Regional Safety Summits

Integrated Management Systems and WHSMS Maturity Modelling

Continuous improvement

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Integrated Systems Management

One System to Unite Them All:

Quality Management System:

- Engineering

- Safety

- Environment

- Business Management

- Human Resources

Integrated Management Systems:

The benefits:

- **Document reviews**

- **Document control**

- **Central repository**

- **Consistency in approach**

- **Eliminates unnecessary activities**

- **Improves organisation performance**

PRINCIPLES OF QUALITY MANAGEMENT

1. Customer Focus
2. Leadership
3. Engagement of People
4. Process Approach
5. Continuous Improvement
6. Evidence-Based Approach
7. Relationship Management

Managing safety in hazardous industries

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.

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Safety Management Systems

Benefits of a mature WHSMS

Reduces injuries

Reduces costs

Improves productivity

Improves reputation

Improves meeting legislative requirements

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Work Health and Safety Maturity Model
A Systematic Approach to Managing WHS Improvement

	Leadership		Governance		Support		Prevention						Management				Compensation
Theme	Leadership	Performance Management	Communication & Consultation	Governance & Systems Assurance	WHS Information	Education, Awareness & Skilling	Occupational Health	Hazard Identification & risk management	Systems of work	Infrastructure, plant & equipment	Contractor & supplier management	Emergency preparedness	Emergency response	Treatment	Incident management	Rehabilitation	Compensation
(description)	Able to make sound judgements and influence behaviour to optimise 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: systems, policies, arrangements, monitoring regime	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 roles.	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.	Operate to consistently high WHS standards.	The organisation is ready to respond quickly and effectively to protect its people and assets/resources.	The organisation 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 capability 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 retention 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. Organisational culture is characterised as mindful.

Leadership	Performance Management	Communication & Consultation	Governance & Systems Assurance	WHS Information	Education, Awareness & Skilling	Occupational Health	Hazard Identification & risk management	Systems of work	Infrastructure, plant & equipment	Contractor & supplier management	Emergency preparedness	Emergency response	Treatment	Incident management	Rehabilitation	Compensation
Organisational leaders are sought out for their credentials in WHS leadership.	The organisation sets a business leading WHS performance standard.	Organisational contractors and third parties are well informed and can openly and quickly address WHS issues and opportunities.	Organisational systems are highly effective in all situations and recognised as leading practice.	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 organisations workplaces are safe, healthy and successful.	WHS is a business optimiser.	Contractors and suppliers contribute to the organisations capability and operate at leading practice levels.	Stakeholders have a high degree of confidence in the organisations ability to manage emergencies and protect its people.	Emergency response demonstrates the organisations expertise in emergency management. The community feels safe and trust the organisation to protect its people and interests.	The organisation practices for all types of treatments that are recognised as leading practice. Consequences of injuries are minimised and organisational capability is maximised.	Incident processes are robust and recognised as leading practice, resulting in future incidents being mitigated.	Injury management systems are continually evaluated, revised, and improved. Workers and the organisation are satisfied with outcomes.	Compensation costs and rehabilitation levels are at leading practice.

Learning — Level 4 — WHS is embedded into the organisations business and related management systems. Improvement is holistic, innovated and integrated. The organisations culture is characterised as learning.

Leadership	Performance Management	Communication & Consultation	Governance & Systems Assurance	WHS Information	Education, Awareness & Skilling	Occupational Health	Hazard Identification & risk management	Systems of work	Infrastructure, plant & equipment	Contractor & supplier management	Emergency preparedness	Emergency response	Treatment	Incident management	Rehabilitation	Compensation
Leaders have exhausted 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 reflect integration of WHS in general business.	All areas of the organisation work to high standards of WHS performance with underpinning assurance mechanisms enabling 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 skilling is innovative, integrated, timely, interesting, relevant, and well received.	Occupational health capability is fully integrated and holistic in approach.	Risk management approaches transcend internal and external boundaries and enable greater appreciation 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.

Preserving business outcomes

Proactive — Level 3 — Alignment, closed loop and linkages across the business established with associated emphasis on hazard prevention. The organisations culture is characterised as systemic.

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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 authorised. 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 defined to include secondary victims and early prevention of secondary injury.	Cause 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.

Decreasing business outcomes

Managed — Level 2 — Compliance oriented WHS management system, with an associated auditing regime. Organisational culture is characterised as compliant.

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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 fulfillment of responsibilities for ensuring a safe and healthy workplace.	WHS policies are documented and communicated to all interested parties. Communication and consultation approaches focus on achievement of compliance.	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 inducted in the organisation'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.	Response is consistent with basic local emergency response procedures.	The range of incident 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.

Reactive — Level 1 — Absent, fragmented and/or disconnected management system, with resulting confusion of intent, priorities, roles and preferred practices. Organisational culture is characterised as reactive.

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Workplace leaders recognise 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 accountabilities.	Information is isolated and incomplete. A culture of non-reporting and reaction reduced the usefulness of data obtained.	Competencies 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 exposure 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 emergency 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 exists, mitigating early rehabilitation and legitimate access to compensation.

Increasing consistency, integration, and commitment to safety

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Preserving business outcomes	Proactive	Level 3	Alignment, closed loop and linkages across the business established with associated emphasis on hazard prevention. The organisations culture is characterised 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.
Decreasing business outcomes	Managed	Level 2	Compliance oriented WHS management system, with an associated auditing regimes. Organisational culture is characterised 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 fulfillment 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.
	Reactive	Level 1	Absent, fragmented and/or, disconnected management system, with resulting confusion of intent, priorities, roles and preferred practices. Organisational culture is characterised as	Workplace leaders recognise 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 accountabilities.	Information is isolated and incomplete. A culture of non-reporting and reaction reduced the usefulness of data obtained.	Competencies and proficiencies to meet compliance requirements are defined but not fully implemented or relevant to the nature of the organisations business.

Results?

Are they what you expected?

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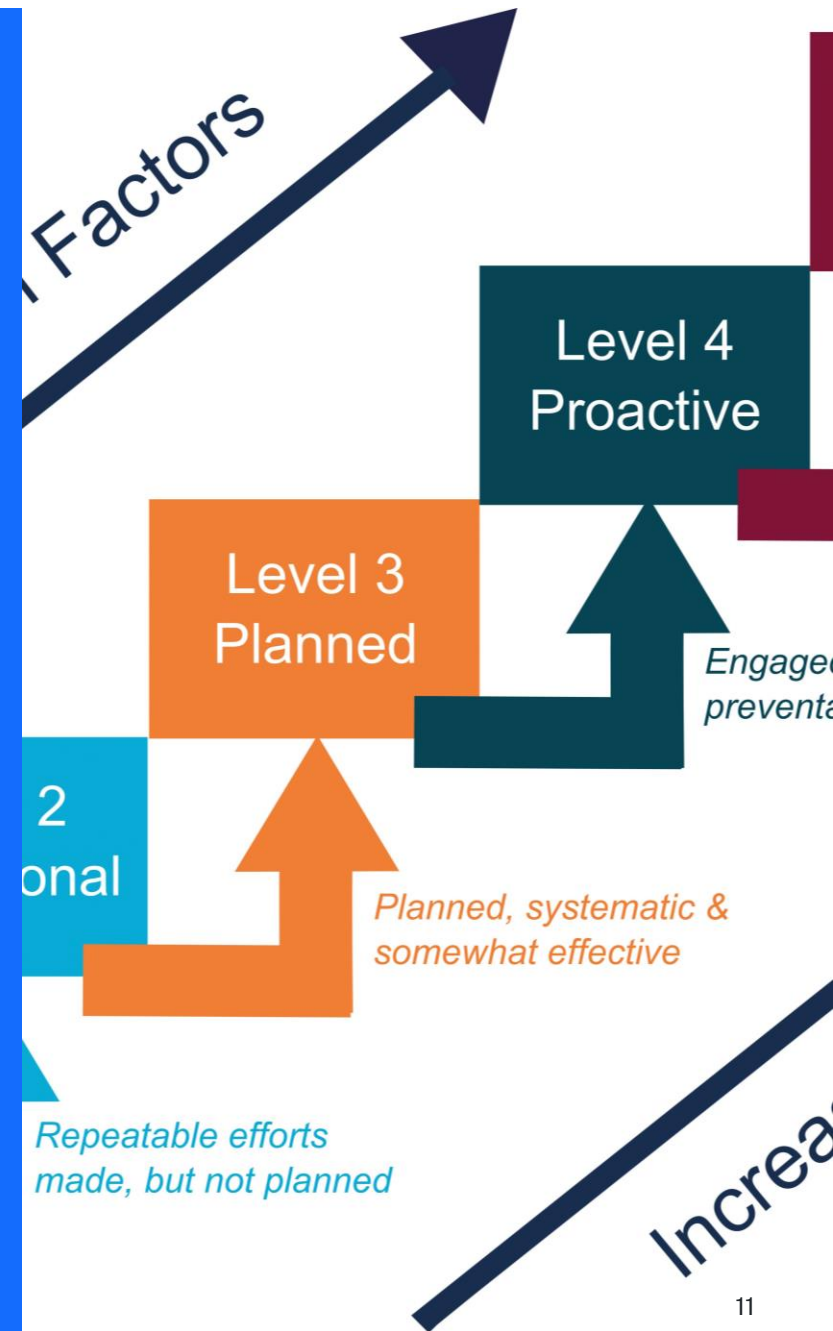
Conclusion

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?