



**OCCUPATIONAL HEALTH, SAFETY  
& ENVIRONMENT**

**SELF REVIEW 2003**

# TABLE OF CONTENTS

<b>1. ORGANISATIONAL STRUCTURE, MANAGEMENT, QUALITY ASSURANCE AND IMPROVEMENT .....</b>	<b>3</b>
Alignment & Mission Statement .....	3
The OHSE Unit Today .....	5
• Strategy Team.....	5
• Consultant Team .....	5
• Administrative Team.....	5
Quality Assurance Procedures .....	6
<b>2. HUMAN AND PHYSICAL RESOURCES .....</b>	<b>6</b>
OHSE Operating Budget.....	6
OHSE Non-Operating Budget.....	6
University Wide Costs .....	7
Personnel.....	7
Professional Development .....	7
<b>3. CORE SERVICES AND STRATEGIES .....</b>	<b>8</b>
Core Services .....	8
Core Strategies .....	8
• Introduction.....	8
• Injury Prevention Strategy .....	10
• Legislative Compliance Strategy .....	10
Continuous Improvement Activities.....	11
Key Performance Indicators.....	12
• Injury/illness analysis and benchmarking .....	12
• Positive performance safety indicators.....	13
• Internal OHSE metrics.....	13
Reporting .....	13
<b>4. PROFESSIONAL AND COMMUNITY ACTIVITIES.....</b>	<b>14</b>
Conferences.....	14
Committees.....	14
<b>5. STRATEGIC DIRECTIONS FOR THE FUTURE.....</b>	<b>15</b>
Client services and training.....	15
Injury prevention .....	15
Legislative compliance.....	15
Environmental Management Systems and Sustainability .....	16
Monash Overseas Campuses and Centres & Monash Controlled Companies .....	17
<b>6. APPENDIX.....</b>	<b>17</b>
<i>OHSE Support Services Review</i>	<b>2</b>

# 1. ORGANISATIONAL STRUCTURE, MANAGEMENT, QUALITY ASSURANCE AND IMPROVEMENT

## ALIGNMENT & MISSION STATEMENT

Monash's leading planning document, "Leading the Way – Monash 2020" (Refer Page 16), describes the Monash Environment for now and the future as:

*Aesthetically-pleasing, well-planned, well-maintained campuses will provide an environmentally sound, safe place in which to work and study.*

Underpinning "Leading the Way" the Support Services Directions includes the key areas of direction/intent:

- Competitive advantage through the Monash student customer experience
- Competitive advantage through the Monash staff experience
- Preserving and building Monash's image and reputation

Within these areas of intent the proactive management of occupational health & safety (OHS) and environmental risks is essential for the University to achieve its broader goals. Every uncontrolled risk, injury or incident will damage the staff and student experience and put at risk Monash's image and reputation. A core capability also described in the support services plan is that of effective systems of service quality and improvement. The strategy to achieve this core capability includes the development and implementation of operational plans, which draw on the balanced scorecard and incorporate risk management and compliance strategies.

The OHSE Unit aligns its activities to these University's statements and directions in conjunction with the University's specific policies for OHS and the environment.

The OHSE Unit has the primary purpose of supporting the University's occupational health, safety and environment policies and programs. In this respect, vision and mission statements of the University's OHS and Environment policies become the guiding statements for the OHSE Unit.

The University's OHS policy mission statement states:

### **Mission:**

*Monash University is committed to providing employees, students, contractors and visitors with a healthy and safe environment for work and study.*

*The University strives, through a process of continuous improvement, to fully integrate health and safety into all facets of its operations and activities.*

*The University promotes a proactive health and safety management philosophy based on effective communication and consultation, the systematic identification, assessment and control of hazards and the encouragement of innovation.*

*As an educational and research institution, Monash recognizes its responsibility to provide staff and students with appropriate health and safety knowledge, instruction, supervision and role models for application during and beyond their university life.*

The University's environment policy vision and mission statement states:

### **Vision:**

*Monash University is an Australian based global organisation, committed to excellence, quality and leadership in all of its activities. Monash is committed to Leading the Way through innovations and progressiveness in all aspects of its operations.*

*Monash University respects the natural environment and its life supporting ecosystems, and recognises the adverse impacts human activities can impose on the natural environment.*

*Monash recognises its duty to the wider community to minimise its own environmental impacts through the implementation of sustainable and environmental best practice in all aspects of its operations and the continuous development of innovative approaches to environmental management.*

*Monash recognizes that the consideration of a lifecycle assessment approach to its infrastructure, resources, products and services is a key to reducing its adverse environmental impacts.*

*As an educational and research institution, Monash recognises its responsibility in promoting awareness of, and providing solutions for environmental issues and problems, through its teaching, research and consultancy engagements.*

**Mission:**

*The University aims to lead environmental practice, teaching and innovation, locally, nationally and internationally.*

The University statements have been distilled into a primary mission statement for the OHSE Unit as follows:

Occupational Health, Safety & Environment (OHS&E) is committed to working with the University community in the prevention of injuries and illnesses in the workplace, in compliance with OHS&E legislation and in the development of a proactive safety culture within the University in which conservation of the environment is actively practised.

Our specific role is:

*To initiate, develop and oversee the University's overall health, safety and environment programs in consultation with the University community.*

Our duties include:

- Initiating and developing policies, procedures and programs to satisfy legal requirements
- Providing OHS and environmental advice and consultancy services to university departments and individuals and assisting in the resolution of local OHS issues
- Arranging appropriate medical monitoring of staff potentially exposed to specific hazards
- Measuring and assessing specific workplace hazards
- Monitoring and analysing accident and injury experience and occupational ill health and providing advice on appropriate risk reduction measures
- Identifying, developing and delivering appropriate OHS related training courses
- Monitoring and reporting on the OHS performance of departments and faculties
- Maintaining occupational health, safety and environmental records in line with legislative requirements
- Rehabilitation assistance to students with "occupationally" acquired injuries and to staff with non-occupational injuries
- Liaison with external bodies such as regulatory authorities
- Assessment of plans for new buildings or alterations to existing buildings with respect to health, safety and environmental matters
- Fulfilling statutory reporting requirements in relation to occupational health and safety matters
- Formulating and implementing strategies and programs to promote interest in, and action on, OHS and environment issues.

The OHSE Unit takes a proactive, client-focused consultative approach to all of its activities.

## **THE OHSE UNIT TODAY**

The OHSE Unit is split into 3 functional areas:

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

### ***Strategy Team***

The strategy team consists of the:

- Occupational Health group (Occupational Health Nurses, Occupational Physician)
- Occupational Hygiene and Radiation Protection group (Occupational Hygienists, Radiation Protection Officer)
- Environment group (Environmental Advisor, Environmental Project Officers)

This team is primarily responsible for the development of the OHS compliance and injury prevention programs and the environmental management and continuous improvement programs.

They are responsible for staying informed and up-to-date in regard to legislative changes and best practice OHS and environmental management strategies. Much of their work involves the interpretation of legislation and the subsequent development of compliance strategies. The development of simple compliance tools relevant to the University environment forms a major part of their role.

The strategy team also provides specialised expert advice across a broad range of scientific and medical areas.

Michelle Wakelam is team leader for the strategy team.

### ***Consultant Team***

The consultant team consists of OHSE consultants and split role Faculty/OHSE consultants.

The Faculty/OHSE consultants are positions that are half funded by the Faculty and functionally work out of the Faculty offices. Currently, Faculty/OHSE consultant positions exist with the Faculty of Science (established in 1997) and the Faculty of Engineering (established in 2000). The Faculty of Medicine, Nursing and Health Sciences and the Facilities and Services Division have committed to establishing similar positions in 2003.

All consultants have the primary responsibility of client service. The University has been divided into organizational groupings of similar size and type of activity and a consultant nominated for each group. The consultant is responsible for receiving and responding to all inquiries from their group and for delivery/implementation of the broader OHS and environmental programs. They are promoted as the single point of call for client service. For inquiries or issues beyond their expertise, they draw on the strategy team for support, however they retain the ultimate responsibility of issue resolution.

There are currently 5 consultants. This will increase over 2003 as the two new positions with Facilities and Services and the Faculty of Medicine, Nursing and Health Sciences commence and another consultant returns from special assignment (implementation of the Gene Technology Regulations). Meg Ralph is the team leader of the consultant team.

### ***Administrative Team***

The administrative team consists of a:

- Finance officer
- Project officer
- Receptionist/administrative officer
- Training coordinator

The administrative team provides direct client services, project management resources and administrative support to the Unit.

This team is responsible for:

- Co-ordination of the OHSE training program
- Providing administrative support to the consultant and strategy teams
- Management of the OHSE website and OHSE newsletter
- Receiving and responding to requests for information and/or referral of issues to the appropriate OHSE consultant
- Records management
- Servicing of OHSE related committees such as the OHSE Policy Committee
- Information management/database development co-ordination
- Training course development including project management of the multimedia course development

## **QUALITY ASSURANCE PROCEDURES**

OHSE has developed a comprehensive suite of OHSE operational procedures for all of its key tasks and functions.

These approximately 50 procedures form part of OHSE's quality control process and are used as the basis of inducting new staff.

These procedures are reviewed regularly to ensure they reflect the current work practices and legislative requirements.

## **2. HUMAN AND PHYSICAL RESOURCES**

### **OHSE OPERATING BUDGET**

The current OHSE operating budget is approximately \$900K per year. Of this, \$700K is in direct salary costs. Of the remaining \$200K non-salary costs approximately \$40K is for the consultant occupational physician and \$40K for other consultancy expertise required throughout the year. (This has included consultancy work in the specialised area of occupational hygiene and radiation protection, multimedia development and IT support). The remaining non-salary costs are outlined below:

IT Support	\$ 20K
Printing/Stationary	\$ 25K
Staff Professional Development/Conferences/Training	\$ 17K
Computer Related	\$ 24K
Communications, Phones & Fax	\$ 8K
Journals, Subscriptions, Books	\$ 6K
Equipment, Furniture	\$ 5K
Motor Vehicle Related	\$ 5K
Other	\$ 10K
<b>Total</b>	<b>\$120K</b>

The salary costs for OHSE are also supplemented by Facilities and Services project budgets. Currently 2.9 FTE OHSE staff members are charged to the project budgets for our support work in asbestos, environmental, dangerous goods and fire risk management.

### **OHSE NON-OPERATING BUDGET**

To support the University's ongoing OHS risk management and environmental programs, OHSE annually submits to Facilities and Services a budget submission incorporating the risk areas of:

- Asbestos
- Roof safety
- Noise management
- Confined spaces
- Dangerous goods/hazardous materials
- Non-ionising radiation
- Fire risk management
- Environmental protection
- Contractor safety
- Fume cupboard compliance
- Electrical safety
- Stair safety

For each of these areas a project brief is developed and a project manager nominated. The 2003 budget submission was \$3.55 million with \$1.7 million being approved.

## **UNIVERSITY WIDE COSTS**

An annual budget of approximately \$20K is allocated to biosafety and radiation safety training courses from the University wide cost funds. This budget is used to support the costs of running the courses including the purchase of resource materials, course development and payment of guest presenters as required.

## **PERSONNEL**

OHSE currently has 20 staff members equating to 15.9 FTE staff when considering fractional appointments. The staff has qualifications and experience in the following specialised fields:

- Occupational health
- Occupational hygiene
- Radiation protection
- Biosafety
- Fire risk management
- Environmental management
- Ergonomics

88% of the OHS and environmental professional staff have undergraduate degrees in Science, Engineering, Nursing or Medicine and 62% have post-graduate qualifications in the OHS or environmental field. On average, the professional staff has 11 years experience in the OHS and environmental field.

The administrative staff supporting the Unit has an average of 19 years experience in the administrative/secretarial field.

## **PROFESSIONAL DEVELOPMENT**

Professional development for each staff member is outlined on an annual basis in each of his or her performance management documents.

In general:

1. For the administrative staff team, increasing their web skills, excel and access skills, SAP functionality and reports skills, and multimedia development skills have been the priority. This development is aimed at supporting and enhancing OHSE's website, database and information management systems, training materials and general administrative processes within the Unit.
2. For the consultant team, broadening their skills and knowledge to enhance their ability to work as an OHS generalist has been the emphasis of their professional development program. Specific short courses in the specialist areas of occupational hygiene, ergonomics, first aid and stress management have been conducted. Cross training of the consultants so that they all can deliver the OHS training programs to their client groups has also resulted in

strong professional development for each team member. Attendance at OHS conferences also provides a good opportunity for broadening of skills and knowledge and creates networks within the industry. In addition, they all completed the Certificate IV Workplace Assessment and Training course in 2002 to enhance their ability to delivery and improve OHSE's extensive training programs.

3. For the strategy team, professional development has centred on strengthening skills and knowledge in specialised fields. Attendance at their respective professional conference(s) has been the primary professional development opportunity. The majority of this team also completed the Certificate IV Workplace Assessment and Training course in 2002.

### 3. CORE SERVICES AND STRATEGIES

#### CORE SERVICES

The core services provided by OHSE are categorized into 3 main areas:

1. The provision of support for the management of the health, safety and environmental aspects of buildings, grounds and services.

For this category of service OHSE,

- Receives, reviews and comments on all new building and refurbishment plans for an OHS and environmental impact
- Manages and oversees the University programs in relation to asbestos control, roof safety, stair safety, emergency preparedness and building environment issues.

2. The provision of essential OHS and environmental services.

This service includes the provision of expert advice and consultancy support in areas such as general safety, manual handling and ergonomics, occupational health and environmental management through,

- The development of strategies and programs to achieve legislative compliance
- The provision of OHS and environmental training and information for staff, students, contractors and visitors
- Conducting assessments, inspections and audits of the workplace
- The analysis of injury and illness data and the development of injury prevention programs.

3. The provision of OHS and environmental support to laboratory/workshop/studio based faculties and support service divisions. This service expands on the provision of the essential OHS and environmental support services and covers the specialised areas such as biosafety, radiation safety, and occupational hygiene. The level of involvement OHSE has with these faculties and divisions is significantly higher and resource intensive than with the non-laboratory/workshop based faculties and divisions.

These 3 service categories have formed the basis of OHSE's service level agreement (SLA) with the faculties for 2003 (Refer Appendix 1). The performance indicators selected for the SLA are:

1. Workers Compensation Claim Rate - (Claims/100 FTE)
2. Number of Zone OHSE Committees held.

#### CORE STRATEGIES

##### *Introduction*

The strength of Monash's OHS and environmental programs is the level of involvement across the University. An OHS and environmental organization consisting of nominated departmental officers

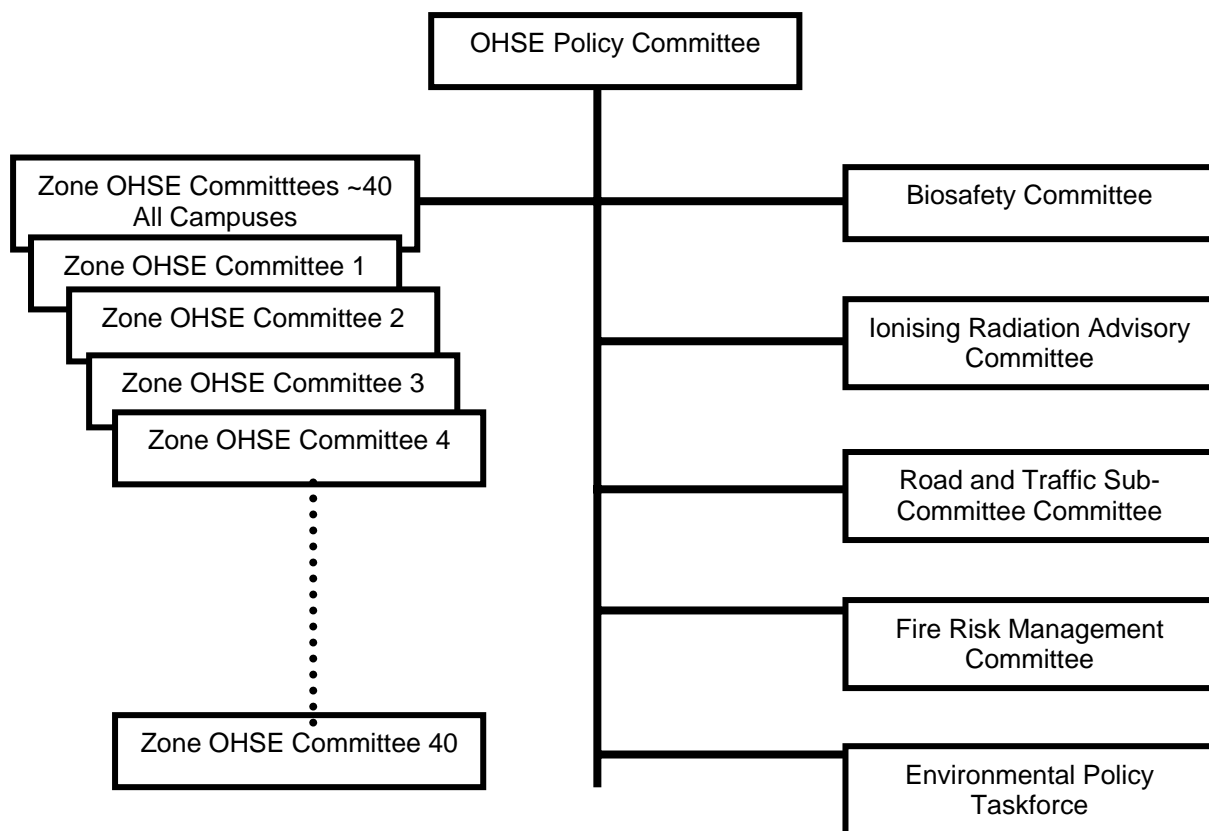
with OHS or environmental responsibilities and a series of workplace OHS and environmental committees (Zone OHSE committees) is in place across the University.

The current departmental officers include:

- Safety officer
- Biosafety officer
- Radiation safety officer
- Building and floor wardens
- First aiders
- Green office representatives
- Zone OHSE committee chairperson
- Zone OHSE committee members

The current OHS and environmental committee structure is illustrated in Figure 1 below:

**Figure 1**



OHSE's specific role is to initiate, develop and oversee the University's OHS and environmental programs. The two primary strategies of injury prevention and legislative compliance form the basis the University's programs. In delivering these two strategies, OHSE takes a continuous improvement approach. The strategies incorporate the network of safety or environmental departmental officers and committees. OHSE is sensitive to the departmental officers' ability to absorb additional work as OHS and environmental management forms only one small portion of their departmental role and responsibilities.

OHSE's methodology is to design injury prevention and legislative compliance tools for use by departments. These tools support the policy and procedure documentation. They are designed to be simple, efficient and effective in use. Examples of the tools are the risk control reference sheets, workplace inspection sheets and Ergonomics at Monash pack. (Refer Appendix 2)

OHSE recognises the strength of any organisation's OHS and environmental programs relies equally on well planned and implemented injury prevention and legislative compliance strategies as well as a strong safety and environmental organisational culture.

Underpinning all of our strategies is the desire to improve the organisational culture with anything we do. It is this strong organisational culture that will maintain and enhance any program.

### ***Injury Prevention Strategy***

Analysis of workplace injuries and illnesses is the primary method of establishing the need for specific injury prevention programs. Currently incident reports and WorkCover claims are analysed (Refer Appendix 3) for incident trends, such as common injury types, high incident occupations & work areas and high-risk activities.

The incident and WorkCover claims show similar trends with sprain & strain type injuries being the predominant injury type for the University. Work areas such as maintenance, grounds, catering, sport facilities and the libraries are identified as being high incident work areas.

Over the past couple of years, injury prevention programs have included:

- 1) An ergonomic road show incorporating all Australian campuses
- 2) An injury prevention program for the University's libraries focusing on sprain & strain type injuries
- 3) An injury prevention program for the Facilities and Services division focusing on sprain & strain type injuries

In 2003, programs will be initiated in:

- 1) The MONYX group incorporating the catering work areas and the sporting facilities
- 2) A faculty-focused sprain & strain program

All of these programs have a similar structure:

- 1) Senior management support
- 2) Resource allocation
- 3) Communication strategy
- 4) Hazard identification
- 5) Risk assessment
- 6) Risk control
- 7) Workplace training

The success of these programs is measured in terms of incident and WorkCover claim reduction.

### ***Legislative Compliance Strategy***

Assisting departments to achieve compliance with relevant OHS and environmental legislation is an ongoing activity for OHSE. There is a raft of legislation administered by a number of separate State and Commonwealth bodies that apply to the University and its operations. Identification of new legislation that is relevant to the University is achieved by ongoing monitoring of relevant OHS and environmental publications, regulator websites, attendance at relevant conferences and regulator information sessions.

Two levels of compliance strategies are conducted for the University by OHSE. The first covers the broad legislative requirements that are fundamental to the majority of OHS & environmental legislation.

This general strategy consists of programs that focus on

- 1) Establishment & support of the OHS & environment committee structures
- 2) Established safety inductions of all new staff
- 3) Comprehensive risk assessment program
- 4) Effective incident reporting & investigation
- 5) Effective workplace inspections
- 6) Established "safe work instructions" for hazardous tasks
- 7) Comprehensive training programs
- 8) Issue resolution & consultation procedures

These programs are supported with compliance tools, training, policies & procedures and reinforcement through the committee structure. OHSE annually selects one or two of the programs and undertakes a comprehensive review of the program. The reviews are undertaken in consultation with departments to ensure the programs are effectively functioning at the departmental level.

The second level of OHSE's compliance strategies is legislative specific. Systematic review of the compliance status against the various pieces of legislation is one of the key drivers for planning OHSE activities. Each of the key pieces of legislation relevant to the University is allocated to an OHSE staff member for program development and management.

<u>OHSE staff member</u>	<u>Legislative Subject Area</u>
Michelle Wakelam	Hazardous Substance Dangerous Goods Lead Drugs, Poisons and Controlled Substances
Richard Connolly	Noise Asbestos Confined Spaces
Michelle Giovas/ Rachel Gerber	Cooling Towers/ Legionella Environment Protection Litter Water & Trade Waste
Ann Tapley/ Angela Wall	First Aid Noise (audiometric testing) Immunisations Infectious Diseases
Sol Hall	Gene Technology
Georgia Sinclair	Radiation Safety
Paul Barton	OHS Act Incident Notification Issue Resolution
Consultants	Manual Handling Plant

These legislative compliance programs are regularly reviewed with the OHSE team. The strengths and weaknesses of our programs are reviewed and improvement strategies developed. These programs are ongoing and require regular review to ensure the requirements of new or modified legislation is incorporated in the University's program.

Specific project plans are developed for the legislation requiring significant University resources. These project plans serve as both a management tool and as the basis of project funding submissions.

## **CONTINUOUS IMPROVEMENT ACTIVITIES**

The OHSE Unit has continuously participated in external review activities to enhance the Unit's service delivery and the University's OHS and environmental program.

This has included:

1. HR Benchmarking Program (1995, 1996)
2. Participation in the US CSHEMA Benchmarking Scheme (1996, 1997, 1998, 1999).
3. Participation in the Australian University OHS Benchmarking (2001) (Refer Appendix 4)
4. Review by Audit and Risk of the University OHS and environmental programs 2002 (Refer Appendix 5).

5. A client survey as part of the Student and Staff Service Division SSS Taskforce, 2001(Refer Appendix 6).
6. Benchmarking site visits to the University of Queensland and the University of Sydney in 2002.
7. Participation in the Australian University Safety Association (Victoria Group) meetings.

From an internal perspective, the University's OHS Strategic Plan (Refer Appendix 7) constantly drives continuous improvement across all facets of the University's OHS program and OHSE Unit's service delivery

The OHSE Policy Committee developed and launched the OHS Strategic Plan in 2000. This plan is based on the Australian Standard for OHS Management and SafetyMAP, the Victorian Government's OHS management system.

The strategic plan is designed to provide clear direction for the management of OHS at Monash. The goal was to create a sustainable, proactive OHS management structure within the University that is interlaced with continuous improvement principles.

The first plan was a 3-year plan that placed focused on thirty elements of best practice OHS management. These elements cover the management aspects of:

- Policy, planning and commitment
- OHS organizational structure, responsibility and consultation
- Risk management and working safely systems
- Emergency preparedness
- Measurement and evaluation
- Training

For each of the thirty elements, specific key tasks have been outlined to:

- Plan activities to improve current practice
- Implement improvements
- Monitor and review each element periodically

The strategic plan has provided a structured continuous improvement methodology to the University's OHS program over the past 3 years.

The plan has initiated improvements in areas such as:

- OHS training programs
- Incident reporting and investigation
- Contractor safety management
- Issue resolution
- Consultation procedures

The next 3-year plan is due for review and approval at the next OHSE Policy Committee meeting.

## **KEY PERFORMANCE INDICATORS**

The measurement and monitoring of OHSE activities and programs is by:

1. Injury/illness analysis and benchmarking
2. Positive performance safety indicators
3. Internal OHSE metrics

### ***Injury/illness analysis and benchmarking***

As discussed in the injury prevention program outline, injury/illness analysis is the primary method for establishing the need for specific injury prevention programs. The incident and WorkCover data is used to identify high incident work areas/tasks and common injury types. The data is also used to measure improvements as a result of the implementation of a specific prevention programs.

The injury rates are also established for benchmarking purposes. Claims per 100 FTE staff and lost work day cases per 1,000,000 hours worked are the common injury rates used for comparison. Cross faculty and inter University comparisons are undertaken (Refer Appendix 8).

### ***Positive performance safety indicators***

Positive performance indicators (Refer Appendix 9) have been established for the following safety management practices:

1. The % of zone OHSE committees completing the required 4 meetings per year.
2. The % of buildings undertaking the required 2 trial building evacuations per year.
3. The % of work areas undertaking the required 2 workplace inspections per area.
4. The number of staff and students participating in OHS training (training conducted via OHSE).

The performance indicators provide an effective tool to reinforce and drive the positive safety behaviors within the University. They also reflect the effectiveness of OHSE's support to the department in achieving the established goals in these areas. The positive performance indicators have shown improvement every year since being established in 2000.

### ***Internal OHSE metrics***

There are currently 3 main internal measurements of OHSE performance.

1. The number of hits on the OHSE website and the number of hits on the OHSE newsletter 'OHSE Online'

The website is recognized as an important information service that promotes accessibility and self-service. The University community is proficient at utilizing the website as a source of OHS and environmental advice and information. OHSE has invested heavily in growing the website information and presenting the information in a user-friendly manner. The newsletter, launched in 2000, is also an information service OHSE has introduced to keep the broader University community informed of OHS and environmental matters. Measuring the number of hits on the newsletter provides data for measuring the readership of the newsletter and therefore the effectiveness of the newsletter in keeping the University community informed.

2. OHS and environmental training course feedback sheets

All of OHSE's training programs include the opportunity for the participants to provide feedback on the course and trainer. This feedback is collated and reviewed by the trainer and the required improvements to the courses are made to ensure the quality and effectiveness of the training program.

3. OHSE budget charts

The non-operating budget is monitored on a fortnightly basis and discussed at the OHSE staff meeting.

## **REPORTING**

OHSE reports its activities on a quarterly basis to the OHSE Policy Committee. The report is attached as an appendix to the committee's agenda and items of specific interest to the committee are starred for discussion.

A summary of the OHS and environmental programs and activities is also prepared for the University's Annual Report (Refer Appendix 10). The OHS policy committee meeting also reviews this report.

## 4. PROFESSIONAL AND COMMUNITY ACTIVITIES

The professional and community activities for OHSE include the dissemination of our knowledge and experience through the contribution to national and international conferences and involvement in external professional committees.

Outlined below is a list of the papers presented at various conferences by OHSE staff.

### CONFERENCES

1. **Ralph, M.M.** (2001) Internal OHS consultancy – A modern approach. AVCC Occupational Health & Safety Conference, Sydney, New South Wales.
2. **Ralph, M.M.** (1999) A multi-focus approach to the management of safety in undergraduate practical classes. AVCC Occupational Health & Safety Conference, Melbourne, Victoria.
3. **Ralph, M.M.** (1999) Consultation for compliance in field safety in the new millennium. AVCC Occupational Health & Safety Conference, Melbourne, Victoria.
4. **Ralph, M.M.** (1997) A new approach: coordinating safety at the faculty level. AVCC Occupational Health & Safety Conference, Flinders University, South Australia.
5. **Wakelam, M.** (1999) Development of a dangerous goods storage plan for effective management in laboratories, AIOH Annual Conference, Coolumb, Queensland.
6. **Wakelam, M.** (2001) Multimedia as a means to train in the workplace - viable alternative or latest fad? AIOH Annual Conference - Wollongong, New South Wales.
7. **Wakelam, M.** (2000) Total risk indicators for managing occupational hygiene programs. International Occupational Hygiene Association, Cairns, Queensland.
8. **Wakelam, M.** (2000) Conceptions of teaching - essential skills for the trainer. CSHEMA Conference, San Francisco, USA.
9. **Sinclair, G.** (2002) Multimedia as a means to train in the workplace - useful alternative or latest fashion? Australasian Radiation Protection Society Annual Conference, Auckland, New Zealand.
10. **Giovas, M.** (2001) Dam It - water conservation at Monash. Australian Universities Environmental Managers Network Conference, Sydney.
11. **Cook, A.** (2001) Ergonomic hazards that embryologists face in their current work practices, Scientists in Reproductive Technology, Sub-Committee of The Fertility Society of Australia, Victoria.
12. **Barton P.T.** (2001) Risk Management in a large complex university environment. AVCC Occupational Health & Safety Conference, Sydney, New South Wales.
13. **Barton P.T.** (2001) Contractor safety management in a large complex university environment. AAPPA/ATEM conference, Canberra, ACT.
14. **Barton P.T. & Wakelam M.L.** (2002) Risk management in a large complex organization. Australian Institute of Occupational Hygiene Conference, Geelong, Victoria.

### COMMITTEES

1. **Wakelam, M.** Member of the Australasian Radiation Protection Accreditation Board (AIOH Nominee)

2. **Wakelam, M.** Member of the Australian Standards Committee CH-026 - Safety in Laboratories (AIOH Nominee)

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

## 5. STRATEGIC DIRECTIONS FOR THE FUTURE

OHSE's key focuses for the future are in the areas of:

1. Client services and training
2. Injury prevention
3. Legislative compliance
4. Environmental management systems and sustainability
5. Monash's overseas campuses and Monash controlled companies

### CLIENT SERVICES AND TRAINING

OHSE recognizes that, as a support service to the University, our client service must be an area we continually improve. Our relationship with the University community, in particular the hundreds of staff across the University that also take on an OHS or environmental management role, is critical to our overall ability to initiate, develop and maintain the University's OHS and environmental programs. OHSE is moving towards a partnership with faculties and divisions to enhance our ability to influence and affect change seamlessly at all levels of the University.

OHSE is actively seeking shared positions between the Faculty of Medicine, Nursing and Health Science and the Facilities and Services Division to join the similar positions that currently exist in the Faculty of Science and the Faculty of Engineering. Increasing resources in our consultant team will optimize our ability to initiate OHS and environmental activity at the departmental level and maintain this level of activity into the future.

Further investment in improving the delivery of our OHS and environmental information and resources via the web will remain a priority. The inclusion of an enquiry management (Ask.Monash) tool on our website will provide improved services to our clients and ensure that we are constantly building and maintaining a knowledge database within the unit.

Our training programs are continuously being developed and improved. The broader concepts of competence based training and flexible-learning modes needs to be investigated further over the next few years. OHSE's training program has already been supplemented with the delivery of some of the course material in a multimedia format. Radiation safety, employee safety inductions and contractor safety inductions are now all available in a multimedia CD format.

### INJURY PREVENTION

The Vice Chancellor at the November 2002 meeting of the OHSE Policy Committee clearly stated that the University's goal for injury prevention was zero injuries or as he called it "*Vision Zero*".

This must always be the goal line for any organization. It links back to the key concept that the staff are the most valuable asset in an organization and must therefore be protected. The short-term goal is for a further 30% decrease in the claims rate over the next 2 years. A combination of targeted injury prevention programs and continued focus on the positive safety behaviors are the main strategies to achieve this goal.

### LEGISLATIVE COMPLIANCE

The responsibilities outlined in the OHS and environmental legislation can be divided into two categories:

- The responsibilities that are held by OHSE, '*centrally controlled*'. For example, the biannual audiometric testing program.

- The responsibilities that are held by all of the University's departments '*decentralized control*'. For example the induction of new staff and students to the laboratory's safety procedures.

As identified in the Audit and Risk review document 2002, a key area requiring further improvement is that of compliance auditing. The establishment of compliance audit tools for both the centrally controlled and decentralized legislative responsibilities is identified as a high priority. OHSE will be working on developing a series of compliance audit tools for use across the University.

Planned for development in 2003 is a combination of:

- Self audit tools for use by departments/schools/centres
- An external audit program
- An internal OHSE compliance audit tool

These compliance tools need to be developed in relationship to the existing annual University compliance certification program conducted by the University's Compliance and Audit and Risk groups.

A major component of the legislative compliance program is ensuring effective recording and information management. Database support has grown increasingly important in all legislative areas. Existing databases such as the asbestos database, training, incident, radiation dosimetry are currently undergoing review and updating. A merger and expansion of our database support is programmed for 2003. This is an area that is fast becoming resource intensive and requiring specialised support.

## **ENVIRONMENTAL MANAGEMENT SYSTEMS AND SUSTAINABILITY**

In the environmental field the University's program, policies and practices have improved enormously over the past couple of years. They have transitioned from basic legislative compliance to proactive environmental management. The basic management infrastructures are continuously being developed. The University has established an environment policy, environmental management committee and has developed programs such as the greenhouse challenge, waste-wise, water conservation, and a comprehensive green office program.

OHSE has increased its resources in the environmental field from 0.6 to 2.0 FTE staff over the last 3 years to support the University's program.

The next steps in the environmental area in the immediate future are:

- 1) The expansion of the green office program into a green lab environmental program.
- 2) Seeking management support for the creation of a departmental environmental officer role.
- 3) Establishment of an environmental management system (EMS) in line with the ISO 14001 for the key risk areas.
- 4) The development of supporting training and resource tools for use in departments.
- 5) The establishment of ecological sustainable design (ESD) guidelines for all new building developments and refurbishments.

It is the broader concepts of sustainability that is the longer-term vision for the University. The University is currently piloting the convergence of the social, financial and environmental reporting as part of the triple bottom line or sustainability reporting protocols.

It is the mainstreaming of environmental considerations in the overall University's decision-making processes that is the measure of success in this important area.

The level of involvement of staff and students in the University environmental programs is also a critical success factor. A high level of student involvement is anticipated as the University programs expand. The general community has and continues to be active in the social and political environmental agenda. This is reflected in the growth of special interest environment groups within student bodies. A key objective for the future is to bring together the resources and infrastructure that the University can provide with the enthusiasm and support of the student population.

The vision of the built environment contributing to the learning environment is a clear goal. Living examples of sustainable use of energy, water and other resources on campus will be a very powerful learning experience for the students and contribute enormously to the image and reputation of the University.

## **MONASH OVERSEAS CAMPUSES AND CENTRES & MONASH CONTROLLED COMPANIES**

In 2002, the OHSE Policy Committee modified its terms of reference to incorporate responsibilities associated with the overseas campuses and centres and the group of Monash controlled companies.

In response to this OHSE will play an important role in establishing firstly the organization links and communication pathways with those groups and then the ongoing support and consultancy services as required.

OHSE has commenced reviewing the suite of OHS and environment policies and procedures to ensure they can be applied to overseas operations and assist the Monash controlled companies.

The compliance tools will also need to be developed with consideration to application overseas and in the controlled companies.

## **6. APPENDIX**

- Appendix 1: Service Level Agreement
- Appendix 2: Risk Control Reference Sheets
  - Workplace Inspection Sheets
  - Ergonomics at Monash Pack
- Appendix 3: Injury Analysis Matrix and Charts for:
  - a. Incident Reports 2002
  - b. WorkCover Claims 2002
- Appendix 4: Australian University OHS Benchmarking 2001
- Appendix 5: Audit & Risk Review 2002
- Appendix 6: Client Survey Report - SSS Taskforce 2000
- Appendix 7: Monash University OHS Strategic Plan 2000-2002
- Appendix 8: Go8 Safety Statistics Comparison
- Appendix 9: OHS Positive Performance Indicators
- Appendix 10: Monash University Annual Report - OHS Section 2001, 2002