

The main stages of an incident investigation are:

- (A) Gather objective information and establish the facts. Data collected typically relates to machine, environment and human factors (i.e. regarding hazard identification, hazard/risk assessment and controls, sequence of events, operating procedures, training, induction, supervision, emergency arrangements).
- (B) Isolate the contributory factors (i.e. incidents may be multi-causal and there may be many interactions between causal factors).
- (C) Determine corrective and preventive actions (the incident investigation team should propose recommended actions to eliminate or modify the contributory factors that either led to the incident or affected the consequence of the incident outcomes).
- (D) Prepare a report (i.e. the report should contain a proposed action plan for management consideration and implementation).

## 4.5 Review and improvement

### Principle 5 Review and improvement

An organization should regularly review and continually improve its OHSMS, with the objective of improving its overall OHS performance.

#### 4.5.1 General

A continual improvement process should be applied to an OHSMS to achieve overall improvement in OHS performance.

#### 4.5.2 Review of the OHSMS

The organization's executive management should, at appropriate intervals, conduct a review of the OHSMS to ensure its continuing suitability and effectiveness in satisfying the organization's OHS policy and objectives.

The review of the OHSMS should be broad enough in scope to address the OHS implications of all activities, products or services of the organization, including their impact on the performance of the organization.

Review of the OHSMS should include—

- (a) an evaluation of the suitability of the OHS policy;
- (b) review of OHS objectives, targets and OHS performance indicators;
- (c) findings of the OHSMS audits; and

- (d) an evaluation of the effectiveness of the OHSMS and the need for changes in the light of—
  - (i) changing legislation;
  - (ii) changing expectations and requirements of interested parties;
  - (iii) changes in the products or activities of the organization;
  - (iv) changes to the structure of the organization;
  - (v) advances in science and technology including epidemiology;
  - (vi) lessons learned from OHS incidents;
  - (vii) market preferences;
  - (viii) reporting and communication; and
  - (ix) feedback (particularly from employees).

#### **Practical help: Review of the OHSMS**

Management review is a cornerstone of the management system, providing an opportunity for senior management to regularly review the operation of the system and its continuing suitability in the face of change and to make adjustments to build upon and improve its effectiveness.

Some organizations prefer to incorporate the review into a regular senior management meeting to build on the principle that OHS management should be integrated into line management activities.

Some organizations, recognizing the importance of employee involvement in the process, choose to use the mechanism of the central workplace committee where senior management and employee representative members conduct the periodic review.

Other organizations may prefer to hold separate management review meetings, with suitable participants, where no other business will distract attention from the OHS review process.

Even where employee representatives are directly involved in the review, it is important to ensure that feedback on OHS performance is gathered from employees and other relevant stakeholders.

Equally employees and other stakeholders should be kept informed of changes and improvements flowing from the review process.