



# Health, Safety and Wellbeing

Strategic Plan 2011–2015



## Foreword

The Department of Education and Training (DET) plays a primary role in progressing whole-of-government priorities for the Smart State.

*Toward Q2: Tomorrow's Queensland* is the Queensland Government's vision of a state with a diverse economy powered by bright ideas and a sustainable lifestyle and environment, with healthy people supporting a safe and caring community.

The current DET Strategic Plan establishes a clear vision for the department of 'clever, skilled and creative Queenslanders', outlines our core values including healthy, safe and sustainable work and learning environments, and specifies our objectives and strategies, including workforce reform and performance enhancement. It includes a strong emphasis on developing our people's talents and ideas to create a dynamic and innovative workforce focused on achieving the department's vision.

The current Workforce Strategic Plan further identifies the importance of looking after and valuing our people as a key component of workforce management.

This plan relates to all employees of the department. It recognises that the health, safety and wellbeing of our people and those involved with our activities, and the creation of safe, healthy and supportive working and learning environments, are integral to the achievement of our primary role in contributing to Queensland as the Smart State.

It also acknowledges that the basis for enhancing our health, safety and wellbeing performance involves the creation of a strong safety culture driven by an understanding and acceptance that the responsibility for health, safety and wellbeing rests with every one of us within DET.

We are all jointly responsible for ensuring no one is placed, expected or permitted to work or learn in an environment without appropriate and acceptable health, safety and wellbeing measures in place. This necessitates partnering between leaders, managers, staff, students, contractors and others to ensure the creation of healthier, safer and supportive working and learning environments.

To achieve our vision, the following four key focus areas and expectations have been identified:

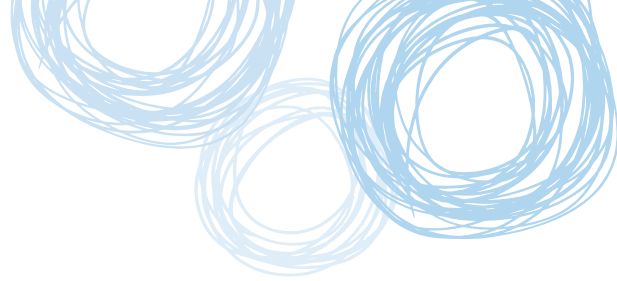
- leadership and commitment
- knowledge and capacity
- accountability and ownership
- people and partnerships.

Importantly, this plan is about ensuring our people, in our workplaces remain healthy, safe and well, and can continue to contribute to making a difference to the lives of Queenslanders.

I ask all staff to review this plan and develop and implement strategies and actions which will drive enhanced performance and achieve our established health, safety and wellbeing expectations.



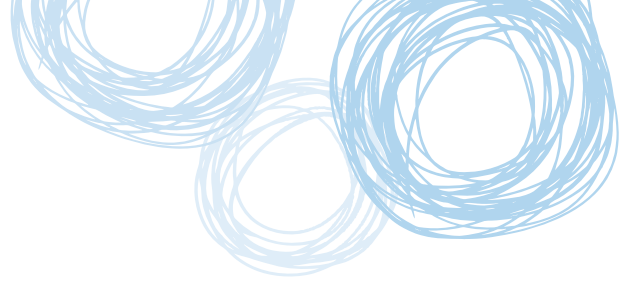
Julie Grantham  
Director-General  
Department of Education and Training



## Our health, safety and wellbeing expectations

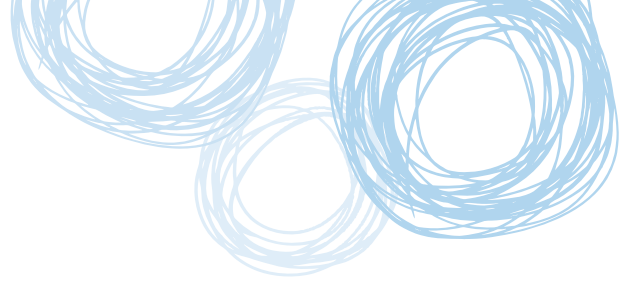
<b>Our vision ...</b>	Healthy people achieving quality educational and training outcomes in safe and supportive working and learning environments.		
<b>Our intent ...</b>	A 'safety culture' that improves the health and wellbeing of our staff and strives to reduce the number and seriousness of health and safety incidents.		
<b>Our belief ...</b>	<ul style="list-style-type: none"> <li>• The health, safety and wellbeing of our people is integral to the achievement of our strategic goals and a core value of the department.</li> <li>• A strong health, safety and wellbeing culture in our schools, TAFE institutes and other workplaces is a vital precursor to reducing our injuries and improving general wellbeing.</li> <li>• Safety is everyone's responsibility and an integral part of what we do.</li> </ul>		
<b>Our safety culture will be based on five characteristics ...</b>	<ol style="list-style-type: none"> <li>1. <b>A just and caring approach</b> — our workplaces will be built on trust, with a no blame approach to managing health, safety and wellbeing. Safety awareness, cooperation, commitment and caring are key personal attributes displayed by all of us.</li> <li>2. <b>An informed awareness</b> — all staff have the necessary knowledge and skills to effectively manage health, safety and wellbeing. We encourage feedback, both positive and negative, as constructive and vital health, safety and wellbeing information is swiftly communicated across DET.</li> <li>3. <b>A reporting imperative</b> — health, safety and wellbeing performance is monitored and reported and good performance is rewarded. We encourage staff and students to report hazards, near misses and incidents, knowing that they will be fully investigated.</li> <li>4. <b>A risk aware consciousness</b> — all staff are mindful that new risks can emerge and staff are constantly on the lookout for risks or hazards. Risk assessment is an integral component of every planning activity and key to the safe conduct of our daily operations.</li> <li>5. <b>A learning desire</b> — we learn from health, safety and wellbeing incidents, and this information is communicated across the department. Repeat incidents are rare and our learnings endure across staff and structural changes.</li> </ol>		
<b>Our philosophy ...</b>	<ul style="list-style-type: none"> <li>• <i>Zero Harm at Work</i> — no harm to anyone, anytime at work.</li> <li>• Good health, safety and wellbeing practice means good business.</li> <li>• Health, safety and wellbeing is a core business activity, not an optional extra.</li> <li>• Thinking about health, safety and wellbeing is as natural as thinking about core business activities such as student outcomes or training services.</li> <li>• Healthy workers are productive workers.</li> <li>• Health, safety and wellbeing is everybody's responsibility.</li> </ul>		
<b>We will focus our actions on ...</b>	<b>Leadership and commitment</b>	<b>Knowledge and capacity</b>	<b>Accountability and ownership</b>
	<b>People and partnerships</b>		

Key areas of focus	Our expectations	Performance indicators
<p><b>Leadership and commitment</b></p>	<ul style="list-style-type: none"> <li>• Staff in all leadership positions demonstrate through their actions a visible and consistent commitment to health, safety and wellbeing as a core value of our department and integral to the achievement of our strategic goals.</li> <li>• Leaders affirm that health, safety and wellbeing legislation establishes a minimum requirement for managing health, safety and wellbeing, and demonstrate a willingness to exceed these requirements in the delivery of health, safety and wellbeing strategies, initiatives and processes.</li> <li>• Leaders openly communicate their health, safety and wellbeing vision and expectations, which are linked to and reflect the health, safety and wellbeing beliefs and expectations outlined in the departmental <i>Health, Safety and Wellbeing Policy Statement</i>.</li> <li>• Leaders review the operational activities of their business unit, identify specific health, safety and wellbeing risks and develop strategies in a strategic or operational plan that will control these risks, as well as contribute to the achievement of corporate health, safety and wellbeing objectives and performance indicators.</li> <li>• Leaders communicate the health, safety and wellbeing activities, expectations and targets outlined in the plan to staff.</li> <li>• Leaders actively support the planning and promote the implementation of health, safety and wellbeing enhancement initiatives.</li> <li>• Leaders view health, safety and wellbeing as an integral part of daily business activities, not as an added extra, and demonstrate this through their planning, communication and work practices.</li> <li>• Leaders actively encourage and support the involvement of their staff in health, safety and wellbeing activities.</li> <li>• Leaders demonstrate their commitment to health, safety and wellbeing through their personal participation in health, safety and wellbeing activities.</li> <li>• Health, safety and wellbeing principles are considered and integrated into all business decisions.</li> </ul>	<p><b>Audit results confirm that:</b></p> <ul style="list-style-type: none"> <li>• people in charge of workplaces ensure copies of the DET Health, Safety and Wellbeing Policy Statement are displayed at prominent locations throughout the workplace and that the health, safety and wellbeing policy, plan, initiatives and strategies are promoted through all available workplace communication channels at every opportunity, e.g. intranet, newsletters, broadcasts, team meetings</li> <li>• leaders and staff annually review their business unit health, safety and wellbeing performance and local health, safety and wellbeing environment (e.g. achievement of KPIs, audit results, injury and incident reports, annual assessments, risk registers) and develop health, safety and wellbeing strategies and performance indicators for inclusion in new strategic or operational plans</li> <li>• leaders demonstrate commitment to health, safety and wellbeing through the implementation of the health, safety and wellbeing goals, strategies and measurement of performance indicators in strategic, operational or action plans.</li> </ul>



Key areas of focus	Our expectations	Performance indicators
<p><b>Knowledge and capacity</b></p>	<ul style="list-style-type: none"> <li>• Leaders engage in professional development to increase their health, safety and wellbeing knowledge.</li> <li>• Leaders and staff are aware of, and refer to, departmental procedures and resources that outline the department's requirements and processes for managing health, safety and wellbeing issues.</li> <li>• Leaders and staff with health, safety and wellbeing responsibilities are provided with training and information on the health, safety and wellbeing responsibilities and accountabilities related to their roles, understand their responsibilities and accountabilities, and demonstrate this understanding in the performance of their daily activities.</li> <li>• Staff responsible for identifying and managing workplace hazards and risks are provided with relevant training and other relevant information and assistance.</li> <li>• Leaders ensure that they and their staff undergo health, safety and wellbeing induction, annual refresher training, legislated fire safety training and ongoing training and professional development relevant to specific risks that are identified within their work environments.</li> <li>• Leaders actively promote and support programs designed to provide professional assistance to staff in dealing with psychological wellbeing issues, e.g. Employee Assistance Service (EAS), or to increase their knowledge, awareness or skills in dealing with these issues.</li> <li>• Leaders participate, and promote staff participation, in wellness programs at the workplace level to increase physical wellbeing in line with the Queensland Government's <i>Toward Q2: Tomorrow's Queensland</i> targets.</li> <li>• Leaders ensure sufficient trained or qualified health, safety and wellbeing specialist staff e.g. first aid officers, workplace health and safety officers (WHSOs), workplace health and safety representatives (WHSRs), fire safety advisors, rehabilitation and return to work coordinators (R/RTWCs), are employed to meet legislated requirements and the needs of the workforce, and that they have been provided with mandated training or other training and information necessary to perform their roles.</li> </ul>	<p><b>Audit results confirm that:</b></p> <ul style="list-style-type: none"> <li>• health, safety and wellbeing induction and refresher training is provided and covers legislative responsibilities and accountabilities, planning, departmental policy and procedures, and support and assistance is available to staff</li> <li>• leaders have undertaken health, safety and wellbeing induction or refresher training or professional development in the previous 12 months</li> <li>• workplaces comply with legislative requirements regarding numbers and training requirements for WHSOs, WHSRs and R/RTWCs, health, safety and wellbeing committee members, fire safety advisors and coordinators, first aid officers, anaphylaxis management etc.</li> <li>• programs designed to enhance physical and psychological wellbeing (including EAS) are being offered at the workplace and are marketed at least twice a year</li> <li>• all staff undertake annual health, safety and wellbeing induction and refresher training, fire safety training as legislated, hazard identification and risk management training, and other safety training specific to their role as required</li> <li>• workplaces maintain records of staff induction, training and professional development in relation to health, safety and wellbeing.</li> </ul>

Key areas of focus	Our expectations	Performance indicators
<p><b>Accountability and ownership</b></p>	<ul style="list-style-type: none"> <li>• The role descriptions and performance agreements of staff in leadership or health, safety and wellbeing related positions include expectations relating to the management of health, safety and wellbeing at the workplace, including specific health, safety and wellbeing activities and related performance targets that help to ensure legislative compliance and support the achievement of health, safety and wellbeing goals at the operational and departmental strategic planning levels.</li> <li>• The progress of leaders and health, safety and wellbeing staff in meeting performance targets is measured at least on an annual basis, and the outcomes are reported to a superior.</li> <li>• Leaders health, safety and wellbeing activities and performance targets are reviewed and updated annually to align with changes to health, safety and wellbeing corporate objectives or business unit operational plans.</li> <li>• Leaders and staff are aware of their health, safety and wellbeing legislative obligations, and the legal consequences if these obligations are not discharged.</li> <li>• Leaders will allocate sufficient resources to ensure people responsible for health, safety and wellbeing at the workplace have the capability to comply with legislative and procedural requirements and performance planning targets.</li> <li>• Leaders and staff will identify health, safety and wellbeing hazards encountered in their day-to-day environment and, where possible, take immediate action to eliminate the risks or reduce them to as low as it is reasonably practicable to achieve in the circumstances, and report the hazard or risks to the responsible person.</li> </ul>	<p><b>Audit results confirm that:</b></p> <ul style="list-style-type: none"> <li>• health, safety and wellbeing activities and performance indicators relating to operational plan goals are included in performance plans and are measured, reported on, reviewed and updated annually for all workplace managers and staff with specific health, safety and wellbeing responsibilities</li> <li>• a majority of leaders and staff interviewed are aware of health, safety and wellbeing obligations and the health, safety and wellbeing management system and procedures, e.g. hazard and risk management, WHSO and consultative frameworks, and health, safety and wellbeing assistance (e.g. RRTW and EAS)</li> <li>• a majority of leaders and staff interviewed consider sufficient resources are allocated to health, safety and wellbeing at the workplace</li> <li>• strategic, operational or action plans are completed annually.</li> </ul>



Key areas of focus	Our expectations	Performance indicators
<p><b>People and partnerships</b></p>	<ul style="list-style-type: none"> <li>• Leaders and staff seek assistance from relevant local, regional or central office personnel regarding significant health, safety and wellbeing issues.</li> <li>• Leaders encourage and facilitate the free exchange of health, safety and wellbeing information and ideas within and between health, safety and wellbeing, injury and claims management and employee advisory networks.</li> <li>• Departmental forums will, where appropriate, include a presentation on key strategic and operational health, safety and wellbeing issues or risks.</li> <li>• Working parties and other forums involved with health, safety and wellbeing issues will ensure the participation of representatives from Organisational Health, as well as internal or external stakeholders affected by the matters under consideration.</li> <li>• Leaders and staff will connect with internal and external stakeholders as necessary to develop an integrated response to local health, safety and wellbeing issues.</li> <li>• Leaders and staff will comply with any partnering requirements outlined in health, safety and wellbeing procedures or related documents (e.g. emergency plans).</li> <li>• Workplaces confronting significant health, safety and wellbeing risks that require a coordinated departmental response involving internal or external stakeholders will escalate the matter to the institute, region or DET Health, Safety and Wellbeing Committee, as necessary.</li> <li>• Leaders foster and develop positive working partnerships with internal stakeholders to ensure that health, safety and wellbeing strategies are identified and implemented.</li> <li>• DET health, safety and wellbeing expectations are explained to its partners, key suppliers and contractors or inserted into contractual arrangements to ensure that its worksites are hazard free.</li> <li>• Leaders participate, and encourage the participation of staff, in consultative forums for the communication and resolution of health, safety and wellbeing issues at the workplace or regional level.</li> <li>• Leaders facilitate the communication of information to and from the DET Health, Safety and Wellbeing Committee.</li> <li>• Leaders promote and embrace positive ideas, innovation, commitment or leadership from staff for improving health, safety and wellbeing at the workplace, and recognise contributions at the local or regional level, or via the Queensland WorkSafe Awards.</li> </ul>	<p><b>Audit results confirm that:</b></p> <ul style="list-style-type: none"> <li>• significant health, safety and wellbeing matters are identified, considered and, if necessary, submitted to the appropriate Health, Safety and Wellbeing Committee and escalated as necessary</li> <li>• workplaces adopt procedures to ensure the health, safety and wellbeing of workers, contractors and other visitors to DET workplaces</li> <li>• leaders or senior officers chair or participate in, and support the involvement of staff in, health, safety and wellbeing consultative forums</li> <li>• leaders and staff participate in workshops and other programs designed to improve their knowledge and understanding of health, safety and wellbeing in DET.</li> </ul>

## Useful links

Links to useful information, resources and workforce documents to support both individuals and teams to employ appropriate workforce practices in their daily work include:

**Reward and Recognition** — [www.education.qld.gov.au/staff/development/scholarships](http://www.education.qld.gov.au/staff/development/scholarships)

**Creating Healthier Workplaces** — [www.education.qld.gov.au/health](http://www.education.qld.gov.au/health)

**Employee Assistance Service** — [www.education.qld.gov.au/health/employee.html](http://www.education.qld.gov.au/health/employee.html)