

**Occupational Health Safety and
Environment Review
Monash University**

**Confidential Report of the
OHSE Quality Review Panel**

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OVERVIEW OF THE REVIEW PROCESS

The Occupational Health Safety and Environment Branch ('the OHSE Branch'), located within the Student and Staff Services Division, conducted a self review in January 2003 to determine the efficiency and effectiveness of its approach to quality within the OHSE Branch (the 'Self Review'). The process used for the Self Review was that which is described by the Support Services Guidelines, located at <http://www.adm.monash.edu.au/cheq/support/documents/Guidelines%20for%20Support%20Services%20Review1.pdf>.

The Self Review report was provided to the OHSE Quality Review Panel (the 'Review Panel') on 28 January 2003. The Review Panel consisted of both internal and external representatives. A list of panel members is set out in Appendix 1.

The Review Panel embarked on a series of interviews (refer Appendix 2) to gather relevant data to confirm the content of the Self Review report. The Review Panel thought that it was important to obtain a broad range of views so it spoke with members of the OHSE Branch itself, people who sit on the various OHSE committees, senior management to whom the OHSE Branch reports, users of the OHSE Branch's service, interested stakeholders and employee representatives. A global email was also distributed asking members of the university community for their comments on the OHSE Branch's operations. In total 25 interviews were conducted and 11 written submissions were received (refer Appendix 3 for a list of people who made written submissions).

In addition, a range of key documents of the OHSE Branch were reviewed. A list of these key documents is contained in Appendix 4.

The Review Panel did not specifically seek information in relation to the manner in which the OHSE Branch provides services to Monash's international campuses and centres.

The Review Panel met on 31 March to discuss the key issues derived from the data collection process. The Review Panel met again on 30 April 2003 and confirmed that this report reflects the Review Panel's views in relation to the Quality Review for the OHSE Branch. The project plan for the Review is attached as Appendix 5.

This report contains a summary of the key findings together with a list of commendations and recommendations.

EXECUTIVE SUMMARY

Commendations

1. The Review Panel commends the OHSE Branch for adherence to a quality framework for its business operations.
2. The Review Panel commends the OHSE Branch for its excellent approach to the provision of OHSE services to the university community.
3. The Review Panel commends the OHSE Branch Manager for his demonstration of strong and effective leadership.
4. The Review Panel commends the OHSE Branch on the significant transformation that has occurred in the way in which it delivers services across the university.
5. The Review Panel commends the OHSE Branch for its effective and efficient use of information technology.
6. The Review Panel recognizes the qualifications, skills and expertise of the OHSE Branch and commends the group on its professionalism and service delivery.
7. The Review Panel commends the OHSE Branch for its effective retention of staff.
8. The Review Panel commends the OHSE Branch Manager for encouraging the appropriate professional development of its staff.
9. The Review Panel commends the OHSE Branch for its excellent work in the environment initiatives and for the establishment of a sound relationship with the Monash Environment Institute.

Recommendations

1. That the university undertakes succession planning for the key positions within the OHSE Branch.
2. That the university considers engaging an additional person within the Executive Team of the OHSE Branch to assist the Branch Manager with strategic planning and policy matters.
3. That the role of the OHSE Policy Committee be reconsidered. Once the role is settled, the OHSE Policy Committee should consider who are the most appropriate people to sit on the committee in order to best fulfill that role.
4. That the OHSE Policy Committee play a leadership role in the creation of the OHSE Branch's strategic plan.

5. That the OHSE Branch and the WorkCover Unit consider ways in which they can develop a stronger relationship in order to deliver better services to the university and its clients. Both the OHSE Branch and the WorkCover Unit need to become more strategic in their approach to WorkCover in order to reduce the WorkCover premium and address emerging areas of risk for the university.
6. That the OHSE Branch (in collaboration with the WorkCover unit) conduct an investigation into whether it would be appropriate for some rehabilitation services to be provided by an internal provider.
7. That the OHSE Branch and Community Services consider further opportunities where they can work together, particularly on health initiatives.
8. That the OHSE Branch, Audit and Risk Management and the Compliance Manager continue to work together in order to provide a simple and co-ordinated approach to compliance activities.
9. That faculties and divisions include OHSE matters in their strategic plans.
10. That the OHSE Branch should review the structure of its zone committees to move to a model of coverage that better represents management lines rather than geographic zones or the occupation of space.
11. That the roles and responsibilities of the zone committees and their members be revised with a view to ensuring that they assume roles of governance and co-ordination of OHSE matters and that they monitor and report on these matters.
12. That management within faculties and divisions take responsibility for the delivery of operational OHSE services.
13. That the OHSE Policy Committee develops a paper that considers the extent to which the university intends to address health and lifestyle issues and the roles that various groups within the university should play in these issues.
14. That the OHSE Branch considers its current approach to the dissemination of information and considers ways in which to meet the needs of the zone committees in a more effective way.
15. That the OHSE Branch reconsider ways in which to deliver training programs to rural campuses in order to maximize the opportunities for staff to attend.
16. That the university makes a financial commitment to the important longer term projects of the OHSE Branch, both within the operational budget and from the Facilities and Services funding budget.
17. That consideration be given for the OHSE Branch to have access to funding streams for matters not likely to be prioritized by the current funding arrangements.

18. That the OHSE Branch engages with the broader university in longer term strategic planning to consider the key areas of growth and the likely resources that will be required. Once these are determined, various funding models should then be explored.
19. That the OHSE Branch Manager continues to monitor the workloads of OHSE Branch staff and ensures that ongoing consideration of workload needs is incorporated into the strategic plan.
20. That the OHSE Branch gives consideration as to how it can usefully extend the model of a position jointly funded by the OHSE Branch and a faculty/divisional unit or campus to other areas and organizational units within the university or its controlled entities.

INTRODUCTION

The OHSE Branch sits within the Services and Systems Unit of the Student and Staff Services Division. Its office is located on the Clayton Campus. The OHSE Branch has 20 staff or 15.9 EFT positions and they are all located at the Clayton campus. The Branch is headed by the Manager of OHSE and Human Resources Services. The Manager and two other staff members form the Executive Team.

Over the last 15 years the OHSE Branch has experienced significant growth having commenced operations with 3 people in the mid 1980s. This growth has been driven both by legislation and the growing awareness that having a safe and healthy environment for all that attend the campus is a necessity. Failure to adequately provide for OHSE matters could lead to injured staff or students, expensive litigation and this consequently could have an adverse impact on the university's reputation.

The university is a complex environment from an OHSE perspective, given the rich diversity of study and research that occur on its various campuses. This complexity calls for an OHSE team with a broad range of expertise and experience. The OHSE Branch is generally highly regarded by the university community for its service delivery, approachability, level of expertise, experience and professionalism.

The OHSE Branch inherently adopts the Monash quality cycle approach to its business, with the creation of its strategic and operational plans, attention to key performance indicators, regular monitoring and evaluation of work performed and attention to the need for continuous improvement.

The OHSE Branch has two reporting lines, in that it reports to the Director of Services and Systems and to the OHSE Policy Committee. From an operational perspective, this structure has proven successful, mainly because of the skills and expertise of the OHSE Manager and the confidence that those to whom he reports have in him. The Review Panel found, however, that the OHSE Branch would benefit from greater external guidance and support in relation to the development of strategic directions.

A significant transformation has occurred within the OHSE Branch over the last 3 years under the leadership of the current manager of the OHSE Branch. In particular, the university has witnessed a shift from a coercive compliance approach to one that is built around a philosophy of consultation and co-operation. This is a substantial improvement in the approach to health and safety for the university and the OHSE Branch should be commended for this change.

In addition to the change in philosophy, there has also been a change in structure both within the OHSE Branch and in the zone committee structure. The impact of these changes has meant that the Branch is now better positioned to be effective and efficient in its service delivery. Nevertheless, the Review Panel found that there were still opportunities to improve upon the structure that currently exists to deliver such services and, also, the clarification of roles and responsibilities of managing OHSE across the university.

Before considering the structural and role clarifications, it is necessary to emphasise that the clarifications are based upon a fundamental principle that OHSE is a shared responsibility of the entire university community. At present, it is clear that there is a prevailing attitude within the university that it is up to the OHSE Branch and/or the OHSE Policy Committee to ensure compliance with the relevant laws. The university must understand that the OHSE Branch's role is that of an expert consultant that supports the university community to fulfill their responsibilities. A significant challenge for the OHSE Branch is to educate the university community to understand the Branch's role, and their individual roles, in managing OHSE matters. The Review Panel has made a number of recommendations about this critical issue in the body of the report. In particular, the Review Panel believes that the message will be reinforced by the clarification of roles and responsibilities in four key areas, namely, the OHSE Policy Committee, the Zone Committees, Faculty and Divisional Management and line management. It is recognized that a consequence of this clarification may be that the reporting structures are altered. This Report comments on the type of changes that should be considered and, ultimately, recommends that a review be undertaken.

The driving factor behind the recommendations is that the Review Panel believes that it is important for management within faculties and divisional units to take more responsibility for OHSE and be more accountable for OHSE matters. OHSE is part of core business conducted by the university and everyone has OHSE responsibilities embedded in their routine work. Consequently, the Review Panel has recommended that faculties and divisional units include OHSE matters in their strategic and operational plans. In addition, zone committees should have more of a governance and coordination type role. Operational matters flowing from zone committee decisions should be handled by faculty or divisional management.

The OHSE Branch also has a number of key relationships across the university that are relevant to promoting health and safety in the workplace, for example relationships with the WorkCover Unit and Community Services. The Review Panel found that, in the main, the OHSE Branch had established sound relationships with various groups. However, the relationship between the OHSE Branch and the WorkCover Unit could be improved for the substantial benefit of the university.

The Review Panel confirms that the information contained in the OHSE Self Review document is an accurate reflection of the state of play within the OHSE Branch. We recommend that the OHSE Self Review document be read in conjunction with this report as this report makes reference only to the matters critical to the analysis.

1. Quality Cycle

In reviewing the data collected, the Review Panel found that the OHSE Branch had in general terms engaged in planning, acted on its plans, monitored and evaluated its performance and sought to engage in continuous improvement activities

The OHSE Branch had demonstrated that it had a comprehensive strategic plan and had developed mission statements, that it had translated the strategic items into operational activities, that it had monitored and evaluated its progress in fulfilling the activities through various feedback mechanisms, key performance indicators and compliance tools and had actively sought to improve the current way of performing activities. In other words, the OHSE Branch demonstrated that it had embedded principles of quality within its business operations.

Commendation 1

The Review Panel commends the OHSE Branch for adherence to a quality framework for its business operations.

The Review Panel believed, however, that it was disappointing that the next iteration of the strategic plan had not been completed prior to the expiration of the plan in December 2002. Refer to Section 2.3 for further analysis of this issue.

The Review Panel has attached as Appendix 6 a matrix that considers the ways in which the OHSE Branch has addressed the quality cycle in each of the four key areas of this report, namely:

- Organizational structure, management, quality assurance and improvement
- Core services
- Physical and human resources including IT
- Professional and community activities

The Review Panel felt that the first three of these key areas were the most significant for the OHSE Branch and consequently, the report has focused predominantly on these areas.

2. Organizational Structure, Management, Quality Assurance and Improvement

2.1 Leadership and Structure

The Review Panel is pleased to report that there was almost universal praise for the work of the Branch in delivering high quality, appropriate and timely services to the university community.

Commendation 2

The Review Panel commends the OHSE Branch for its excellent approach to the provision of OHSE services to the university community.

The Review Panel noted that the OHSE Branch is managed by a staff member who is also the manager for Human Resource services. This means that the manager spends approximately half of his time with the OHSE Branch and half of his time managing HR operations. In addition to the manager, there are two other people within the OHSE Executive Team and one of these people also works part-time within the Branch and part-time within a faculty as an OHSE consultant. The staff of the OHSE unit are separated into three main groups, namely:

- OHSE strategy team
- OHSE consultant team
- OHSE administrative team

This structure was an innovation introduced by the manager. The Review Panel was satisfied that the manager of the Branch had demonstrated strong and effective leadership and was responsible for leading the significant transformation of the OHSE Branch. This view was expressed widely across the institution. The creation of the new structure was well received within the OHSE Branch itself and by the client groups who confirmed that the current structure is a more effective way of delivering services.

In addition, there was broad agreement that the Manager was responsible for promoting a work ethic based on consultation and co-operation in service delivery. This was recognized and well received by people across the institution.

Commendation 3

The Review Panel commends the OHSE Branch Manager for his demonstration of strong and effective leadership.

The Review Panel heard, however, that the workload of the Executive Team was quite significant and this was in part caused by two of its members having significant responsibilities in addition to their work arising from being a member of the OHSE Executive Team.

There were also some concerns that while the current structure worked effectively because of the skills and energy of the current OHSE Manager, the University would be exposed to a serious risk in the event that the OHSE Manager left this position. It was evident that in such a situation, the university would lose a significant degree of expertise both in terms of management ability and specialist knowledge within a university context.

Recommendation 1

That the University undertakes succession planning for the key positions within the OHSE Branch.

Recommendation 2

That the university considers engaging an additional person within the Executive Team of the OHSE Branch to assist the Branch Manager with strategic planning and policy matters.

In addition, the university would need to address its needs for HR Services management.

2.2 Reporting Relationship

The OHSE Branch reports to both the OHSE Policy Committee and the Director of Services and Systems. From an operational perspective, this structure has proven successful mainly because of the skills and expertise of the OHSE Manager and the confidence that those to whom he reports hold in him. While substantial data was received in relation to the quality of the service delivery function, the Review Panel found, however, that the OHSE Branch would benefit from greater guidance and support in relation to the development of strategic directions. In essence, the university needs to provide more guidance to the OHSE Branch in terms of what it regards as its key priorities.

The Review Panel has concerns about the role of the OHSE Policy Committee and as a consequence whether there is an appropriate mix of seniority, skills and expertise held by the people who sit on the committee. In terms of role, the Review Panel thinks it is appropriate for the OHSE Policy Committee to have a stronger governance and strategic role, rather than an operational role. The agenda of the OHSE Policy Committee needs to be set by the chair of the committee in consultation with the OHSE manager, rather than having too heavy a reliance placed on the OHSE manager determining the agenda and thus the business priorities. The OHSE Policy Committee should have people on the committee who are aware of OHSE matters on the horizon and who can ensure that a strategic approach is taken to managing these issues. It would also be useful to have people on the committee who can contribute ideas about best practice initiatives adopted in broader industry and have specialist OHSE skills and expertise. The OHSE Policy Committee should be recognized as a significant committee by the University and this should be reflected by having senior representatives on the committee. This mix of skills, seniority and expertise would help the OHSE Policy Committee maintain more of a focus on strategic and governance issues.

Recommendation 3

That the role of the OHSE Policy Committee be reconsidered. Once the role is settled, the OHSE Policy Committee should consider who are the most appropriate people to sit on the committee in order to best fulfill that role.

2.3 Strategic Planning

In addition, the Review Panel was strongly of the view that the OHSE Policy Committee should drive the creation of the strategic plan for the OHSE Branch. The Review Panel was informed that the strategic plan of the OHSE Branch had expired at the end of 2002 and that a new one was presently being developed. It is the Review Panel's view that the creation of the new strategic plan should have occurred well before the last strategic plan expired. It is presumed that the reason for this oversight occurred as a consequence of the two reporting lines, with each entity assuming that the other was responsible for ensuring that the OHSE Branch created a strategic plan. Irrespective of the reason for the delay, the Review Panel believes that the driver of the plan should be the OHSE Policy Committee and that this matter should be addressed as quickly as possible.

Recommendation 4

That the OHSE Policy Committee play a leadership role in the creation of the OHSE Branch's strategic plan.

2.4 Key relationships

2.4.1 Relationship with the WorkCover Unit

The OHSE Branch and the WorkCover Unit report to two different Directors within the university. The OHSE Branch reports to the Director of Services and Systems and the WorkCover Unit reports to the Director of Strategy. Both of these Directors report through to the Divisional Director of Student and Staff Systems. The OHSE Branch and the WorkCover Unit are also physically located in separate buildings, albeit within a few minutes drive from each other.

It is readily apparent, however, that the work of the OHSE Branch can impact the number and type of WorkCover claims that are received by the university. In addition, the OHSE Branch can gain valuable information from analyzing the WorkCover claims, which can be used in risk management and injury prevention plans of the future. Therefore, the work of the OHSE Branch and the WorkCover unit are inherently closely linked and that learning from each other is an important quality cycle initiative.

It appears that staff from the OHSE Branch and the WorkCover Unit meet once a month to discuss broad issues. Other than this meeting, there are no formal mechanisms in place to ensure the exchange of relevant information. The WorkCover Unit representatives do not sit on the OHSE Policy Committee.

Neither group provides input into the other's strategic or operational plan. There is little co-ordination between the two groups in relation to emerging health or safety themes or issues across the university. This is concerning considering that the OHSE Branch has set a WorkCover measure as one of its key performance indicators, ie. the Workers' compensation claim rate per year.

To date, the OHSE Branch has not concerned itself with individual matters once a claim has been reported to the WorkCover Unit. The Branch's focus has been on the number of claims, rather than the costs of claims or patterns of claims, because it believes that the WorkCover claims should be managed by the WorkCover Unit.

The Review Panel noted that the university's confirmed WorkCover premium had increased from \$1,163,792 in 1998/1999 to \$3,346,386 in 2001/2002 financial years, albeit that the confirmed WorkCover premium per employee has almost halved from 1998/1999 to 2001/2002. There are numerous factors that have contributed to this increase such as a rise in the rateable remuneration due to an increase in staffing numbers, EBA related pay increases, and the inclusion of superannuation and FBT costs. In addition, legislative changes and tax changes have also added a further 27% increase to the premium since 1 July 2000. Nevertheless, the WorkCover premium remains a significant cost to the university and the Review Panel believes that the premium could be reduced with greater collaboration between OHSE Branch and the WorkCover Unit.

The Review Panel also heard that from a client's perspective there was a lack of co-ordination between the OHSE Branch and the WorkCover unit and this was frustrating. For example, a staff member may work with an OHSE nurse to manage a potential illness or injury. If the matter escalates to a point where the staff member needs to submit a WorkCover claim, then the staff member is immediately transferred to the WorkCover Unit and the university's external rehabilitation providers. The OHSE nurse has no further involvement in the matter. This could leave the staff member feeling quite disenfranchised and the Review Panel heard that this had happened on a number of occasions.

One possible approach to the achievement of a more seamless operation could be to change the reporting lines of the OHSE Branch and the WorkCover Unit so that both groups would report to the one manager. However, the two groups would still have their own existence even if the reporting lines were merged and the shift in reporting may only blur the issue and pass responsibility up the management line. In other words, the change in reporting lines would not in itself resolve the communication issue. The Panel's view is that a better solution would be to adopt an approach that provides and encourages better communication and a philosophy of collaboration between the two groups.

The Review Panel also firmly believes that the OHSE Branch and the WorkCover Unit need to build a much stronger relationship. To achieve this, the groups should:

- meet more regularly
- share more information
- participate in the development of each other's strategic and operational plans
- consider emerging OHSE themes and develop joint approaches to resolving issues

In working more closely together, the OHSE Branch and the WorkCover Unit will ensure that the learning from workplace illness and injury experiences will be embedded into the risk management and injury prevention plans. This will embed an important quality cycle into operational practices.

Recommendation 5

That the OHSE Branch and the WorkCover Unit consider ways in which they can develop a stronger relationship in order to deliver better services to the university and its clients. Both the OHSE Branch and the WorkCover Unit need to become more strategic in their approach to WorkCover in order to reduce the WorkCover premium and address emerging areas of risk for the university.

Another important and related issue concerns the provision of rehabilitation services. In the past Monash used internal rehabilitation providers. However, over the last 3 years, the university has used external providers for the delivery of rehabilitation services. A number of interviewees commented to the Review Panel that it would be beneficial to review the current situation to determine whether it would be appropriate to have some services provided internally, as it is beneficial to have providers who are both familiar with the university environment and who can provide better and more regular feedback of a general nature to the OHSE Branch and WorkCover Unit about injury, illness or health themes.

Recommendation 6

That the OHSE Branch (in collaboration with the WorkCover unit) conduct an investigation into whether it would be appropriate for some rehabilitation services to be provided by an internal provider.

2.4.2 Relationship with Community Services

Both the OHSE Branch and Community Services are located within Student and Staff Services, albeit that the groups report to different Directors. Community Services offers a range of services including a medical service and a counseling service. The OHSE Branch has a reasonably good working relationship with Community Services and there are numerous examples of where the two groups have worked closely together, such as with the provision of a vaccination service and in the response to emergencies.

The Review Panel believes, however, that there are further opportunities for the two groups to work together, particularly in the area of 'health services'. The Review Panel comments further in relation to the provision of health services in section 3.2. Consideration should also be given to the establishment of an Employee Assistance Program administered by an external provider.

Recommendation 7

That the OHSE Branch and Community Services consider further opportunities where they can work together, particularly on health initiatives.

Relationship with Audit and Risk Management/Compliance Manager

A significant activity of the OHSE Branch is to manage a compliance program to ensure that the university is taking appropriate steps to fulfill its legal obligations with respect to health and safety matters. There are two other groups within the university that manage compliance activities, namely Audit and Risk Management and the Compliance Manager within the Office of the Deputy Vice-Chancellor (Resources).

The Review Panel heard that some staff, particularly over the last couple of years, had been subjected to a number of time consuming and complex compliance activities. Those interviewees said that they would appreciate compliance activities being co-ordinated and as simple as possible in nature.

The Review Panel also received information to the effect that the three groups involved in compliance activities have been working toward a more simple and co-ordinated approach. The Review Panel is confident that this issue is being adequately addressed in terms of OHSE requirements.

Recommendation 8

That the OHSE Branch, Audit and Risk Management and the Compliance Manager continue to work together in order to provide a simple and co-ordinated approach to compliance activities.

2.5 Clarity of structure, roles and responsibilities

2.5.1 Introduction

The Review Panel has determined that there are a number of ways in which further consideration need to be given to the structure, roles and responsibilities of those groups or individuals involved in OHSE functions. Ensuring that the structural framework and the roles and responsibilities within that framework are sensible and supportive of the tasks that are required to be undertaken is critical to the ultimate success of the function.

The Review Panel believes it is necessary that the role of the OHSE Policy Committee be reviewed in order to ensure that it plays a role more focused on strategic and governance issues. (Refer Section 2.3) Listed below are two other key areas where clarifying the structure, roles and responsibilities of the group and its members is important.

2.5.2 *Zone Committees*

The OHSE Branch has established a framework that provides for the university to be separated into zones for OHSE purposes. There are currently 40 zones throughout the University (refer Appendix 7) and each zone is covered by a zone committee. Whilst some zones are geographically based, the majority fall within a line management structure by either department or faculty. Where there are a number of faculties or departments represented in a building, they pool together to form the membership of the zone committee. It should also be noted that there is no formal reporting line between the zone committees and the OHSE Policy Committee and in most instances there is no formal reporting line between the zone committees and the faculty or divisional unit or the OHSE Policy Committee and the faculties or divisional units. The impact of this is that OHSE matters are predominantly dealt with at departmental level and that the faculties are not directly involved.

It appears that it is the current role of these zone committees to be responsible for both operational and governance OHSE matters within the zone. A list of the key functions of zone committees has been extracted from the OHSE website and included as Appendix 7. Indeed, it is the zone committees that often administer various OHSE services, including key operational activities like work site inspections and building evacuations.

The Review Panel received data from numerous members of zone committees to the effect that the workload of zone committee members is substantial and there is not always enough time to complete the required activities. There is also a growing sense around the university that it will become more and more difficult to obtain staff to sit on zone committees, as staff realize it is a significant time commitment.

There are no rewards for sitting on zone committees, other than furthering knowledge of OHSE matters, establishing broader networks within the university and obtaining a greater appreciation of how committees operate within a university context.

As a consequence of the zone committees being structured and operating in this way, it appears that a majority of faculties and divisional units do not treat OHSE as a part of operations and, indeed, OHSE matters are not incorporated into strategic or business plans. In fact, there is a sense that OHSE matters are managed and dealt with by the OHSE Branch and the zone committees and, therefore, the faculties and divisional units do not need to do anything about it.

This approach to OHSE is contrary to the philosophy that is being established across the university by the OHSE Branch, which is that OHSE is everybody's responsibility. As every person undertakes their day-to-day job, they should be cognizant of the OHSE implications of their work and be responsible for identifying OHSE risks and addressing them with the support of the OHSE Branch.

The Review Panel firmly believes that faculty and divisional units must take responsibility for OHSE matters within their control. This will only be achieved if faculties and divisional units include OHSE matters within their strategic, business and operational plans, and if senior management demonstrates its commitment to

OHSE matters on a regular basis, by either becoming involved in zone committees or monitoring progress on OHSE activities within their area.

Recommendation 9

That faculties and divisions include OHSE matters in their strategic plans.

In considering the implications of revising the role of the zone committees, it is highly likely that the zone committee boundaries will need to be renegotiated. The desired impact should be that the zone committees are more structured around faculty or operational business lines, rather than building occupancy.

Recommendation 10

That the OHSE Branch should review the structure of its zone committees to move to a model of coverage that better represents management lines rather than geographic zones or the occupation of space.

The role of the zone committees needs to be clarified. It is the strong view of the Panel that the zone committees should be operating as a governing body that coordinates the activities within the zones, and that zone committees should not take on an operational workload. There should be designated people within the faculties (who do not necessarily sit on the zone committee) that undertake the operational activities as a part of their normal duties. For example, if a building evacuation is necessary, then the zone committee should request the building warden to undertake the evacuation. The building warden should then organize the evacuation and report back to the zone committee that the task has been completed. The task of building warden should be an explicit part of that person's engagement profile or position description. Likewise, with worksite inspections, the zone committee's role is to inform relevant senior managers that worksite inspections are necessary and then senior management should report back to the zone committees that the worksite inspections have been completed.

Recommendation 11

That the roles and responsibilities of the zone committees and their membership be revised with a view to ensuring that they assume roles of governance and co-ordination of OHSE matters and that they monitor and report on these matters.

In essence, it is the recommendation of the Review Panel that responsibility for OHSE matters should be at the faculty and divisional unit level. The zone committee's role should be to look at key OHSE activities that need to be performed and liaise with various areas to ensure that they are completed. This information should then be communicated back to the OHSE Branch.

Recommendation 12

That management within faculties and divisions take responsibility for the delivery of operational OHSE services.

Faculties and divisions need to consider the resources to be allocated in the strategic plans. To facilitate this, the Review Panel heard that the current zone committees worked more effectively when a Resources Manager sat on the committee as this person would be able to immediately determine whether funds were available for important activities. This highlights the need to have a budgetary or line management person on any committee responsible for the delivery of OHSE services.

2.5.3 Understanding Roles and Responsibilities

Many zone committee members commented that when they joined the zone committees they were unclear as to what role they were to perform on the committee and within their work environments. In some instances there had been confusion as to who was responsible for a particular function and this had led to the duplication of work effort.

While it is recognized that the OHSE Branch does provide training for these roles, it is suggested that it would be beneficial for the OHSE Branch to develop 'induction' materials specifically to assist newcomers to the zone committees. These materials may even need to be campus specific to take into account the differences that exist between campuses.

Regardless of whether the recommendations for the restructuring of the zone committees is taken up, the Review Panel believes that it is necessary that adequate training and support be provided to staff fulfilling roles on the zone committees.

3. Core Services

3.1 Approach to Service Delivery

Almost all interviewees commented that there had been a significant transformation in the manner in which OHSE services were delivered across the university. The Review Panel heard that there had been a definite shift from a coercive compliance approach to one that is co-operative and consultative in nature. Interviewees commented that OHSE staff members were much more visible across the university and this was regarded as a positive initiative. In addition, people were more willing to contact and involve OHSE staff in various matters across the university. Thus issues and problems are now much more likely to be discussed and shared across the institution.

Commendation 4

The Review Panel commends the OHSE Branch on the significant transformation that has occurred in the way in which it delivers services across the university.

3.2 Focus on 'Health'

Interviewees commented to the Review Panel that while the OHSE Branch delivered numerous safety and environment services to the university community, there could be improvements in the kinds of occupational health, or broader health services, provided to the university community.

While it was broadly recognized that the OHSE Branch facilitated some occupational health initiatives such as administering numerous kinds of vaccinations and health tests, there did not seem to be a strategic approach to the delivery of health services to the university community. Indeed, the Review Panel heard that overall health issues were not generally discussed at zone committee meetings. Rather, the focus remained on safety matters such as strains and sprains. There were no specific key performance indicators for the OHSE Branch directed at monitoring health issues.

The OHSE Branch itself recognized that it had a significant role to play in the delivery of occupational health. However, it was unsure as to the extent that it should be involved in broader health or lifestyle issues. One reason for this was that there are other groups across the university that are interested in broader health issues, such as the Health Services and Counselling Services within Community Services. A broad health program would be resource intensive and, perhaps, would require additional skills that do not currently exist within the Branch.

It is also important to note that the Review Panel heard that a growth area in the WorkCover claims was, in fact, stress related claims which is an occupational health issue. As the WorkCover Unit takes a 'claims management' approach and the OHSE Branch does not specifically have a program to address stress related issues, it means that there is no group within the university which is responsible for co-ordinating activities to assist in the reduction of stress claims.

As a consequence, the Review Panel recommends that the OHSE Policy Committee (upon its recommended restructure – refer 2.3) develop a paper as a matter of priority, that considers the extent to which the university intends to address health issues and the roles that various groups, such as the OHSE Branch, Community Services and the WorkCover Unit should play. In developing this paper, consideration should be given to the breadth of health services that the university should provide, areas of key or growing significance to the university, development of key performance indicators and an integrated management approach from prevention through to treatment.

Recommendation 13

That the OHSE Policy Committee develops a paper that considers the extent to which the university intends to address health or lifestyle issues and the roles that various groups within the university should play in these issues.

3.3 Use of information technology

The Review Panel heard that the OHSE Branch utilizes the information technology available to it in an efficient and effective manner. Examples of technology used by the Branch include the management of an effective website, development of CD roms for training purposes, audio and video-conferencing and emails. Special mention was made of the usefulness of the CD rom for contractor induction. Members of the university community commented that they found the website to be user-friendly and informative.

Staff interviewed at campuses other than Clayton found the website and CD roms to be very helpful and suggested that the OHSE Branch should have a greater investment in such technological tools. Staff also commented that the OHSE Branch should consider how video-conferencing could be used to keep staff informed of latest events and how training could be conducted without requiring significant travel on the part of Gippsland staff.

From within the Branch, the Review Panel heard that it would be beneficial to have all computer systems being compatible and working from the same platform.

Commendation 5

The Review Panel commends the OHSE Branch for its effective and efficient use of information technology.

The Review Panel also noted that there appeared to be numerous groups that were available to support the OHSE Branch in delivering information/services electronically and it suggests that the OHSE Branch utilize the services and technologies offered by these groups, for example, Student and Staff Services for inclusion of OHSE materials within “Ask Monash”.

3.4 Distribution of Information

Zone committee members generally commented that they received useful information from the OHSE Branch. There were a number of suggestions as to how the OHSE Branch could improve its dissemination of information. First, there were many requests for clear, precise and brief information as the zone committee members often did not have the time to read through large amounts of material. In addition, zone committee chairpeople thought that it would be useful if the OHSE Branch could provide 'instructions' on what is required to be done with the information, particularly if the information concerns a new policy or procedure. For example, if the policy is new, zone committee members would appreciate guidance in relation to whether it should be circulated broadly, whether there are any particular action items that are required by the policy and whether there are any regular reporting or monitoring systems that need to be established.

The Review Panel also heard from interviewees that sometimes it is difficult to determine whether a particular policy is in draft or final form. This should be clarified on the website and in written documentation to the committees.

Recommendation 14

That the OHSE Branch considers its current approach to the dissemination of information and considers ways in which to meet the needs of the zone committees in a more effective way.

3.5 Services for rural campuses/external locations

The Review Panel met with OHSE representatives based at 2 campuses other than Clayton campus, namely Gippsland and Caulfield. The Review Panel also met with representatives from locations away from Clayton such as hospitals in order to ascertain whether service delivery was consistent across locations.

In the main, the Review Panel found that the OHSE Branch had efficiently and effectively delivered services to all locations. This was mainly achieved through the use of a variety of mechanisms such as the development of a consultant-based model to service the locations, the creation of zone committees and the use of information technology.

Staff commented that they held the OHSE Branch in high regard as OHSE Branch members were readily contactable to provide advice and service. They also felt that because the quality of the service provided was so high, there was a greater demand for face-to-face contact with OHSE consultants.

The Review Panel did hear a number of concerns in relation to all the OHSE consultants being located at the Clayton Campus. The Review Panel believes that there would be substantial benefits to be gained by having some regular physical presence at the Gippsland campus, for example, a physical presence could support local management to deal with OHSE matters and, thereby, serve to minimize the risk of a major accident occurring at Gippsland campus, or if an accident did occur, minimize our liability.

Another area for improvement suggested by representatives from Gippsland was in relation to the delivery of training and information programs. It was felt that more training or information sessions should be conducted at Gippsland campus so that staff did not have to travel so frequently. Alternatively, the OHSE Branch should investigate how information technology, such as video-conferencing and CD roms could be used to overcome the travel problem.

Gippsland representatives also commented that it was difficult to make it to the Clayton campus for one or two hour sessions. It was suggested that the OHSE Branch make the trip from Gippsland worthwhile by ensuring that there were a number of back-to-back training or information sessions within the one day.

Recommendation 15

That the OHSE Branch reconsider ways in which to deliver training programs to rural campuses in order to maximize the opportunities for staff to attend.

3.6 International Service Delivery

The Review Panel did not specifically seek information in relation to the OHSE Branch's service delivery to international campuses and centres. The Review Panel noticed, however, that no reference was made to the delivery of services internationally by any of the OHSE Branch members that were interviewed nor was it mentioned in any of the documentation. It is apparent from this that the OHSE Branch has not considered in detail the way in which it will deliver services to the international campuses and centres. Clearly, the policy for this growing facet of the university's operation needs to be defined and made apparent to all staff. Of particular importance is the need for a policy and relevant documentation for staff traveling between campuses.

4. Physical and Human Resources including IT

4.1 Budget

The OHSE Branch has a total operating budget of \$900,000 per year. Of this amount approximately \$780,000 accounts for direct salary costs and consultant fees. The OHSE Branch also has a non-operating budget of \$1.7 million for projects such as asbestos and fume cupboards, and this sum is obtained through funding submissions made to the Facilities and Services Division. The OHSE Branch also has access to \$20,000 of university wide funds and this is allocated to biosafety and radiation safety training courses.

A number of interviewees commented that it would be more appropriate for the OHSE Branch to receive its funding solely through the Student and Staff Services budget and that it was cumbersome to file a funding submission with the Facilities and Services Division. It was also felt that many of the projects that are funded through Facilities and Services are projects that are likely to continue for a long time into the future (ie. at least 30 years) and, therefore, the funding should become more permanent in nature. It was argued that in having more permanent arrangements the OHSE Branch would more readily be able to plan ahead. It was also noted that the Facilities and Services Division would only fund a project that fell within the broad spectrum of the operations of the Facilities and Services Division. This, for instance, would mean that the OHSE Branch could not obtain funding for 'health' type projects from the Facilities and Services Division.

Despite the views expressed above, many members of the senior management team felt that the current funding arrangements were appropriate. It was mentioned that the process to seek funding was not arduous and in many cases, the funding was rolled over from year to year. Where funding was sought for new projects it was felt that it was appropriate that a case be established for the funding.

In having regard to the arguments presented to the Review Panel, the Review Panel believes that the current funding arrangements are appropriate. It should be noted, however, that the OHSE Branch should be given a commitment that longer term funding will be made available for the ongoing projects in order that it can plan accordingly. The operational budget should also cover key projects that may not be prioritized by the current funding arrangements or otherwise, the OHSE Branch should be able to access additional funding sources, where necessary.

Recommendation 16

That the university makes a financial commitment to the important longer term projects of the OHSE Branch, both within the operational budget and from the Facilities and Services funding budget.

Recommendation 17

That consideration be given for the OHSE Branch to have access to funding streams for matters not likely to be prioritized by the current funding arrangements.

In terms of the adequacy of the budget itself, the Review Panel received numerous comments that the OHSE Branch maximized the use of the available resources and that the major services could be delivered appropriately with the funds available. Having said that, the Review Panel noted that there are a number of significant growth areas for the OHSE Branch, such as gene technology, biosafety and health and welfare, and it is anticipated that the OHSE Branch will require more resources over the next couple of years.

An example of this is the National Centre for Excellence in Biotechnology. This initiative has been in the planning for a number of years and it is apparent that there are numerous OHSE implications arising from the Centre's creation and its ongoing work. At present, the OHSE Branch does not have the resources to address the OHSE implications, including an increase in the OHSE staff workload.

Similarly, there needs to be early involvement of the OHSE Branch in the planning of the Synchrotron project.

The Review Panel believes that it is vital that OHSE matters are dealt with in the initial planning stages of any major project, both in terms of services required from the OHSE Branch and the funding available. This will assist the OHSE Branch to engage in long term strategic planning and will ensure the effective and efficient use of available resources.

The OHSE Branch will also need to give consideration to the way in which large projects are funded, for example, the Branch should consider whether it is more appropriate to have a 'user pays' model or a more broadbased funding model.

It is important to note that at the present time there is no direct financial accountability attributed to individual faculties or divisional units for either OHSE initiatives or the cost of the WorkCover premium.

Recommendation 18

That the OHSE Branch engages with the broader university in longer term strategic planning to consider the key areas of growth and the likely resources that will be required. Once these are determined, various funding models should then be explored.

4.2 Staff Qualifications, Skill and Expertise

The OHSE Branch has 20 staff members equating to 15.9 FTE. 88% of the OHSE professional staff have undergraduate degrees in Science, Engineering, Nursing or Medicine and 62% have post-graduate qualifications in the OHSE field. On average the professional staff have 11 years experience in the OHSE field. The administrative staff have an average of 19 years experience in the administrative/secretarial field.

The Review Panel notes that the qualifications, skills and experience of the OHSE Branch are exceptional. Many of the interviewees commented that the OHSE Branch was recognized for its expertise, professionalism, service delivery and knowledge of the university environment.

Commendation 6

The Review Panel recognizes the qualifications, skills and expertise of the OHSE Branch and commends the group on its professionalism and service delivery.

The OHSE Branch relies heavily on the skills and expertise of its staff members and their knowledge of the university environment. The Review Panel recognizes that the OHSE Branch currently undertakes succession planning for key positions within the Branch and we recommend that the Branch continues to engage in such planning. In addition, the Review Panel recommends that the OHSE Branch strategically considers how it can best utilize the services of external consultants. From a long term perspective, it is in the university's best interest to ensure that it does not become too reliant on the services of particular individuals, rather that a team of people who have relevant expertise, experience and knowledge of the university is built. The Review Panel notes that the OHSE Branch has done a very good job in retaining staff and, hence, its skill base and corporate memory, to date.

Commendation 7

The Review Panel commends the OHSE Branch for its effective retention of staff.

4.3 Professional Development

The Review Panel heard that the OHSE Branch is concerned to ensure that its administrative, consulting and strategy staff engage in professional development activities. All internal staff interviewed commented that professional development matters were a part of their performance management plans and that the OHSE Branch Manager was supportive of requests to engage in relevant professional development.

Commendation 8

The Review Panel commends the OHSE Branch Manager for encouraging the appropriate professional development of its staff.

4.4 Workloads

The Review Panel received some data that indicated that the workloads were not even across the Branch. It was stated, however, that the main reason for this unequal distribution were:

- length of service with the OHSE Branch
- experience in OHSE matters
- assignment to new projects where systems and structures need to be created to manage new legislative requirements
- some people's ability to work more efficiently than others or handle numerous activities simultaneously

The Review Panel felt that, in the main, the distribution of work across the Branch was acceptable. Nevertheless, the OHSE Branch Manager would need to carefully monitor the situation. We recommend that special attention be given to the workloads generated by the creation and implementation of new legislative standards and new initiatives within the university.

Recommendation 19

That the OHSE Branch Manager continue to monitor the workloads of OHSE Branch staff and ensures that ongoing consideration of workload needs is incorporated into the strategic plan.

4.5 Shared funding for OHSE/Faculty or Division employee

Over the last couple of years, the OHSE Branch has promoted an arrangement whereby the OHSE Branch and a faculty or divisional unit jointly fund a position. The person in that position would spend half of his or her time in the OHSE Branch and the other half in the relevant faculty or divisional unit. This approach had been taken in those faculties or divisional units where there were greater OHSE risks, eg. Faculty of Science and the Facilities and Services Division.

All who were aware of this arrangement commented favourably, both on the way in which the arrangement was managed and on its outcomes.

The Review Panel felt that this was a successful model and consideration should be given to other areas in which it could be used. It is also suggested that a similar type model could be utilized for rural campuses.

For example, the Review Panel saw significant merit in a position being created at the Gippsland campus, which is jointly funded by Gippsland and the OHSE Branch. The reasoning for this is as follows. At present, there is no OHSE nurse or person who is responsible for managing OHSE initiatives at the Gippsland campus. It appears that whenever a staff member requires medical treatment of any kind, the staff member is sent to the local medical clinic and a WorkCover claim is generated.

The Review Panel believes that if an OHSE position was created at the Gippsland campus this would reduce the number of WorkCover claims and would consequently lead to a reduction in the WorkCover premium overtime. It is suggested that the cost savings would compensate for the cost of the OHSE position. In addition, this person could provide the much needed local support for the zone committees at Gippsland and could help manage the OHSE workload.

Recommendation 20

That the OHSE Branch give consideration as to how it can usefully extend the model of a position jointly funded by the OHSE Branch and a faculty/divisional unit or campus to other areas and organizational units within the university and its controlled entities.

5. Professional and Community Activities

The OHSE Branch engages with the broader OHSE community in a range of different forums. The Review Panel received evidence to the fact that members of the OHSE Branch had presented papers at 14 major OHSE conferences over the last 5 years. In addition, members of the Branch were active on a number of key national OHSE Committees outside of the university.

In addition to the work external to the university, the OHSE Branch has established an excellent relationship with the Monash Environment Institute. The OHSE Branch regularly consults with the Institute on key environmental projects and as a consequence has developed a reputation for leading the field in environmental initiatives.

Commendation 9

The Review Panel commends the OHSE Branch for its excellent work in the environment initiatives and for the establishment of a sound relationship with the Monash Environment Institute.

In 2002, the OHSE Branch conducted a conference for the university. This was an excellent initiative in terms of promoting OHSE work and raising awareness of critical OHSE issues. The Review Panel heard from the university community that this conference was well received.

The OHSE Branch also contributes to the Monash community through participation in advisory committees for people with disabilities and the Work Life Family strategy.

The Review Panel found that the OHSE Branch is cognizant of the need to develop relationships both internal and external to the university. The OHSE Branch recognizes the benefit attributed to the group's operations (and, ultimately to the university itself) by having these important relationships.

Appendices

Appendix 1

Panel Members

Professor Chris Browne (Chair)

Ms. Amanda Birmingham (Secretary)

Mr. Greg Connell

Mr. David Whitehead

Ms. Karen Stancombe

Ms. Nan Austin

Ms. Sandra Ripper

Mr. David Caple

Centre for Medical and Health Science
Education

Student and Staff Services

Director of Audit and Risk Management

Faculty Manager, Faculty of Engineering

National Tertiary Education Union

Manager OHS, Melbourne Health

Principal Adviser, Injury Prevention

Risk Management, RMIT

David Caple & Associates

Appendix 2

List of Interviews Conducted

Mr. Paul Barton, Manager, OHSE Branch and HR Services
Ms. Michelle Wakelam, OHSE Branch
Dr. Meg Ralph, OHSE Branch
Ms. Rachel Gerber, OHSE Branch
Ms. Anne Ohlmus, OHSE Branch
Mr. Alan Wilson, OHSE Branch
Ms. Ann Tapley, OHSE Branch

Mr. Peter Marshall, Divisional Director, Student and Staff Services
Mr. Peter Yates, Director, Services and Systems, Student and Staff Services
Mr. Stephen Davey, Divisional Director, Facilities and Services
Ms. Anita Dutt, HR Compliance Manager
Ms. Katherine Maniatakis, Workcover
Mr. Nick Thorburn, Compliance Manager
Mr. Robin Coventry, Director, Community Services
Ms. Margaret Pullin, Manager, Personnel Services, Gippsland
Professor Chris Cocklin, Director, Monash Environment Institute
Mr. Brian Starke, Facilities and Services, Gippsland

Mr. Ross Harrison, Zone Committee Chairman, Library
Dr. Rob Medcalf, Zone Committee Chairman, Box Hill Hospital
Ms. Chris Body, Zone Committee Chairman, Gippsland
Mr. Glenn Dooley, Zone Committee Chairman, Gippsland
Dr. Simon Barrett, Zone Committee Chairman, Alfred Hospital
Ms. Janelle Dunn, Safety Officer, Gippsland
Ms. Kay Steel, Safety Officer, Gippsland
Ms. Lyn Daddo, Safety Officer, Gippsland
Mr. Russell Snelton, Safety Officer, Gippsland

Ms. Miranda Phelan, Health and Safety Representative
Mr. Jeffrey Bender, Health and Safety Representative

Ms. Jan Lacy, National Tertiary Education Union
Ms. Michelle Harris, National Tertiary Education Union

Appendix 3

Written Submissions Received

Professor John Price, Mechanical Engineering Department

Mr. Nick Thorburn, Group Manager Compliance, Office of Deputy Vice Chancellor
(Resources)

Mr. Greg Connell, Director, Audit and Risk Management

Patricia Panozzo, Manager, Clayton Residential

Ms. Carol Jackway, Research Officer, School of Information Management and
Systems

Ms. Marie Sutton, Administrative Assistant, MONSEACS

Mr. Gordon Lowe, Lecturer, School of Computer Science and Software Engineering

Ms. Joan Sayers, Operations Manager, Monash University Performing Arts

Mr. Hugh Venables, Mechanical Engineering Workshop

Ms. Tania Hancock, Assistant Employment Coordinator, MONSEACS

Dr Annette Van den Bosch, Lecturer, Visual Culture, Faculty of Arts

Appendix 4

OHSE SUPPORT SERVICES REVIEW Information, Data and Support Documentation

Documents

1. Monash University OHS Strategic Plan 2000-2002
2. OHSE Operational Plan
3. OHSE Organisational Structure
4. Quality Assurance Process Documenting
5. OHSE Operational Plan
6. Service Level Agreements
7. Project Budget Submission
8. Performance Indicator 1999/2000/2001/2002
9. Performance Indicator to 31/12/2002
10. Safety Officer Training Needs Analysis
11. Health & Safety Representative Training Needs Analysis
12. UNSW Risk Management Benchmarking
13. Audit & Risk Management – OHSE Risk Management Summary
14. Go8 University Injury Statistics Comparison Injury Frequency Rate (LTI per 1,000,000 Hrs Worked) 1997-2001
15. Staff & Student Support Services Research Project 2001
16. Audit of environmental practices
17. OHS Policy
18. List of OHS Policies (see below for detail)
19. OHS at Monash
20. OHSE Training Courses Booklet
21. Radiation Safety Multimedia CD
22. Monash Employee Safety Induction CD
23. Monash Contractor Induction CDs (Caulfield, Clayton - Peninsula and Gippsland in progress)
24. Waste Wise Business Program
25. Monash Environment Policy
26. Environment at Monash
27. Monash Green Office Program
28. OHSE Website (See <http://www.adm.monash.edu.au/ohse>)
29. Environment Website (See <http://www.adm.monash.edu.au/ohse/environment>)
30. Budget Submission 2002
31. Budget Control Chart to 30/06/2002
32. OHSE Office Plan
33. Equipment Register
34. Course Attendance Matrix to 31/12/2002
35. OHSE Website Hits/SafetyNet Hits
36. OHSE Staff Profile, Gender, Age and HEW Levels
37. Qualifications/Skills
38. Training Completed by OHSE Staff
39. Annual Reports - 1999, 2000, 2001, 2002
40. OHSE Organisational Responsibilities/Reporting Structure
41. Zone OHSE Committee Membership, Role of Safety Officer and Role of Health

- and Safety Representative
42. Monash Employee Safety Induction Checklist
 43. Monash Employee Safety Induction Summary and OHS Information Sheet
 44. Listing of OHSE References in Other University Documents/Websites
 45. OHSE Mailing Lists
 46. Minutes of OHSEPC Meetings 3/2002 and 4/2002
 47. Minutes of IRAC Meetings 4/2002 and 5/2002
 48. Minutes of RTSC Meetings 2/2002 and 3/2002
 49. Minutes of Biosafety Committee Meeting 4/2002
 50. Minutes of Fire Risk Management Project Committee 5/2002 and 6/2002
 51. Course Attendance Matrix 2002
 52. OHSEPC Agenda 2/2002 showing Strategic Plan Items listed for discussion - see item 2.2, 2.4, 3.2
 53. Analysis of Training Needs - showing review process for planning behind structured programs
 54. Facilities & Services Division Injury Prevention Program - showing planning behind structured programs OHSE Incident Reports Monthly analysis for 2001-2002 - showing trends
 55. Zone OHSE Committee Reports showing information provided to departments by OHSE Consultants
 56. Review of Audit & Risk Management Report for progress

OHSE Policies (<http://www.adm.monash.edu.au/ohse/documents/Docum.htm>)

- ◆ Occupational Health and Safety Policy (Revision 3)
- ◆ First Aid Policy (Revision 2)
- ◆ Policy on working with Human Blood & Body Fluids in Teaching & Research (Revision 1)
- ◆ Policy on Incident Reporting, Investigation & Recording (Revision 2)
- ◆ Policy with Respect to Smoking
- ◆ Ionising Radiation Safety Policy Statement
- ◆ OHS Policy for work and study during times when emergency response is limited
- ◆ Environment Policy March 2000
- ◆ Alcohol and Other Drugs Policy July 2000
- ◆ Immunisation Policy February 2001

Appendix 5

OHSE Quality Review Project Plan

Deliverable	Accountability	Completion Date	Status
Stage 1 - Preparation			
1. Panel Meeting I – Introduction of panel members Introduction of project (J Dixon) Presentation of OHS Self Review (Part 1) (P. Barton)	Chair/Secretary	28 January 2003	Completed
2. Planning Meeting - Discuss approach to review	Chair/Secretary	31 January	Completed
3. Panel Meeting II – Presentation of OHS Self Review (Part 2) (P Barton) Panel questions Discussion of process, confidentiality requirements, distribution of responsibilities and establishment of timeframes	Panel	3 February	Completed
4. Organise Interviews	Chair/Secretary	4 February	Completed
Stage 2 – Data Collection			
1. Attend interviews	Panel members	21 February	Completed
2. Collate data and forward information to secretary	Panel members	28 February	Completed
3. Prepare draft issues document and circulate to panel members	Chair/Secretary	7 March	Completed

4. Panel Meeting III –Consider data Review gaps in data Discuss and debate issues Confirm approach to be taken	Panel	31 March	Completed
Stage 3 – Prepare Report			
1. Draft and review report	Chair/Secretary	14 April	Completed
2. Forward draft to Paul Barton for accuracy check	Secretary	12 April	Completed
3. Forward draft report to Panel	Secretary	14 April	Completed
4. Panel Meeting IV – Discuss final draft of Report	Panel	30 April	Completed
5. Complete final amendments	Chair/Secretary	1 May	Completed
6. Deliver report	Chair	5 May	Completed

Appendix 6

The Quality Matrix

	Evidence of Planning	Evidence of Acting on Plan	Evidence of monitoring and evaluating	Evidence of incorporating improvements
Organisational Structure, management, quality assurance and improvement	Existence of a strategic plan (albeit that current strategic plan has expired before new plan created) Development of mission statements for both OHS and E	Development of an operational plan Creation of a list of duties Placing items on the agenda of OHSE committee Creation of a policy register	Development of feedback mechanisms exist (but could be improved - note interview data) Development of compliance tools Creation of Key Performance Indicators Management of risk analysis surveys Development of risk control worksheets Involvement in university risk management benchmarking	Review of feedback Use information from analysis of KPIs to drive the development of programs
Human and physical resources including IT	Development of the staffing structure, Planning of key activities Development of a budget for training Development of an equipment register	Development and implementation of operating and non-operating budget	Participation in HR Benchmarking program Management of performance management plans Analysis of training needs Creation of risk analysis surveys Analysis of training needs Summary of staff qualifications and years of experience	Conduct regular team meetings Create new roles to cater for developing needs Ensure staff participate in professional development courses

	Evidence of Planning	Evidence of Acting on Plan	Evidence of monitoring and evaluating	Evidence of incorporating improvements
Core Services	<p>Creation of a strategy and consultant team for service delivery</p> <p>Development of a committee structure to implement OHSE initiatives</p> <p>Development of training courses booklet</p>	<p>Development of programs</p> <p>Development of Service Level Agreement</p> <p>Delivery of training programs</p>	<p>Development of KPIs</p> <p>Demonstration of quality control process in place for all key tasks and functions</p> <p>Development of feedback mechanisms and risk analysis surveys</p> <p>Development of workplace inspection programs</p> <p>Involvement in Student and staff services research project</p> <p>Development of environmental assessment results</p> <p>Development of a course attendance matrix</p>	<p>Development of new programs to meet needs</p>
Professional/ community activities	<p>Planned contributions to conferences and committees</p> <p>Involvement in environmental initiatives with organizations like EcoRecycle (Waste Wise Business).</p>	<p>Evidence of appearances at conferences and committees</p>	<p>Use of feedback and evaluation sheets</p>	

Appendix 7

List of Zone Committees

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<i>Zone</i>	<i>Covering</i>	<i>OHSE Staff</i>
Clayton Campus		
1&3 RMO 98/0537 RMO 98/0535	Building 11, East, West & South Wings (Faculty of Arts, Faculty of Business & Economics) Building 54 (Japanese Studies Centre) Centre for Health Evaluation Programme (Austin Hospital)	A. Wilson
2 RMO 98/0536	Building 2 (Robert Blackwood Hall) Building 7 (Alexander Theatre) Building 68 (Performing Arts Complex)	A. Wilson
4 RMO 98/0534	Building 5 (Krongold Centre) Building 6 (Faculty of Education & Elwyn Morey Child Study Centre)	P.Fell
5 RMO 98/0782	Buildings 31-37, 59-60, 69 & 72 (Faculty of Engineering)	D. Baker
6 RMO 98/0783	Building 12 (Faculty of Law) 160 Beddoe Avenue - Clayton (Monash Oakleigh Legal Service) 5 Osborne Avenue - Springvale (Springvale Legal Service) 472 Bourke Street (Monash Law Chambers)	P. Fell
7 RMO 98/0484	Building 13F (Physiology)	A. Cook
8 RMO 98/0785	Building 53 (Microbiology)	M. Ralph
9 RMO 98/0786	Building 13B First Floor & Building 13E (Pharmacology), Building 15 (Centre for Medical & Health Science Education) Building 64 (Faculty of Medicine, Nursing and Health Sciences offices)	M. Ralph
13 RMO 98/0790	Buildings 19 South (Chemistry - Central Science South) Buildings 20 (1st Year Chemistry Labs), Buildings 23 (Chemistry, North and South), Building 24 (Western Science Lecture Theatre, S6)	M. Ralph
14 RMO 98/0791	Building 17 (Biological Sciences, Psychology) Building 18 (Biological Sciences) Building 19 South Ground Floor (Biological Sciences, NTEU offices) Building 21 (Zoology Lecture Theatres, S7 & S8), Botany Experimental Area Jock Marshall Memorial Reserve	M. Ralph
15 RMO 98/0792	Building 28 (Mathematical Sciences, Geosciences, Information Technology Services) Building 29 (Northern Science Lecture Theatres) Building 74 (Monash Science Centre)	M. Ralph
16 RMO 98/0793	Building 19 North (SPME, Computer Laboratories, Faculty of Information Technology, Faculty of Science) Building 24 (Western Science Lecture Theatre, S5) Building 27 (SPME, Australian Crustal Research Centre, Microbiology)	D. Baker
17 RMO 98/0794	Building 55 (Australian Studies, Centre for Aust Indigenous Studies, Monash Uni Museum of Art, CeLTS, Equity & Diversity)	M. Ralph
18 RMO 98/0795	Buildings 3A-3E, (University Offices) Building 65 (Monash House) 40 Park Street, South Melbourne (VTAC)	A. Wilson
19 RMO 98/0802	Buildings 43-48 (Halls of Residence) Building 49 (South East Flats) Building 52 (Normanby House) Buildings 950 & 951 (Student Residences, Berwick)	A. Wilson
20 RMO 98/0803	Building 4 (Sir Louis Matheson Library) Buildings 12 (Law Library) Buildings 30 (Andrew-Hargrave Libraries)	A. Wilson
21 RMO 97/0023	Building 1 (Monash Sport)	A. Wilson
22 RMO 98/0804	Building 9 (Religious Centre) Building 10 (Campus Centre) Building 30 (Hargrave Cafeteria) Building 51 (Arts & Crafts Centre)	A. Wilson

23&24 ?	Building 40 (Facilities & Services - Works) Building 56 (Facilities & Services - Services – including all cleaning staff except those at MMS, Alfred Hospital) Building 61 (Security & Traffic)	P. Fell
25 RMO 98/0807	Animal Services (All campuses)	A. Cook
26 RMO 98/0808	Building 13C & Building 13A (Anatomy)	A. Cook
27 RMO 98/0809	Buildings 13B Ground & 13D (Biochemistry & Molecular Biology) Buildings 13W (Faculty of Medicine Waste/Solvent Store) Buildings 16 (Biochemistry Labs)	M. Ralph
34 RMO 98/0816	Building 25 (Eastern Science Lecture Theatres) Building 26 (First Year Physic) Building 63 (Faculty of Information Technology)	M. Ralph
40 RMO 98/0822	Building 8 (Rotunda) Building 14 (Educational Services)	A. Wilson
43 RMO 98/0825	Building 70 (Accident Research Centre, UNESCO Centre For International Engineering Education, School of Business Systems)	D. Baker
46 RMO	Building 50 (Monash University Club Inc)	P. Fell
47 RMO	Building 73 (Monash International)	A. Wilson
Off-Campus Groups – Hospitals		
10 RMO 98/0787	Monash Medical School, Alfred Hospital, (Epidemiology & Preventive Medicine, Surgery, Pathology & Immunology, Medicine) Forensic Medicine (Victorian Institute of Forensic Medicine)	A. Cook
11 RMO 98/0788	Monash Medical Centre, Clayton (Paediatrics, Obstetrics & Gynaecology) Monash Medical Centre, Moorabbin (Community Medicine)	A. Cook
12 RMO 98/0789	Monash Med. Centre, Clayton (Medicine, Surgery, Anaesthesia, Psychological Medicine, Clinical School)	A. Cook
35 RMO 98/0817	Box Hill Hospital (Medicine, Community Medicine)	A. Cook
45 RMO 99/0640	Building 261 (Institute for Reproduction & Development)	A. Cook
Off-Campus Groups		
36 RMO 98/0818	700 & 710 Blackburn Road (Science Park & Unisys Building)	M. Ralph
Berwick Campus		
44 RMO 98/0826	Building 901 Building 902	P. Fell
Parkville Campus		
31 RMO 98/0813	All Buildings – 401, 402, 403, 404 (Sissons Building, Scott Building, Manning Building & Solvent Store)	A. Cook
Peninsula Campus		
32&33	All Buildings	D. Baker
Gippsland Campus		
37&38	All Buildings	A. Cook
Caulfield Campus		
28 RMO 98/0810	Buildings B, C G & T	P. Fell
29 RMO 98/0811	Buildings A,D,E, & F	P. Fell
30 RMO 98/0812	Buildings K, N & S 871 Dandenong Road (Monash International, Monash Ed, Mondo Studios) 882 Dandenong Road (Crèche) 7 Princess Ave (Community Services) 24 Derby Road (currently empty) 30 Collins Street (APEC Study Centre, National Key Centre for Industrial Relations, Executive Suites, Conference Centre) Building U (Faculty of Bus Eco and Faculty of Information Technology)	P. Fell

Appendix 8

Functions of an OHSE Zone Committee

The functions of a Zone OHS Committee should include:

- consideration of university occupational health and safety policies and formulation of recommendations for consideration by the department heads as to how these are to be introduced. The department heads may delegate some powers of implementation to the Zone OHS Committee if mutually agreed;
- working to achieve prompt implementation and an understanding by staff and students of approved procedures and policies;
- provision of advice on the occupational health and safety implications of new areas of research and new equipment prior to their introduction;
- assisting with co-ordination of the occupational health and safety programme including the formulation of local health and safety rules;
- discussion of occupational health and safety problems and suggestions brought to the Zone OHS Committee's attention including assisting the Safety Officer to assess reports of incidents and hazards and suggest remedial measures;
- identification of occupational health and safety training needs of its own members and of staff and students working in the zone;
- provision of local advice on buildings and works proposals;
- assisting with promotion of health and safety awareness through distribution of literature, staff meetings, video screenings and any other appropriate means;
- consultation with Occupational Health, Safety and Environment (OHSE) and bringing to the attention of the Occupational Health and Safety Policy Committee, via OHSE, matters of particular significance for the University; and
- conducting inspections of the workplace at regular intervals.