

Case Study 1:	Main Roads Department, Major Projects Directorate
Achievement:	Recipients of WorkSafe WA Gold Certificate of Achievement

<p>Background:</p> <p>➤ About the award</p>	<p>The Major Projects Directorate of Main Roads WA were presented with a Gold Certificate of Achievement from WorkSafe in March 2007.</p> <p>This certificate of achievement recognised that the directorate fulfilled the requirements for the WorkSafe Plan, an assessment methodology developed and promoted by WorkSafe WA that uses 50 indicators to assess an organisation's performance on a scale from inadequate to good practice in five main areas of OSH management (management commitment, planning, consultation, hazard management and training).</p> <p>Major Projects achieved a Silver WorkSafe Plan Certificate in June 2005 and since that time the directorate has been actively committed to reviewing and continuously improving the OSH management systems operating within the directorate.</p> <p>The results of the Silver WorkSafe Plan audit provided several areas of improvement. Two key improvement actions were the development of an OSH risk profile and the initiation of a safety management review.</p>
	<p>➤ Organisation Background</p> <p>Main Roads is Western Australia's State road authority, managing a network of some 17,800 kilometres of National Highways and State Roads with a value of more than \$16.4 billion. Main Roads works in conjunction with Local Government and its local road network in order to create an integrated and efficient transport network that supports the needs of all road users.</p> <p>Major Projects Directorate is Main Roads' centre of expertise for the delivery of large, high value, complex road infrastructure projects. Design and construction works are predominately contracted out and managing these contracts is a core function of the directorate business.</p>

<p>Course of Action:</p> <p>➤ Audit process</p>	<p>Major Projects Directorate used an approved WorkSafe Plan External Assessor to audit the:</p> <ul style="list-style-type: none"> • organisational structure, geographical organisational structure, main organisational functions, work processes, and management methods; • current OSH committee and consultative structures and meeting minutes; • OSH management system documentation and records; • accident/incident and work injury claims occurrences; • OSH aspects of the way in which independent contractors are selected, engaged and managed.
	<p>➤ Purpose and scope of audit</p> <p>The purpose and scope of the audit included:</p> <ul style="list-style-type: none"> • determining the current level of development and implementation of Major Projects' OSH management systems and practices; • determining the level of understanding, compliance with and suitability of, Major Projects' OSH management systems and practices by senior managers, managers, supervisors, and contractors; • identifying and recommending improvements to Major Projects' OSH management systems and practices in a documented report to allow for planned continuous improvement of the system.

<p>➤ Key outcomes of audit</p>	<p>Key outcomes of the audit included providing:</p> <ul style="list-style-type: none"> • an independent view for assessing the status of the current OSH management systems and practices developed and implemented across the directorate; • a framework for improving OSH risk management; • a 'gap analysis' against current OSH legal requirements and thereby providing information to Major Projects senior management to exercise 'due diligence' in meeting OSH statutory legal and common obligations; and • guidance in developing improvement plans to enable a planned, practical and systematic approach to continuous improvement in OSH over time. <p>An average rating score of 75 percent or higher was achieved for each of the five elements in the WorkSafe plan, as well as meeting the required injury performance criteria.</p> <p>The findings indicated a well organised cohesive effort in OSH management by Major Projects, reflecting strong management commitment, good OSH coordination, and effective application and communication within the directorate.</p>
<p><u>What systems exist?</u></p> <p>➤ Risk Management</p>	<p>To develop an OSH risk profile, Major Projects ran a risk management workshop in June 2006. The purpose of the workshop was to assess those direct hazards and risks to the safety of directorate staff and contractors and risks caused by failures in the OSH management systems. Risk treatments were then identified that could be applied to manage those risks as part of a Safety Improvement Plan for the directorate.</p> <p>Before the workshop, all key stakeholders were identified and workshop participants were selected based on their understanding of and interest in safety outcomes for the directorate. A briefing report including a copy of the risk guidelines was distributed, and then feedback on perceived risk exposures from participants was used to form the basis of the workshop risk matrix. The workshop considered risks and risk levels and recommended a series of risk treatments aimed at managing identified risks.</p>
<p>➤ Safety Management Review</p>	<p>A safety management review workshop was conducted in June 2006 to review key parts of the Major Projects Safety Management System and was based on AS 4804 principles.</p> <p>The review included analysing:</p> <ul style="list-style-type: none"> • safety performance • progress towards meeting directorate and OSH Policy Objectives • effectiveness of consultation • procedures and documentation • areas of risk • internal and external changes (including legislation changes) • feedback from stakeholders (directorate representatives, corporate representatives, contractors) • audits (including previous WorkSafe assessments) <p>Another key part of the review was a presentation by one of Major Projects' key contractors who had achieved a Platinum WorkSafe Certificate of Achievement. This allowed the directorate to understand the challenges of achieving and maintaining a high level of OSH performance.</p> <p>The result of the workshop was the development of the Safety Improvement Plan which also incorporated the risks established in the OSH risk workshop.</p>

<p>➤ Safety Management Manual</p>	<p>The existing documentation was revised and developed into a Safety Management Manual in August 2006 to enable a more systematic approach to OSH. The manual was structured around AS 4801 principles and articulated the directorate OSH management system requirements and described how activities and processes are linked together. The manual structure is shown below:</p> <ol style="list-style-type: none"> 1. Purpose of OSH Management System 2. Scope 3. Reference Material (supporting OSH forms, procedures and guidelines, linkages to Main Roads corporate OSH processes and procedures) 4. Definitions of Terms contained in manual 5. System Descriptions <ol style="list-style-type: none"> 5.1. General Requirements of OSH Management System 5.2. OSH Policy (including management commitment statement) 5.3. Planning (OSH risk profile through the development of an OSH Risk Register) <ol style="list-style-type: none"> 5.3.1. Planning identification of hazards, risk assessment and control of risks 5.3.2. Legal and other requirements 5.3.3. Objectives and Targets 5.3.4. OSH Management Plans 5.4. Implementation <ol style="list-style-type: none"> 5.4.1. Structure and responsibility <ol style="list-style-type: none"> 5.4.1.1. Resources 5.4.1.2. Responsibility and accountability 5.4.2. Training and competency 5.4.3. Consultation, communication and reporting <ol style="list-style-type: none"> 5.4.3.1. Consultation 5.4.3.2. Communication 5.4.3.3. Reporting 5.4.4. Documentation 5.4.5. Document and data control 5.4.6. Hazard identification, risk assessment and control of risks <ol style="list-style-type: none"> 5.4.6.1. Hazard identification 5.4.6.2. Risk assessment 5.4.6.3. Control of risks 5.4.6.4. Evaluation 5.4.7. Emergency preparedness and response 5.5. Measurement and Evaluation <ol style="list-style-type: none"> 5.5.1. Monitoring and measurement <ol style="list-style-type: none"> 5.5.1.1. Health surveillance 5.5.2. Incident investigation, corrective and preventative action 5.5.3. Records and records management 5.5.4. OSHMS audit 5.6. Management Review 6. Attachments (eg Safety Management System Diagram, OSH Risk Register, Safety Performance Reporting Process, Safety Improvement Plan, Hazard Register, OSH Audit Program)
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<p><u>Where to Next?</u></p>	<p>The results of the WorkSafe Plan Gold audit have been integrated into the OSH management systems conducting the annual Safety Review and OSH Risk Review. This provides direction for the development of the annual Safety Improvement Plan, which along with management commitment, ensures actions from the plan are carried out.</p> <p>Some special initiatives are being undertaken to emphasise the importance of safety including; currently investigating ways to allow staff at remote project sites access to their health and lifestyle program, and looking at ways to bring awareness to staff about psychological health issues such as burnout.</p> <p>The directorate has set a goal of achieving the WorkSafe Plan Platinum level for the last quarter of 2008.</p>
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