

FUNDAMENTALS

Element	Effectiveness Rating - 1	Effectiveness Rating - 2	Effectiveness Rating - 3
1 Commitment and Leadership	<p>CEO, MD and senior managers do not believe that adopting responsible WHS practices is important, and few, if any, resources have been allocated towards it. Management and employees show little understanding of WHS issues, other than Workers Compensation. The focus for WHS management is therefore reactive in nature, rather than being proactive. Workplace assessment and preventative action is rarely undertaken - the focus is on reacting to accidents. WHS management is not integrated into routine management systems. Both managers and employees have little awareness of their legal responsibilities.</p>	<p>Managers recognise their legal "duty of care" but devolve responsibility for WHS management to a separate WHS unit/officer. It's rarely seen as a personal responsibility by management. There is a general lack of awareness that management commitment should be demonstrated and that resources should be allocated. There may be a WHS policy and some WHS-specific procedures, but WHS is not considered a mainstream business issue. Management and employees may understand some WHS-specific issues other than Workers Compensation, but there is still a focus on reacting to issues, rather than taking a proactive stance against them or applying preventative measures. The concept of continuous improvement has not been developed to its full possible extent. The target for management is to comply with legal minimum standards.</p>	<p>Managers are demonstrably committed to WHS management, shown through their visible involvement in the development of strategies, goals, structures and systems, which address this area. The necessary resources, both human and financial, have been allocated for the implementation of WHS management. WHS has been included as a critical success factor in business planning processes and, as a result, WHS parameters are a part of all senior management performance evaluations. Responsibility and accountability is also defined at all other levels of the organisation. Staff is able to explain the intention and strategy of initiatives and have a good understanding of most WHS-specific issues. A system of continuous improvement is embraced.</p>
2 Organisation and Structure	<p>No one has been assigned responsibility for coordinating and driving the implementation of WHS management. Few, if any, structures are in place (e.g. an WHS Committee) to encourage employee participation or communication across the entire organisation. Decisions relevant to WHS are made by senior management without consultation with the employees who may be affected by them.</p>	<p>Some structures are in place to encourage the participation of employees in WHS management e.g. WHS committee, but these may not represent the interests of all employees. Meetings may not be well prepared or attended and may be more reactive in nature rather than addressing issues such as problem-solving, planning, etc. in a proactive manner. Senior management generally makes decisions relevant to WHS, but supervisors may be consulted.</p>	<p>Structures are in place to support the distribution of responsibility and accountability, with at least one senior manager having overall responsibility for the direction of WHS management. An active WHS committee or other forum encourages participation in WHS management by all employees. Meetings are well attended and followed up and address the policy and planning issues of WHS management amongst other things. Decisions regarding WHS are made with the involvement of those likely to be affected.</p>
3 Policy and Planning System	<p>Few if any documented policies, plans, strategies, objectives, vision or mission statements exist. Management plans largely financial or production-focussed. Policies and plans are developed with little or no involvement from stakeholders, including employees, clients, suppliers and contractors.</p>	<p>Some documented policies and plans exist but focus of corporate planning is still largely finance and production-related. Policies and plans may be developed with some involvement of those affected (e.g. employees) but are poorly communicated. There is little or no involvement of suppliers, contractors, clients in the development and measurement of policies and plans.</p>	<p>Policies and plans are systematically developed in conjunction with all other business policies and plans. To gain commitment for their implementation, policies and plans are developed with the involvement of those affected (including employees, suppliers, contractors and clients) and fully documented and communicated. Progress against them is measured against performance targets.</p>

MANAGEMENT OF THE WORK ENVIRONMENT

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4 Hazard Identification Analysis and Control System	There is no system in place for identifying and analysing hazards, and assessing and eliminating or controlling risks from noise, manual handling, dusts, heat, chemicals etc. In addition, there is no monitoring of exposure to these elements. Employees are not consulted regarding hazards until after an accident has occurred. There is a focus on "individual responsibility" rather than inherent hazards of the environment or work which can be eliminated	There is limited, largely ad hoc monitoring and risk identification, analysis and control. The approach is not aimed at eliminating hazards at source. There is a reliance on PPE. Any solutions developed for hazard controls are rarely implemented across all sites or reflected in documented work practices, education and training programs etc. Focus for change still largely linked to accidents and there is a perception by employees that company will still attribute blame primarily to the worker.	Systems in place for monitoring exposures, identifying and analysing hazards, and assessing and eliminating or controlling risks from noise, manual handling, dusts, heat, chemicals etc. There is a focus on the inherent hazards of the environment and work, which can be eliminated. Findings are reflected in updated work practices, training and education programs and other administrative systems. All employees assist in the hazard program
5 Materials, Chemicals, Plant and Equipment Management System	There is no focus on eliminating at source any hazards associated with materials, chemicals, plant and equipment. No system is in place for setting minimum standards relating to the safe use, storage, handling, disposal, design and maintenance of materials, chemicals, plant and equipment	There is some awareness of the need to eliminate hazards at source, but any actions undertaken are largely ad hoc in nature. Some minimum workplace and contract standards surrounding materials, chemicals, plant and equipment exist, but suppliers, contractors and clients are rarely involved in the development of these.	Hazards from materials, chemicals, plant and equipment are identified and controlled as much as possible at source, as a result of consultation with employees, suppliers, contractors and clients. Examples of "not-at-source" controls that are used include MSDs, chemical labelling, preventative maintenance, training etc.
6 Work Practices System	Work practices ad hoc in nature and usually not documented. Employees are not consulted on their development and there is no system in place for tailoring work practices/procedures to the needs of specific worksites. Work practices are generally only reviewed when an accident occurs. WHS-specific practices are not linked to training programs, hazard identification systems, equipment maintenance programs or relevant emergency, security or environmental procedures.	Some work practices may be documented but are generally not communicated to the workforce. Some employees consulted on an ad hoc basis for the development of work practices. There may be some WHS-specific procedures, but WHS is rarely integrated into normal business practices.	Work practices are thoroughly documented and communicated to the workforce. They include procedures that are easy to understand and in relevant languages, are communicated and accessible to all, are adapted to various sites and conditions, are regularly reviewed and updated, etc. Employees are consulted in the development of work practices and are trained in their use. There are clear linkages between WHS-specific procedures and other work practices.
7 Education, Training and communication system	There is little or no education or training undertaken. Internal communication is poor with few structures to facilitate communication upwards or downwards. Language and literacy issues are not addressed and no training is undertaken. Communication externally (e.g. with suppliers, clients or other companies) is minimal.	Some training (induction, limited WHS) may be undertaken, but is not designed to encourage a preventative, and participative approach to WHS management. Language and literacy issues are rarely addressed. Employees are not consulted on the content of training or education programs. There is some external communication, but internal communication is mainly downwards, with few opportunities for upwards or cross-organisational communication	Training and communication is designed to ensure that employees, clients, suppliers, contractors, are able to integrate WHS into their daily activities. Employees are involved in the development and delivery of training. Communication and training is provided in languages appropriate to the workforce. Induction training (including WHS) and WHS-related training is undertaken. Communication channels are established for both upward and downward communication.

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8 First Aid	Employees are generally not trained in basic first aid or emergency procedures. First aid kits are supplied, but may not always be appropriate for needs.	Few employees are trained in first aid, but most will have access to a trained first aider. Equipment supplied on all sites complies with legal requirements.	All employees are trained in basic first aid. First aid equipment is supplied appropriate to needs and accessible to all. Equipment is regularly checked and restocked.
9 Accident/ Incident Reporting and Investigation System	Incidents and near misses are not reported or investigated. Accident reporting is related only to Workers Comp claims. There is little or no investigation of causes or remedial action taken to prevent re-occurrence.	Some accident/incident reporting occurs, but there is no system to ensure consistency. Some investigation occurs, but remedial plans rarely implemented completely.	Systems and procedures are in place for reporting and investigating all incidents and accidents, and for developing remedial action plans. Work practices, purchasing policies and maintenance programs etc. are altered as a result of investigation. "No blame" policy is communicated to employees
10 Rehabilitation	Little or no attention paid to rehabilitation. Only the legally required policy is in place	Rehabilitation policies and procedures are in place, but support for them from management and employees are marginal. Only workplace injury/illness is considered	Rehabilitation policies and procedures deal with both workplace and non workplace illness and injury. Rehabilitation programs involve and are agreed to by all relevant parties, and are supported by the whole workforce.
11 Supplier and Contractor Management	Suppliers and contractors are not selected on the basis of demonstrated WHS management. They are rarely involved in the design or development of products specifically suited to an organisation's requirements. They are not bound by or involved in setting company standards relating to WHS management.	Suppliers/contractors may be selected on the basis of some demonstrated WHS management principles. They may be involved in the development or design of equipment relevant to an organisation's needs, and may be contractually bound to comply with company WHS standards.	Suppliers and contractors are selected on the basis of demonstrated WHS management. They are involved in the design and placement of equipment suitable to an organisation's needs, as well as training and ongoing evaluation. They are contractually bound to comply with company WHS standards.
12 Client Involvement	Clients are not informed of company WHS standards or involved in the cleaning process beyond setting the contract price.	Clients may be informed of some company standards regarding WHS management but are unlikely to be involved in setting standards for amenities provision, emergency preparedness, waste management hazard elimination programs, WHS Committees etc.	Clients are involved in managing WHS issues on site, including amenities provision, hazard elimination and control programs, waste management facilities, emergency preparedness, WHS Committees etc. prior to and during the contract.
MONITORING AND FEEDBACK			
13 Performance Information and Records	Workers Compensation statistics are the only form of data collected and used to measure performance. Few records or statistics formally kept.	Workers Compensation statistics is still the main WHS performance measure. Targets may be set, but performance against them is rarely tracked. Some records and statistics are kept but are rarely analysed and are therefore inadequate for improving performance.	Broad range of WHS performance information and targets is kept, including quantitative and qualitative data. The emphasis is on "positive" indicators. Information is used as a basis for planning and continuous improvement. All records are kept in a safe and secure manner. Good performance is rewarded