

Health, Safety and Wellbeing Management System 2016–2020





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Our Vision for Health, Safety and Wellbeing

As one of Queensland's largest employers, the Department of Education and Training (DET) strives to provide safe workplaces where staff, students and visitors return home each day in the same state as when they arrived. Further to this, the department recognises that safe, healthy and inclusive working and learning environments are essential to enable delivery of educational outcomes for Queensland students and also to support the department being an employer of choice.

To this end, the department's vision for our staff and students is that they become 'Healthy people achieving quality educational, training and employment outcomes in safe and supportive working and learning environments.' This will be achieved through the provision of a flexible and legislatively compliant Health, Safety and Wellbeing Management System (HSWMS), consistently embedded across the department as well as a culture of zero tolerance for uncontrolled foreseeable risks.

Our Health, Safety and Wellbeing Management System

The department's HSWMS will reflect the systematic, strategic and integrated approach to managing health, safety and wellbeing as detailed in Australian and International Standards for Safety Management Systems. The integrated aspects of health, safety and wellbeing include:

- Health – injury management, early intervention, rehabilitation and return to work, re-employment, Q-Super
- Safety – legislative compliance, risk management, incident management, audit and inspections, HSW culture and leadership development
- Wellbeing – wellbeing programs, psychological and physical health promotion.

The HSWMS will deliver on the department's HSW Commitment Statement by providing the department with a system that:

- meets the compliance requirements of applicable legislation
- supports the consideration and consistent integration of health, safety and wellbeing matters into business processes across all workplaces
- provides staff, students and others with necessary information to enable informed decisions to be made and for expectations to be met
- supports the continual development of our HSW leaders and cultural maturity
- supports individual and organisational compliance with the requirements of the HSWMS through the articulation of roles and responsibilities and the provision of information, training and other resources
- establishes and embeds mechanisms to support continual improvement of the HSWMS.

The department's HSWMS will apply to all DET *workplaces, workers and other persons* as defined under the Queensland *Work Health and Safety Act 2011*. The HSWMS will also address the health, safety and wellbeing of students and visitors at DET schools and workplaces.

While all DET workplaces generally hold similar hazard and risk profiles, the department recognises that there may be variances with how HSW is managed as a result of specific operational and environmental aspects such as size and scale, geographical location, culture, demographics and available resources.

The HSWMS will identify where consistent approaches to the management of HSW are required and will provide the policies, procedures, guidance, tools and supporting systems to ensure this is achieved.

The DET HSWMS will provide the minimum standard for how Health, Safety and Wellbeing (HSW) is managed and provide flexibility in how workplaces and schools manage hazards and risks specific to their operational environments.

To support the application of performance requirements detailed through the system’s compliance elements, the HSWMS incorporates four key components. These components reflect the key features and functions of the system necessary to ensuring that the department, its regions, branches, schools and other workplaces are equipped to support achievement of the department’s health, safety and wellbeing vision. The key components of the HSWMS include:

- HSW Policy and Procedures
- Awareness and Capability
- Supporting Systems and Processes
- Governance and Assurance.

A representation of the HSWMS illustrating the key components of the system, their relationship to the HSWMS compliance elements, as well as the incorporation of principles of continuous improvement (as detailed in *AS/NZS 4801, Safety Management Systems*) is in Figure 1.

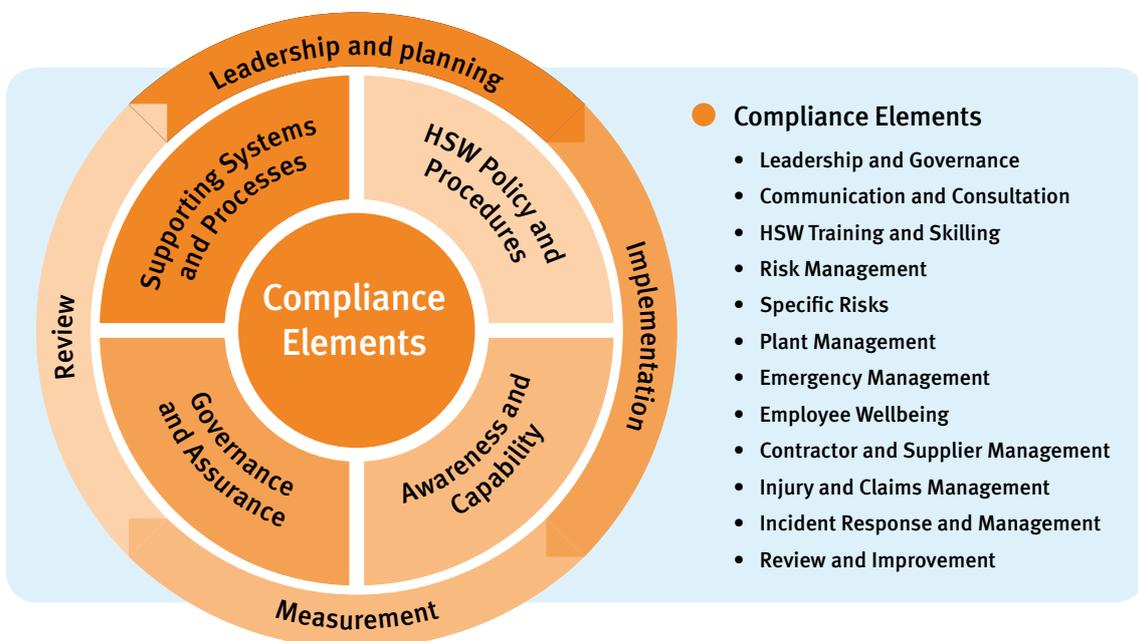


Figure 1. HSWMS

The four key components are reflected within each of the 12 compliance elements.

Similarly, the phases of continual improvement apply to each of the key components of the HSWMS, as well as the system as a whole.

Each of the key components of the HSWMS are considered mutually supporting, in that the absence or ineffectiveness of one will undermine the effectiveness of the system.

The performance requirements associated with each element will be integrated through the HSWMS policy and procedure framework. Each of these requirements will be informed by legislation; however, they will also be contextualised to enable the department to more specifically define performance levels and supporting actions.



Key Component 1 - HSW Policy and Procedures

The application of a detailed document structure articulates specific legislative and department requirements and is critical to the effectiveness of the HSWMS. It will reflect a systematic approach to managing health, safety and wellbeing (HSW) requirements, as detailed in AS/NZS 4801:2001 and will achieve this through the adoption and application of policy and procedures which:

- articulate the compliance and performance requirements of the department, its regions, branches, schools and other workplaces, as well as requirements of key individual roles
- provide direction and / or guidance on how these requirements are to be satisfied.

The HSWMS document structure will be consistent with the structure defined in the department policy framework, comprised of three levels – policy, procedure and supporting documents. This is a hierarchical document structure with each level of documentation being consistent with and reflecting the requirements of higher level documentation.

The HSWMS document structure will include a suite of five Health, Safety and Wellbeing Policies designed to:

- articulate the performance requirements defined through the twelve HSWMS compliance elements
- articulate specific roles and responsibilities for the achievement of the specified performance requirements
- provide authorisation for the application of procedural requirements
- articulate organisational commitment to the provision of a safe work environment and the application of documented safe work practices.

The design of the five policies will consolidate and organise specified requirements of the HSWMS into functional groupings. This will balance the need to document numerous legislative provisions and departmental expectations, minimising the number of policy documents to be managed and for staff to be aware of and comply with. Documents across the five policy areas will draw applicable requirements from one or more of the HSWMS compliance elements. The planned health, safety and wellbeing document structure is illustrated in Figure 2.

Subordinate to each policy will be a suite of procedures, arranged under twelve HSWMS compliance elements, to provide direction on how the health, safety and wellbeing policy requirements are to be achieved.

It is essential that the HSWMS reflects legislative and other requirements, both specified and implied, and that these requirements are articulated in a manner that supports awareness and their application at all levels of the department and across all activities and workplaces. The HSWMS achieves this through the employment of compliance ‘elements’.

The HSWMS compliance elements reflect functional groupings of legislative and other specified requirements which are essential to achieving integration of health, safety and wellbeing requirements into department planning and activities.

The arrangement of the HSWMS into ‘compliance elements’ supports systematic planning, implementation, measurement and review, consistent with the phases of continual improvement as defined in AS/NZS 4801:2001 Safety Management Systems.

While consideration of legislative requirements is fundamental to the design of the HSWMS compliance elements, findings from assurance activities and the review of department performance are also key to informing their design. Accordingly, the HSWMS compliance elements also reflect department specific requirements, including requirements that support improvements in employee wellbeing and safety culture. The department’s HSWMS will employ a series of twelve compliance elements and these are detailed in the Figure 3– HSWMS Elements.

The HSWMS will incorporate some procedures where the procedure owners reside in various department branches and units. This includes procedures that address the management of key HSW risks or defined administrative processes, usually aligned with the functional responsibilities and inherent technical expertise in those areas. Examples include:

- Procurement activities
- Asbestos management
- Contractor management etc.

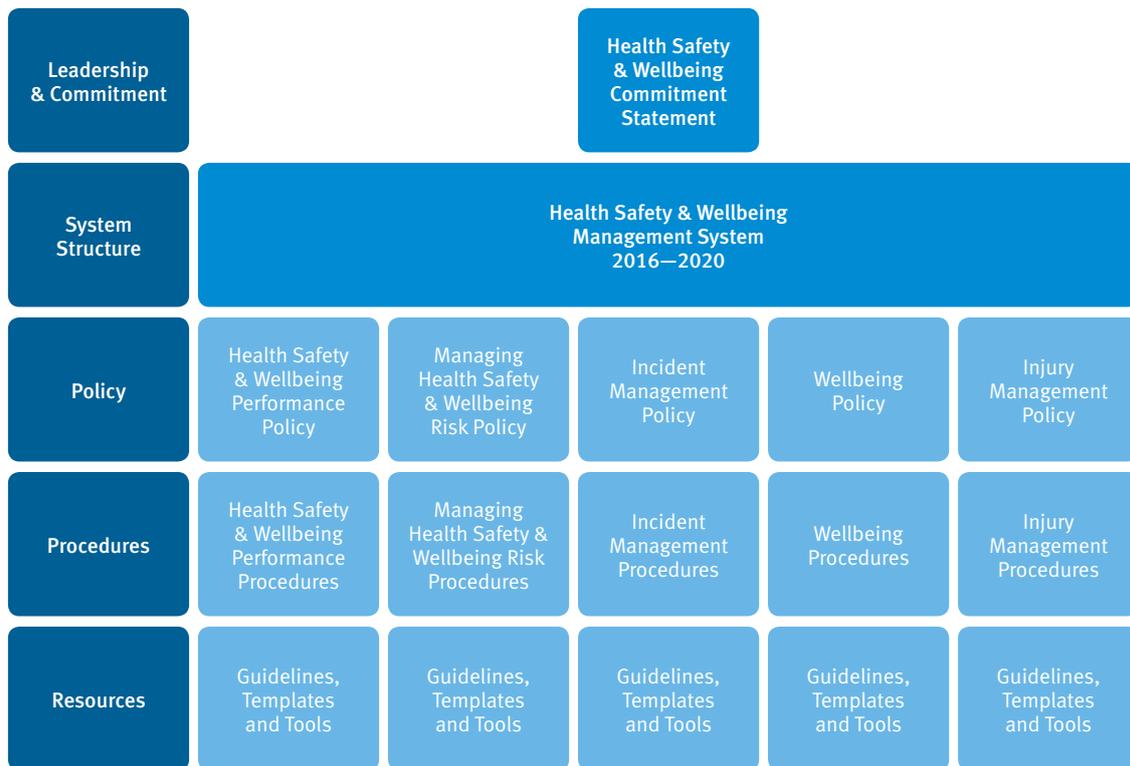


Figure 2. HSWMS document structure

Element	Key features	Goal
Leadership and Governance	Individual and organisational requirements for the management of the HSWMS, accountability and assurance	<ul style="list-style-type: none"> • HSW accountabilities and KPIs are clearly articulated and understood for all DET roles • Effective HSW governance forums are active at all levels of DET • HSW performance is actively monitored through lead and lag indicators
Communication and Consultation	Mechanisms and processes to ensure the effective communication of HSW information and facilitation of staff consultation and engagement on HSW matters	<ul style="list-style-type: none"> • Communication and consultation pathways are clearly defined and effective in the timely passage of HSW information throughout DET • Priority communication channels effective for high risk issues
HSW Capability	Knowledge, skill and competency requirements are defined to enable the safe conduct of work and the execution of collective and individual responsibilities	<ul style="list-style-type: none"> • HSW skills and knowledge requirements are defined for all DET roles • All DET staff have access to relevant and current HSW skills and knowledge to enable them to work safely
Risk Management	Requirements and processes to support the effective identification, assessment and control of work related hazards and associated risks	<ul style="list-style-type: none"> • Workplace hazards and risks are actively and consistently identified, assessed and controlled across all DET workplaces and activities • Risk information is systematically communicated to support decision making
Specific Risks	Specified processes to address the management of risk associated with specific operational activities and processes	<ul style="list-style-type: none"> • Consistent and effective safe work practices are documented and implemented to address identified risks
Plant Management	Requirements and processes to ensure the safe use and effective lifecycle management of plant and equipment	<ul style="list-style-type: none"> • HSW risks associated with plant and equipment are identified and consistently managed through all life cycle phases • Employees have access to current skills and knowledge in safe work practices involving the use of plant
Emergency Management	Requirements and processes to ensure the safety of people and property through effective prevention, preparedness and response	<ul style="list-style-type: none"> • All DET sites have emergency plans that capture prevention, preparedness, response and recovery • All employees have appropriate skills and training to action emergency plans
Employee Wellbeing	Framework, systems, processes and supporting resources to enhance staff health and wellbeing	<ul style="list-style-type: none"> • All DET workplaces have, or are supported by formal wellbeing programs
Contractor and Supplier Management	Requirements and processes to ensure the informed engagement of external parties	<ul style="list-style-type: none"> • All products and equipment procured for or on behalf of DET are subject to appropriate levels of risk management and assurance • External service providers engaged by DET are subject to appropriate levels of assurance
Employee Injury and Claims Management	Requirements and processes to ensure effective management of injured or ill staff, as well as associated compensation claims, to support timely return to work and reduction of Workers Compensation Premiums	<ul style="list-style-type: none"> • Injury management processes for ill or injured staff are consistently and effectively applied across all DET workplaces • All ill or injured staff are provided best practice injury management services to support timely return to work
Incident Response and Management	Requirements and processes to enable individuals, business units and the department to respond to incidents in a timely and effective manner so as to minimise harm and prevent recurrence	<ul style="list-style-type: none"> • Incident management requirements are clearly defined • Timely and effective reporting and escalation of incidents • Information to prevent future incidents is shared and implemented to ensure systemic improvement and management
Review and Improvement	Systems and processes to enable identification and application of systemic and local improvements	<ul style="list-style-type: none"> • DET has transparent and clearly articulated processes to ensure continual review and improvement of HSW performance

Figure 3. HSWMS Elements



Key Component 2 - HSW Awareness and Capability

Key among specified legislative requirements is the requirement that department provide information, training, instruction or supervision necessary to protect persons from risks to their health and safety. This requires the development and continual improvement of health, safety and wellbeing awareness and capability among department employees, students (and others) and is fundamental to ensuring that the documented requirements of the HSWMS are applied in a timely and effective manner.

The development of both organisational and individual capability is essential to both supporting legislative compliance and developing a proactive health, safety and wellbeing culture, characterised by a common awareness of responsibilities and the capability to apply HSWMS requirements.

The development of Health, Safety and Wellbeing (HSW) awareness and capability will be achieved through:

- senior officer commitment and articulation of expectations, regarding health, safety and wellbeing knowledge and capability requirements throughout the department
- ensuring the adequate allocation of resources to support the execution of health, safety and wellbeing responsibilities
- developing initiatives to enhance health, safety and wellbeing skills, understanding and performance of department employees and their work units
- defining and applying programs and practices to support the provision of
 - general health, safety and wellbeing awareness and promotional information
 - hazard and risk information so as to inform decision making
- application of local consultation arrangements to support the resolution of health, safety and wellbeing matters and effective communication of health, safety and wellbeing information.

The definition of capability (and specified competency) requirements through HSW training is integral to the effectiveness of the HSWMS and is necessary to ensure safe and effective implementation of health, safety and wellbeing policies and procedures. Training is also an essential tool to establish an active, positive and preventative approach to workplace health and safety risk.

HSW capability will be developed through the structured provision of training in the following areas:

Leadership	Awareness
Formal and informal training to department region and workplace leaders on health, safety and wellbeing duties and practices	Organisational and workplace induction / mandatory annual health, safety and wellbeing awareness training
Specialist	Safe Work Practices
Formal training to qualify or further develop identified health, safety and wellbeing appointment holders	Training in specific safe work practices for relevant staff and others to enable identification and control of risk



The provision of information, instruction and training in a structured and timely way will enable employees, volunteers and contractors to perform their work in a manner that is without risk to their health and safety and that of other department employees and students.

Identification and accessibility of health, safety and wellbeing material is an essential component to the provision of information to employees and school communities. Branding and strong promotion of health, safety and wellbeing products will be undertaken to enhance visibility and convey health, safety and wellbeing messages and performance requirements in a meaningful and recognisable way.



Key Component 3 - Supporting Systems and Processes

To support individuals and workplaces in the application of documented HSWMS requirements, the department will provide appropriate supporting systems and processes.

‘Supporting processes’ refers to purpose designed work practices to guide the consistent application of processes across all department workplaces. Where required, a supporting process will be designed to ensure that the specified requirements of a HSWMS compliance element are satisfied. Examples of supporting processes within the HSWMS will include:

- incident reporting and response requirements, informed by defined incident categories, including:
 - internal and external notification requirements
 - investigation requirements and methodology
- hazard identification requirements through the conduct of workplace inspections
- processes to support the assessment and management of HSW risk
- processes to support the timely communication of HSW information
- structured HSW consultation and governance arrangements
- processes to establish and maintain workplace wellbeing programs
- processes to support the effective provision of rehabilitation and timely return to work for injured employees.

In addition to documented processes, the HSWMS will be supported by a range of systems or mechanisms which are designed to ensure the consistent application of health, safety and wellbeing processes. The range of supporting systems within the department includes applications and platforms to support key individual and organisational requirements, including:

- MyHR WHS – the key vehicle to facilitate the reporting of incidents, the management of associated workflow as well as the capture, analysis and reporting of WHS data
- One Portal – to support the provision of resource and reference material to department employees and workplaces
- Online learning management – a key vehicle for the consistent delivery and recording of training
- HSW website – the department’s vehicle for the publication of approved health, safety and wellbeing information.



Key Component 4 - HSW Governance and Assurance

The ability of all employees, particularly those in leadership positions, to make informed decisions on health, safety and wellbeing matters, is key to the effective execution of individual duties and responsibilities. The HSWMS supports decision making ability through the design and application of Health, Safety and Wellbeing (HSW) governance and assurance mechanisms at all levels of the department.

A key mechanism for the provision of assurance is a defined and robust health, safety and wellbeing governance structure. As illustrated in Figure 3, this will be achieved through the formation and conduct of health, safety and wellbeing committees and other forums at department, region and workplace levels, as well as at branch level where appropriate. This is critical in supporting due diligence through the escalation or dissemination of hazard, risk or other information, required to inform timely and effective decision making.

The department's HSW Governance structure forms a part of the DET Corporate Governance Framework. The HSW Governance structure ensures that respective management forums are responsible and accountable for applying health, safety and wellbeing duties. The HSW Governance structure also provides for the maintenance of health, safety and wellbeing forums or committees to support respective managers, as well as defining requirements for the referral and escalation of health, safety and wellbeing matters, performance information or requests for decisions or resources.

The responsibility for providing safe workplaces and applying the requirements of the HSWMS is a function of leadership, at all levels of the department. To achieve this, leaders and managers will be supported by consultancy and advice from HSW professionals and other specialist services at department and regional levels.

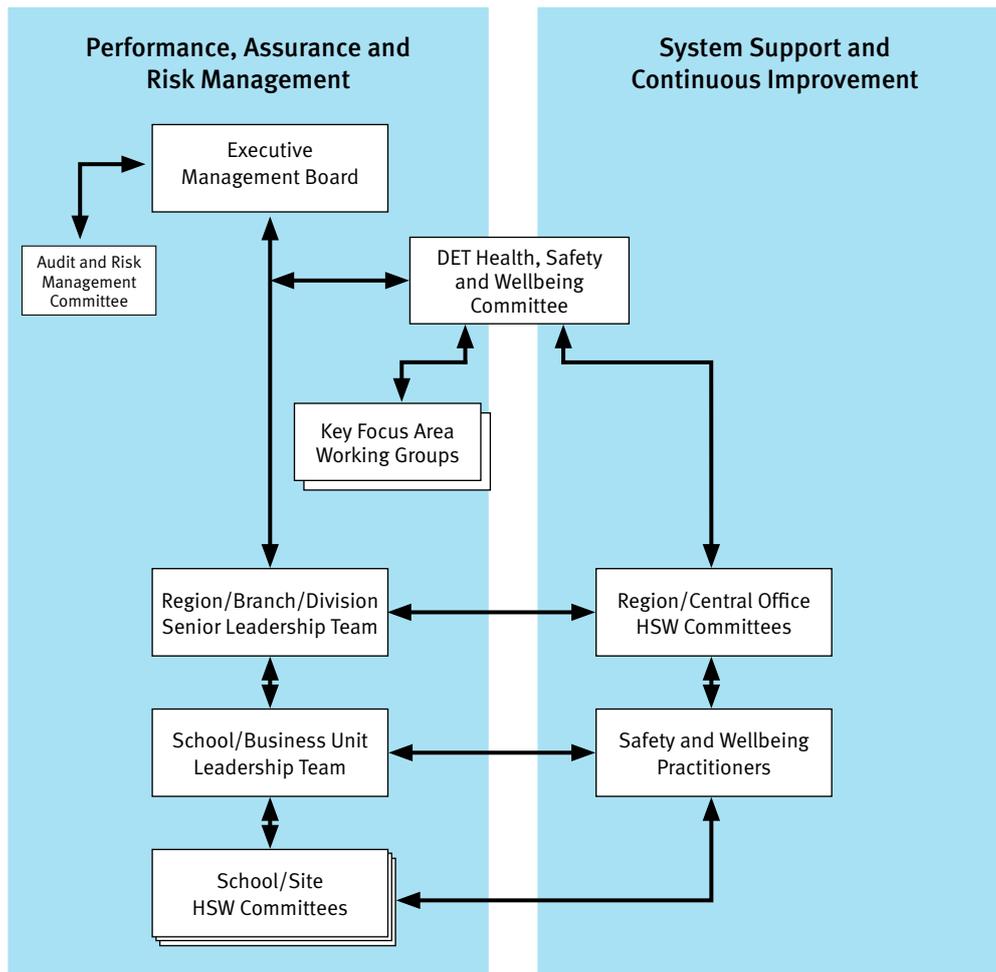


Figure 4. DET Health, Safety and Wellbeing Governance Structure

Mechanisms to support assurance, including governance arrangements, also support individual and organisational due diligence duties and seek to provide information on both the effectiveness and application of the HSWMS.

In support of the health, safety and wellbeing governance structure, department level assurance will be provided through:

- the generation and dissemination of health, safety and wellbeing governance performance data, including both lead and lag indicators
- formalised processes to notify key department roles of incidents, issues and risks
- the conduct of planned HSWMS reviews, HSWMS document reviews, internal and external audits to
 - ensure currency with relevant legislation, standards and codes of practice
 - validate compliance of and with the HSWMS
 - ensure the HSWMS reflects contemporary practice and continual improvement
- defined processes to investigate incidents, as well as to identify, apply and track recommendations.

Within department workplaces, leaders will gain assurance through:

- the conduct of assurance activities through Internal Audit
- local conduct of Annual Safety Assessments
- regular and active engagement with employees on health, safety and wellbeing matters
- leadership and active engagement in workplace health, safety and wellbeing governance forums
- the review of local incidents and active oversight of corrective actions.

