

- (b) Processes to rehabilitate injured employees by providing for appropriate rehabilitation as soon as practicable after the injury occurs, so that recovery from the injury is expedited.

Rehabilitation may be a requirement of State workers' compensation legislation.

4.3.5.3 Critical incident recovery plan (CIRP)

Organizations should institute a CIRP as part of their emergency/disaster plans to aid in employee and plant recovery as soon as possible after the cessation of the event. The CIRP assists employees who are not injured but who have for example, witnessed an incident, cope with the trauma as well as minimizing the time required for the organization to return to normal operations. Situations where a CIRP is useful include the aftermath of a workplace fatality, armed hold-up or external physical threat. Employees who are not physically affected may still suffer psychological effects that need to be resolved through defusing, debriefing and counselling.

Only suitably qualified counsellors should be used to assist persons affected by a traumatic event. These may be contracted from specialist organizations or retained as part of the emergency plan.

Practical help: Critical incident recovery plan (CIRP)

The CIRP should cover:

- (a) Responsibilities, including coordination and initiation.
- (b) Defusing, where those involved in the trauma can discuss the event immediately afterwards in a confidential atmosphere.
- (c) Debriefing, designed to assist employees and others use their own abilities to overcome emotional effects of serious incidents.
- (d) Counselling, where further therapy may be required on an ongoing basis. Assistance may also have to be provided to the families of affected personnel.
- (e) Legal and insurance requirements, e.g. interference without loss adjuster approval can invalidate the insurance policy.

4.4 Measurement and evaluation

Principle 4 Measurement and evaluation

An organization should measure, monitor and evaluate its OHS performance, and take preventive and corrective action.

4.4.1 General

Measuring, monitoring and evaluating are key activities which ensure that the organization is performing in accordance with its OHS policy, objectives and targets as well as initial and ongoing

planning. In some instances inspection and testing are required by legislation. The results should be analysed and used to determine areas of success and to identify activities requiring corrective action and improvement.

There should be a system in place to measure, monitor and evaluate actual performance, using the performance indicators, as derived in Clause 4.2.5.

The results should be analysed and used to determine areas of success and to identify activities requiring corrective action and improvement.

Appropriate processes should be in place to ensure the reliability of data, such as the calibration of instruments, test equipment, and software and hardware sampling (see Clause 4.4.2).

4.4.2 Inspection, testing and monitoring

The organization should establish, implement and maintain documented procedures for planning and conducting ongoing inspection, testing and monitoring related to OHS goals and targets set earlier (see Clause 4.2.4). The frequency of such inspection and testing should be appropriate to each item inspected, tested or monitored. In general—

- (a) personnel involved in inspection, testing and monitoring should have suitable skills and experience;
- (b) records of OHS ongoing inspection, testing and monitoring (with details of both positive and negative findings) should be maintained and made available to relevant management, employees and contractors (see Clause 4.3.3.5); and
- (c) suitable testing equipment and procedures should be used to ensure OHS standards are maintained.

Practical help: Inspection, testing and monitoring

(a) *Inspection*

Examples of independent inspection processes include:

- (i) Inspection of a potentially hazardous process to ensure that controls have been effective.
- (ii) Inspection of plant such as pressure vessels to conform with specified, e.g. regulatory requirements.
- (iii) Inspection of a work area to ensure that specific site safety rules have been followed.
- (iv) Inspection of a work site to ensure that controls are effective and to reinforce management commitment to the OHSMS.

These inspections may be carried out by competent people such as safety representatives, technicians or managers.

(b) *Testing and monitoring*

Monitoring and testing for specific hazards may take the following forms:

- (i) Environmental, e.g. flammable gases.
- (ii) Personal, e.g. noise dosimetry, personal respirable dust sampling.
- (iii) Biological, e.g. heavy metals in blood or urine.

Procedures should be in place for action when results do not conform with exposure standards or limits or show abnormal trends.

4.4.3 Audits of the OHSMS

Periodic audits of the OHSMS are necessary to determine whether the system (including the organization's policy, objectives and targets, management program, operational controls and audit program), has been properly implemented and maintained and whether the organization has met the performance objectives set within its OHS policy.

Audits should be suitable and effective, performed objectively by competent personnel independent of the activities being audited, using a recognized methodology to ensure consistency of the audit process and its outcome. The audit frequency should be determined based on the review of past results and the nature of the hazards evident in the work area, practices or activities.

The results of the audit should be used by senior management in the management review process (see Clause 4.5.2).

In addition to their internal audit program some organizations also choose to arrange external audits of their OHSMS. External audits may be useful in providing a more independent assessment of performance and may employ expertise not available in-house. External OHS audits are conducted by a range of organizations from both the private and public sectors. AS/NZS 4801 is a useful audit tool for such external audits of the organization.

4.4.4 Corrective and preventive action

4.4.4.1 General

The findings, conclusions, and recommendations reached as a result of inspection and testing, audits and other reviews of the OHSMS should be documented, and the necessary corrective and preventive actions identified.

Corrective action is action taken after the event to correct any problem and ensure that a repetition will not occur.