

Descriptor

Integrated Management Systems and WHSMS Maturity Modelling

Continuous improvement

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01

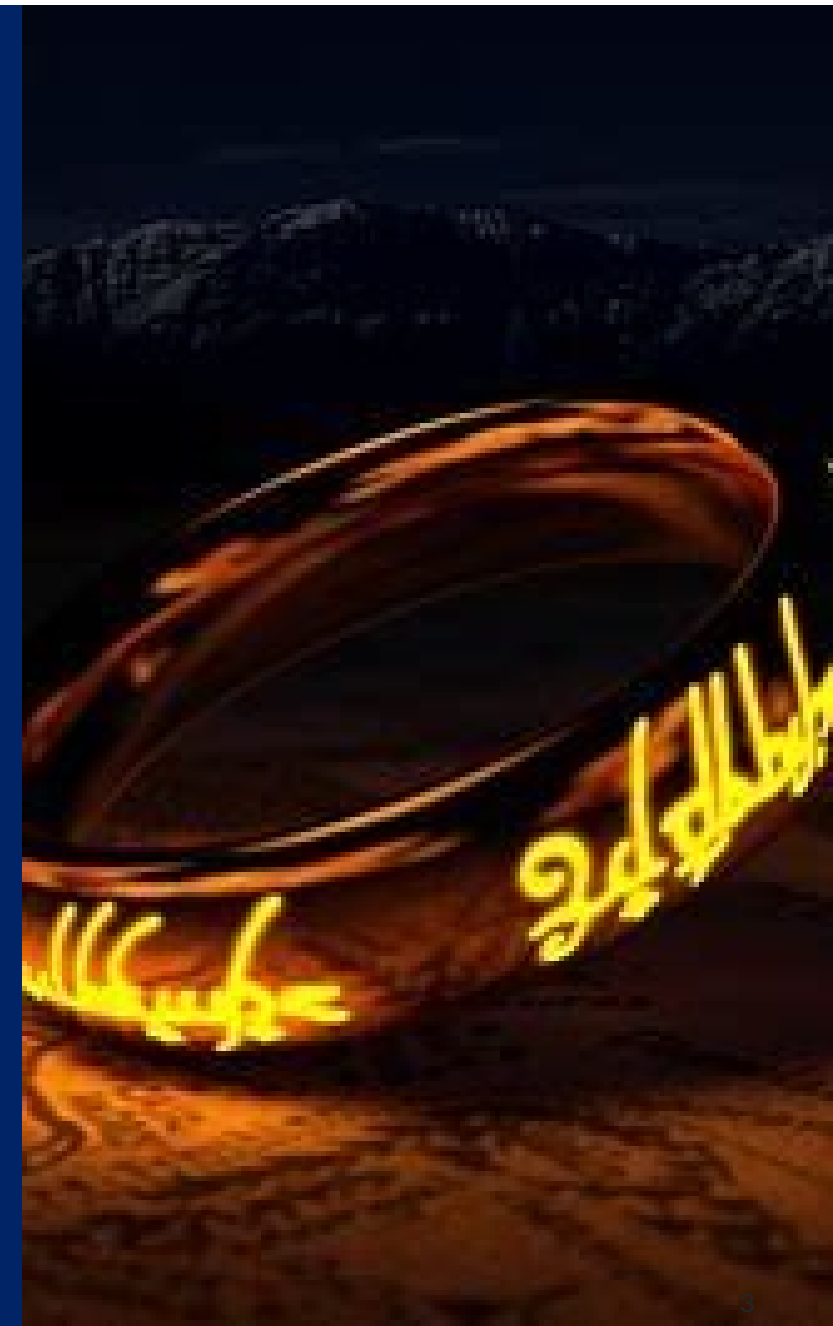
Integrated Systems Management



One System to Unite Them All:

Quality Management System:

- Engineering
- Safety
- Environment
- Business Management
- Human Resources



Integraged Management Systems:

The benefits:

- Document reviews
- Document control
- Central repository
- Consistency in approach
- Eliminates unnecessary activities
- Improves organisation performance



Managing safety in hazardous industries

Safety and Health at Work
Report of the Committee
1992
Chairman
LORD BURNES

The Daily Telegraph
Coups in Romania
HOW 36 DIED

Special Commission of Inquiry into the
... ..

Managing the Risks of Organizational Accidents

LESSONS FROM LONGFORD
The Esso Gas Plant Explosion
ANDREW HOPKINS

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OFFICIAL

Document sharing

TfNSW is happy to share documents with councils with the aim of helping the entire business – not just on a project basis.

Smaller scale version of an integrated systems approach.



02

Safety Management Systems



Benefits of a mature WHSMS

Reduces injuries

Reduces costs

Improves productivity

Improves reputation

Improves meeting legislative requirements



Work Health and Safety Maturity Model

A Systematic Approach to Managing WHS Improvement

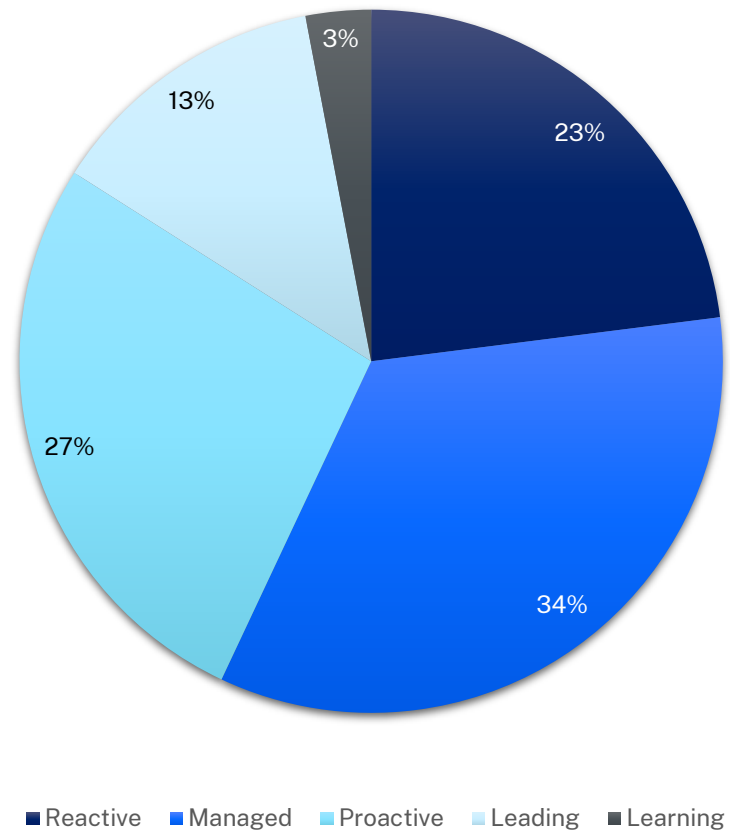
| | | | Leadership | Governance | | | Support | | Prevention | | | | | Management | | | | Compensation | | |
|------------------------------|------------|---------|---|--|---|---|--|---|--|---|---|--|--|--|---|--|---|--|---|---|
| | | | Leadership | Performance Management | Communication & Consultation | Governance & Systems Assurance | WHS Information | Education, Awareness & Siting | Occupational Health | Hazard Identification & risk management | Systems of work | Infrastructure, plant & equipment | Contractor & supplier management | Emergency preparedness | Emergency response | Treatment | Incident management | Rehabilitation | Compensation | |
| Theme | | | Able to make sound judgments and influence behaviour to optimize outcomes for workers health safety | Aims to define and facilitate high levels of WHS performance in the organisation. | Accelerates resolution of WHS issues and the proactive identification of improvement opportunities | Ensures the integrity of WHS in the organisation: <ul style="list-style-type: none"> • systems • policies • arrangements • monitoring regimes | Enables decision makers to make more informed WHS decisions | Ensures workers are skilled, aware and knowledgeable in the management of WHS as relevant to their role. | Seeks to facilitate the optimal physical and mental health of workers. | Involves confident and rigorous assessment of WHS hazards and reduces the likelihood of them occurring. | Work is completed in a safe and healthy manner. | Supports workers' health and safety. | Operates to consistently high WHS standards. | The organisation is ready to respond quickly and effectively to protect its people and assets/resources. | The organization responds quickly and effectively to protect its people and assets/resources. | Ensures illness and injury are responded to in a manner that achieves best function capacity and outcomes for workers. | Ensures that an incident is managed through its lifecycle with preventative strategies and reduced numbers of recurrence. | Aims to achieve maximum function and return post injury or illness. | Aims to ensure staff who cannot be rehabilitated and trained have access to appropriate compensation. | |
| Increasing business outcomes | Leading | Level 5 | Leading WHS practice, externally focused and foundational to organisational capability and success. Organizational culture is characterized as mindful. | Organizational leaders are sought out for their credentials in WHS leadership | The organization sets a business leading WHS performance standard. | Organizational systems are highly effective in all situations and quickly address WHS issues and opportunities. | Decision makers have the WHS information and insights they need to be WHS leaders. | Workers are highly WHS proficient, aware, mindful, and committed. | Occupational health practices positively influence workers well-being and the health of their families and the community. | Hazard identification and risk management processes are leading practice, operating with a high level of mindfulness. | The organizations workplaces are safe, healthy and successful. | WHS is a business optimizer. | Contractors and suppliers contribute to the organizations capability and operate at leading practice levels. | Stakeholders have a high degree of confidence in the organizations expertise in emergency management. The community feels safe and trust the organization to protect its people and interests. | Emergency response demonstrates the organizations expertise in emergency management. The community feels safe and trust the organization to protect its people and interests. | The organization practices for all types of treatments that are recognized as leading practice. Consequences of injuries are minimal and organizational capability is maximised. | Incident processes are robust and recognized as leading practice, resulting in future incidents being mitigated. | Injury management systems are continuously reviewed and improved. Workers and the organization are satisfied with outcomes. | Compensation levels and rehabilitation levels are at leading practice. | |
| | Learning | Level 4 | WHS is embedded into the organisations business and related management systems. Improvement is holistic, renewed and integrated. The organisations culture is characterized as learning. | Leaders have achieved improvement within their span of control and seek improvement through collaboration, sharing and integration within the business. | WHS performance is redefined to reflect a broader performance criteria, based on a more holistic and integrated approach. | Consultation and collaboration occurs in the workplace general and specific mechanisms enable consistency, integration, and collaboration. | All areas of the organisation work to high standards of WHS performance with underpinning assurance mechanisms enable consistency, integration, and collaboration. | Sharing of WHS information across the organisation is enabled. Issues are pro-actively surveyed and managed. Possible WHS threats are identified through business systems. | WHS education, awareness and skills is innovative, integrated, timely, interesting, relevant, and well received. | Occupational health capabilities is fully integrated and holistic in approach. | Risk management approaches transcending internal and external boundaries and enable greater association of the situation. | Systems of work are improved through collaboration, innovation, and integration. | WHS is a business enhancer. | Partnerships with contractors and suppliers enables mutual improvement of WHS performance. | Emergency planning processes are integrated with business continuity, security, environment, and critical infrastructure management. Joint emergency responses are practiced. Lessons learned are linked to continuous improvement. | Response is fully integrated with business continuity, environmental protection, security and critical infrastructure management and continuous improvement. | Treatment regimes are proactively evaluated for effectiveness, including both internal and external evaluation. | Culture supports a more holistic and open evaluation of incidents and enables more innovative and integrated approaches to prevention. | Departments within the organisation collaborate to maximise opportunities for the placement and retention of injured workers. | Focus on retention through rehabilitation. |
| Preserve business outcomes | Protective | Level 3 | Alignment, closed loop and linkage across the business established with associated emphasis on hazard prevention. The organisations culture is characterized as systemic. | Leaders seek improvement beyond compliance and drive a culture of continuous improvement and systematic approaches. | WHS performance is outcome and improvement focused. Indicators target systematic and preventative approaches. | WHS information is communicated to and from workers. WHS representatives are actively engaged in consultation roles. | WHS system is based on sound principles and standards, with closed-loop continuous improvement and associated performance and assurance mechanisms. | WHS information enables identification of injury and illness causes, supports more informed decision making and feedback, and systematically addresses and closes-out issues to embed improvements. | Individual and corporate skill levels ensure everyone can work in a safe and healthy manner. Training and awareness products cover the full spectrum of the WHS management system. | Occupational health risks are proactively identified through surveillance, research and observation. Associated management regimes implemented and monitored. | Hazard identification and risk management practices are systematic and involve a broad range of foreseeable situations. | Systems of work are continuously improved, based on sound analysis and feedback. | WHS is an integrated part of engineering and equipment lifecycles. | Contractor and supplier WHS performance is monitored, reviewed and improved. | Tailored plans, procedures and emergency warden structures are in place and tested. Emergency organisation is competent and authorized. Policies are fully implemented. | Response is in accordance with documented and approved local emergency response procedures. Basic business continuity and recovery plans enacted. | Treatment is further deferred to include secondary victims and early prevention of secondary injury. | Causes and impact of incidents established. Lifecycle of incidents work-flowed and closed-out. | Effective interventions occur as soon as possible. Focus is on ability and capability rather than injury and incapacity. The organisation has an injury management system in place. | Access to compensation is facilitated in a manner that encourages worker retention and addressing of underlying causal factors. |
| | Managed | Level 2 | Compliance oriented WHS management system, with an associated audit regime. Organizational culture is characterized as compliant. | Leaders accept responsibility for the health, safety and welfare of their workers and take practical steps to achieve compliance with relevant regulations and policies. | WHS performance is defined by fulfilment of responsibilities for ensuring a safety and healthy workplace. | WHS policies are documented and communicated to all interested parties. Communication and consultation approaches focus on achievement of legislative requirements. | WHS systems are a collection of policies and arrangements that focus on achievement of compliance. | Reporting, data storage and tracking occurs in alignment with WHS regulatory requirements. | WHS training, induction and awareness is delivered to meet compliance requirements. | Occupational health is conducted according to regulatory requirements. Individuals are aware of known occupational risks defined by regulations and associated worker monitoring. | Hazard identification and risk management uses consistent and relevant risk calculators and compliance oriented checks. | Systems of work are safe, documented and followed. Workplace procedures are compliant. | WHS is part of the engineering and equipment lifecycles. | Specific WHS obligations are part of contractual arrangements. Contractors and suppliers working on site are included in the organization's expectations and hazards and subject to corrective action. | Generic plans, procedures and emergency warden structures are in place. Local training and equipment is inconsistently delivered. Post-emergency debriefing process is in place. Workforce is aware of emergency arrangements. | The range of incidents and illness scenarios is predicted and treatment regimes planned, practiced and documented. | All incidents are reported and action taken to address immediate and obvious cause. | Policies and procedures comply with legislative requirements. Rehabilitation is externally driven, with largely passive workforce leaders. | Claims driven processes rather than preventative approach. | |
| Decreasing business outcomes | Reactive | Level 1 | Absent, fragmented and/or disconnected management system, with resulting confusion of intent, priorities, roles and preferred practices. Organizational culture is characterized as reactive. | Workplace leaders recognize WHS is important, however inconsistent approaches and execution prevent improvement. Personal values incidents and costs drive activity. | WHS performance is confined to holding individuals accountable in response to an incident. | Policies are documented and WHS committees, meetings and/or groups are established. | Inconsistent roles and practices. Initial policies define the WHS system and accountability. | Information is isolated and incomplete. A culture of non-reporting and reaction reduced the usefulness of data obtained. | Competences and proficiencies to meet compliance requirements are defined but not fully implemented or relevant to the nature of the organisations business. | Occupational health practices are inconsistent and sometimes out of alignment with accurate risks. Reaction to exposure or illness occurs once people are affected. | Hazard identification occurs for the most visible hazards. Risk management is often reactive and uses variable methodologies. | Systems of work lack consistent coverage and implementation. | WHS is a low priority throughout the engineering and equipment lifecycles. | A hands off approach to contract management creates a lack of responsibility regarding WHS risks and practices. | Emergency planning processes, terminology and stakeholder engagement is inconsistent. Approach to emergency risk management is generally based on assumptions and tradition. | Response is inconsistent and limited by immediately available resources, natural leadership and self preservation instinct. | Treatment is focused on immediate and obvious injury. Procedures are standardised rather than focused on particular workplace profiles and risks. | Incident reporting is inconsistent with minimal feedback and work flow. | Rehabilitation occurs on an ad hoc basis. Procedures are poorly communicated and not understood. | Culture of deferring claim lodgement until separation of employment occurs, mitigating early rehabilitation and legitimate access to compensations. |

Increasing consistency, integration, and commitment to safety

| | | | | | | | | |
|------------------------------|----------------------|--|--|---|---|---|---|--|
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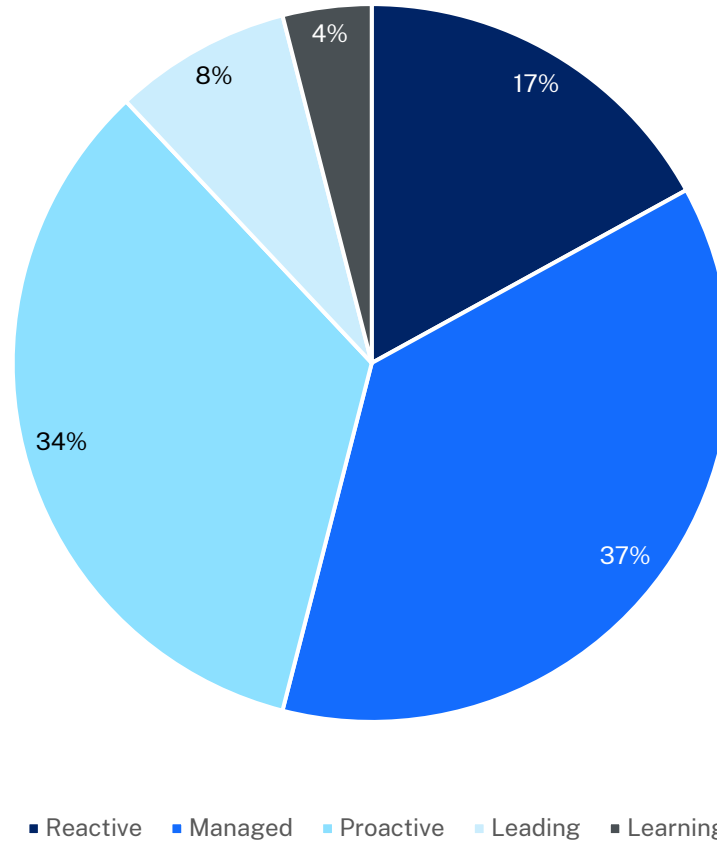
Results

What leadership maturity level is your organisation?



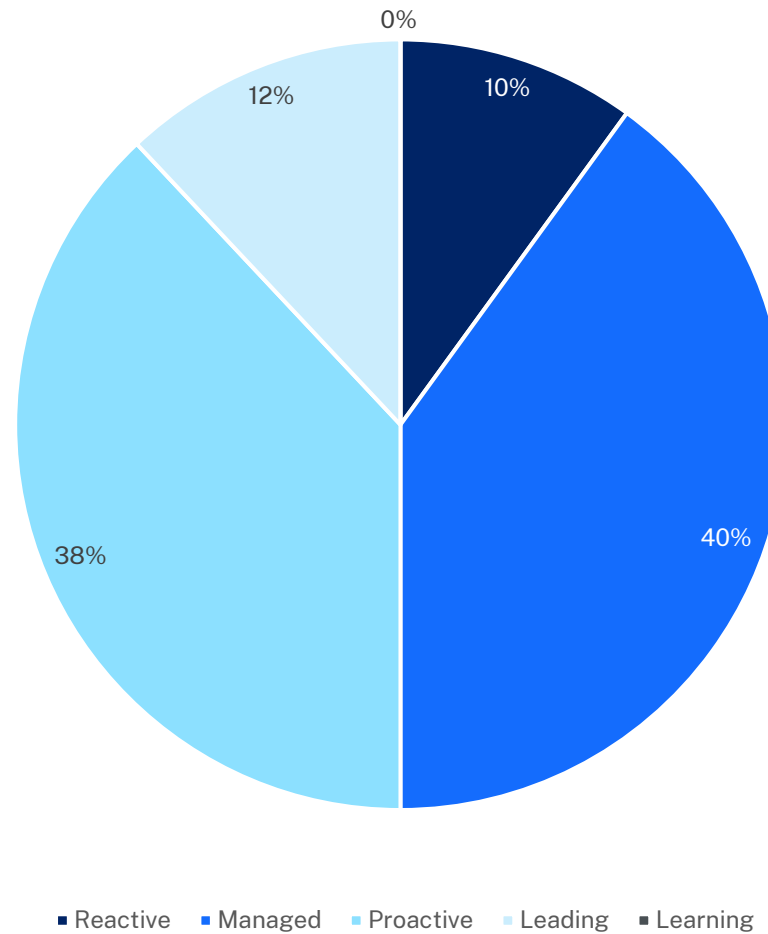
Results

Hazard Identification and Risk Management



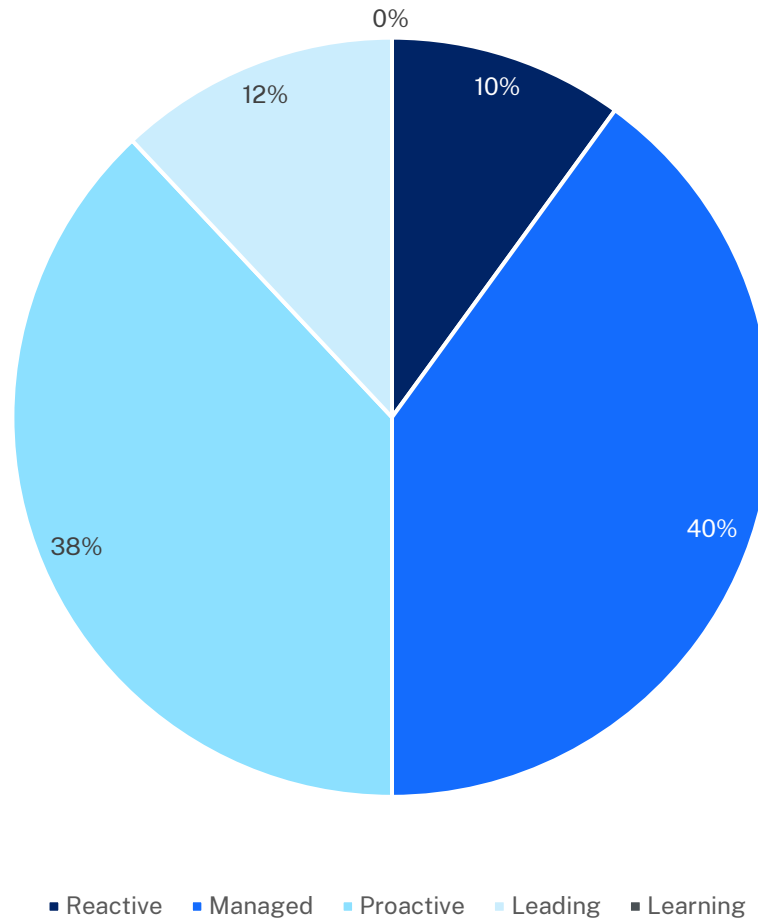
Results

Infrastructure, Plant and Equipment



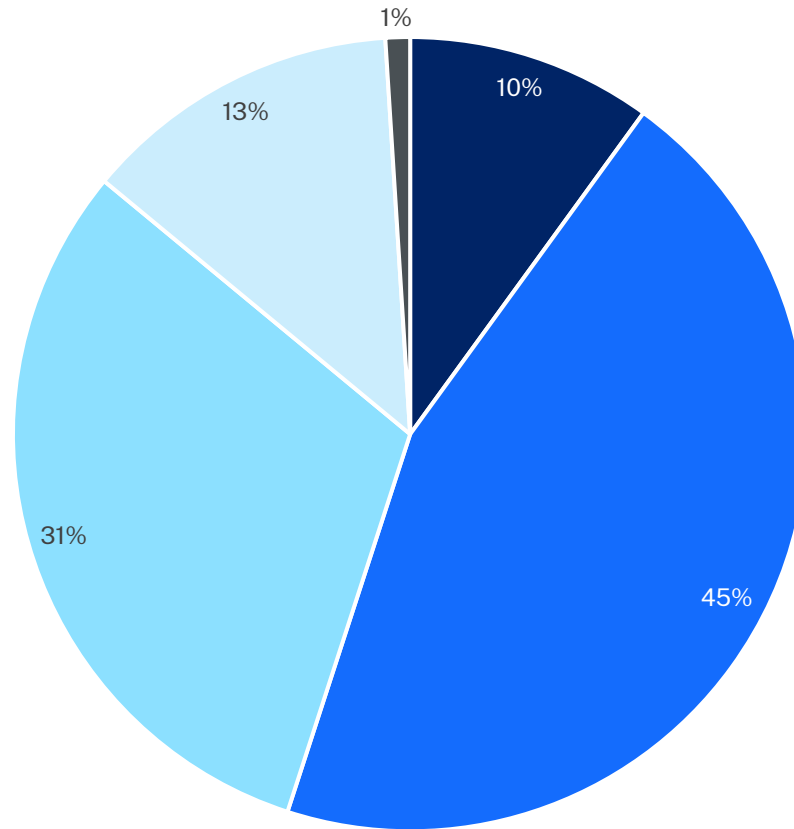
Results

Incident Management



Results

Contractor and Supplier Management

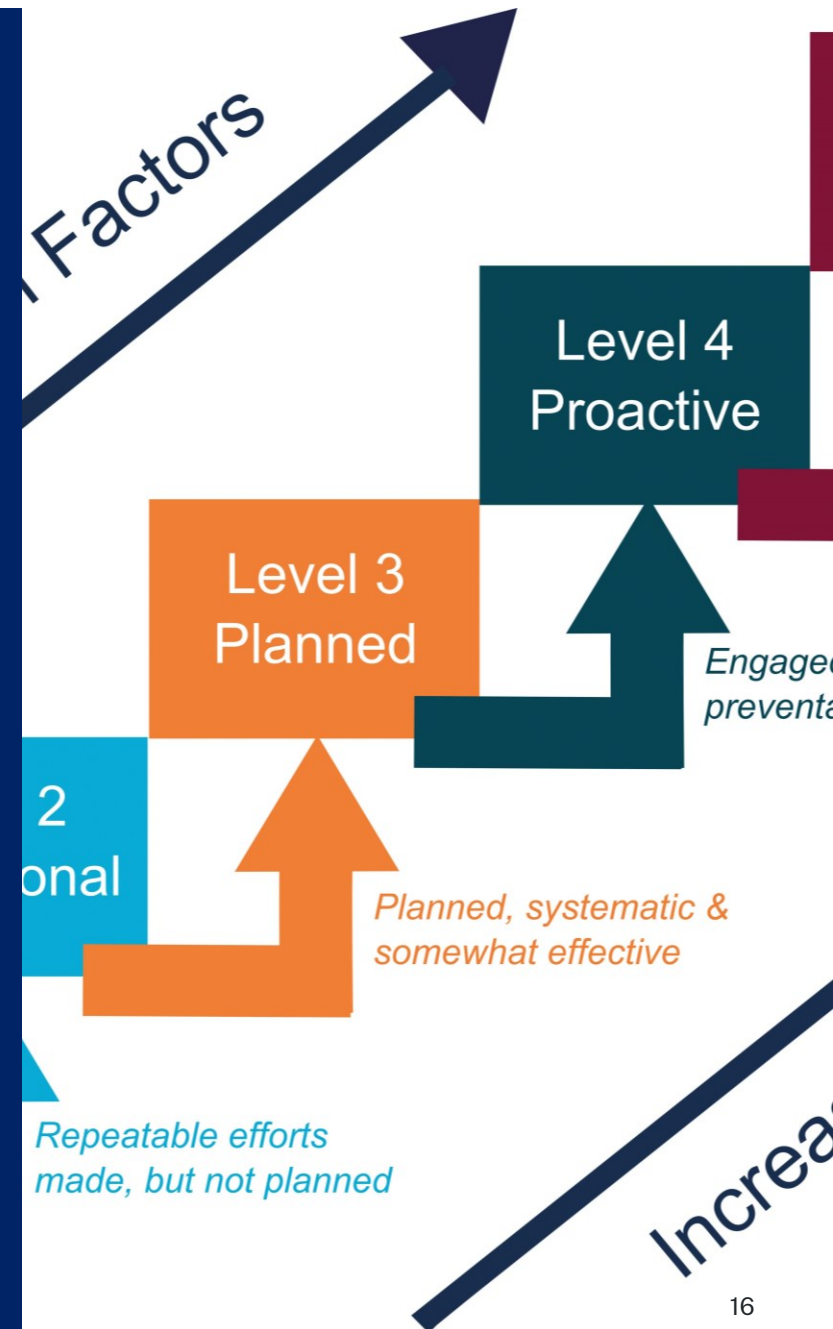


■ Reactive ■ Managed ■ Proactive ■ Leading ■ Learning

Results?

Are they what you expected?

Do you think a tool like this is useful for councils?



Conclusion

Having a systematic approach can eliminate “white noise”.

Understanding the maturity of your WHSMS and setting goals for improvement helps give focus .

Simplicity is key

Questions?