods used?	
Results: What has communication achieved? What are the strengths and opportunities for improvement?	
Improvements: How has the communication system been improved and on what basis?	
Score for the sub-element of Communication = total score divided by 5	

3.3 Consultation and participation

Intent: What is the purpose of consulting and participating about OHS and what are the expected outcomes?	
Approach: What is the planned approach to consultation and participation? To what extent are formal processes used (eg OHS committees and representatives)? How are the planned strategies selected?	
Deployment: How does it happen in practice? How are formal and informal methods used? How is involvement from all levels of the enterprise ensured?	
Results: What have consultation and participation achieved? What are the strengths and opportunities for improvement?	
Improvements: How has the consultation and participation system been improved and on what basis?	
Score for the sub-element of Consultation and Participation **= total score divided by 5**	

3.4 Employment procedures (including contractors)

Intent: What is the purpose of employment procedures?	
Approach: What is the planned approach to employment procedures? How are the planned strategies selected? How is equity considered?	
Deployment: How does it happen in practice? Do the strategies ensure best fit between people and the job requirements? Do they ensure equity?	
Results: How effective are the employment procedures and how is this assessed?	
Improvements: What changes to the employment procedures have occurred and why?	
Score for the sub-element of Employment Procedures including contractors **= total score divided by 5**	

4 CONTROLLING HAZARDS

This element consists of the systems and procedures used to manage OHS risk. It consists of the following components:

4.1 Hazard identification processes and procedures

Intent: What is the purpose of hazard identification?	
Approach: What is the planned approach to hazard identification (eg. Inspections, incident investigations, hazard reporting, pre-purchase assessment)? How are the planned strategies chosen? How is the workforce involved? How is it ensured that health and long term hazards are included?	
Deployment: How does it happen in practice? How are the strategies taken up by the workforce?	
Results: How effectively do the strategies work? What happens if hazards fail to be identified?	
Improvements: What changes have been made to the hazard identification procedures and why?	
Score for the sub-element of Hazard Identification Processes and Procedures **= total score divided by 5**	

4.2 Risk assessment processes and procedures

Intent: What is the purpose of risk assessment?	
Approach: What is the planned approach to risk assessment? How are the planned strategies selected? How is the workforce involved?	
Deployment: How does it happen in practice? How are the strategies taken up by the workforce?	
Results: How effectively do the strategies work? What happens if risks are wrongly assessed?	
Improvements: What changes have been made to the risk assessment procedures and why?	
Score for the sub-element of Risk Assessment Processes and Procedures **= total score divided by 5**	

4.3 Risk control processes and procedures

Intent: What is the purpose of risk control?	
Approach: What is the planned approach to risk control (eg. Hierarchy of Control)? How are the planned strategies selected? How is the workforce involved?	
Deployment: How does it happen in practice? How are the strategies taken up by the workforce?	
Results: How effectively do the strategies work? What happens if risks are not appropriately controlled?	
Improvements: What changes have been made to the risk control procedures and why?	
Score for the sub-element of Control and Risk Procedures **= total score divided by 5**	

5 MONITORING AND IMPROVING

This element describes the ways in which OHS management is monitored and improved. It includes the following components:

5.1 Incident investigation

Intent: What is the purpose of incident investigation?	
Approach: What is the planned approach to incident investigation? How are the planned strategies selected? How is the workforce involved?	
Deployment: How does it happen in practice? How are the strategies taken up by the workforce? How are corrective actions identified and followed up? How are outcomes reported?	
Results: How effectively do the strategies work? What happens if incidents are not appropriately investigated?	
Improvements: What changes have been made to the incident investigation procedures and why?	
Score for the sub-element of Incident Investigation = total score divided by 5	

5.2 Auditing

Intent: What is the purpose of auditing OHS management?	
Approach: What is the planned approach to auditing (eg internally or externally)? How are the planned strategies selected? How is the workforce involved?	
Deployment: How does auditing happen in practice? How are corrective actions identified and followed up? How are outcomes reported?	
Results: How effectively does auditing work? What happens if the findings of audits are not acted on?	
Improvements: What changes have been made to auditing procedures and why?	
Score for the sub-element of Auditing = total score divided by 5	

5.3 Performance measurement

Intent: What is the purpose of OHS performance measurement?	
Approach: What types of performance measures are used? How are they selected? How is the workforce involved?	
Deployment: How is the information collected and used? How is it communicated throughout the workforce? How is reliability of data ensured? How is the information collected integrated in decision making?	
Results: What results have been achieved? How effectively has this data been used?	
Improvements: What changes have been made to OHS performance measurement and why?	
Score for the sub-element of Performance Measurement **= total score divided by 5**	

5.4 Monitoring, evaluation and review

Intent: What is the purpose of monitoring, evaluation and review?	
Approach: How are these done (eg internally or externally)? How is the workforce involved?	
Deployment: How do monitoring, evaluation and review happen in practice? How are corrective actions identified and followed up? How are outcomes reported?	
Results: How effectively do monitoring, review and evaluation work? What happens if the findings are not acted on?	
Improvements: What changes have been made to monitoring, evaluation and review procedures and why?	
Score for the sub-element of Monitoring, Evaluation and Review **= total score divided by 5**	

5.5 Improvement processes

Intent: What is the purpose of improvement processes?	
Approach: What improvement processes and strategies have been used and why (eg. Benchmarking, OHS improvement teams)? How are these done (eg. Internally or externally facilitated)? How are activities or projects chosen? How is the workforce involved?	
Deployment: How do improvement processes operate in practice? How are corrective actions identified and followed up? How are outcomes reported?	
Results: How effectively do improvement processes work? What happens if the findings are not acted on? How are successful improvements spread throughout the enterprise and communicated to the industry?	
Improvements: What changes have been made to improvement processes and why?	
Score for the sub-element of Improvement Processes = total score divided by 5	

IADRI Scoring Summary

Leadership

Sub-Element	Intent	Approach	Deployment	Results	Improvement
Policy					
Responsibility and Accountability					
Planning and Goal Setting					
Allocation of resources					
Demonstration of Leadership in OHS					
Total					
Score for Leadership (total divided by 5)					

Managing by System

Sub-Element	Intent	Approach	Deployment	Results	Improvement
Purchasing					
Maintenance					
Work procedures					
Records and documentation					
First aid					
Emergency response					
Issue resolution					
Legislative compliance					
Total					
Score for Managing by System (total divided by 5)					

Managing People

Training	Intent	Approach	Deployment	Results	Improvement
Communication					
Consultation and participation					
Employment procedures (inc. contractors)					
Total					
Score for Managing People (total divided by 5)					

Controlling Hazards

Hazard identification processes & procedures	Intent	Approach	Deployment	Results	Improvement
Risk assessment					
Risk control					
Incident investigation					
Auditing					
Performance measurement					
Monitoring, evaluation etc					
Improvement processes					
Total					
Score for Controlling Hazards (total divided by 5)					

Monitoring and Improving

Incident investigation	Intent	Approach	Deployment	Results	Improveme
Auditing					nt
Performance measurement					
Monitoring, evaluation and review					
Improvement processes					
Total					
Score for Monitoring and Improving (total divided by 5)					