

### 4.1.2 Leadership and commitment

Successful change can be accomplished by effective leadership and commitment in the areas of—

- (a) determining the organization's current position on OHS;
- (b) resource allocation including setting budgets, responsibilities, authority and accountability;
- (c) coordinated management planning and agreed delegations;
- (d) decisions followed through and performance assessed;
- (e) communication of the values and policies unambiguously throughout the organization; and
- (f) management demonstrating their commitment by their own actions.

Regular review of OHS at senior management level reinforces its importance to the organization's success in meeting its commercial objectives and legal obligations.

Everyone in the organization should be aware of the influence that their actions and inaction can have on the effectiveness of the system. They should also participate in the establishment and maintenance of the OHS controls, as well as assisting in OHS planning.

### 4.1.3 Initial OHS review

The current position of an organization with regard to OHS should be established by means of an initial review of its current OHS arrangements to—

- (a) identify hazards associated with the organization's activities;
- (b) identify the OHS, legislative and other requirements applicable to its particular workplace activities;
- (c) assess compliance with the identified legislative and other requirements;
- (d) review past experience with incidents and results of any previous assessments, compensation experience, and disruption associated with OHS;
- (e) assess efficiency and effectiveness of existing resources devoted to OHS management; and
- (f) identify gaps between any existing systems in place and these guidelines.

This information will guide the organization in the planning of the progressive implementation of the elements of the system.

**Practical help: Initial OHS review****1 Elements to be considered**

Every organization will find that it has elements of an OHSMS in place. What is less common is the linking of these elements into a coordinated overall system to improve the OHS performance.

A useful starting point is to compare the basic intent of each element in these Guidelines with management practices and procedures which are currently being used in the organization. Obsolete practices might be in place. Organizations need to compare these Guidelines with what actually occurs in order to obtain a realistic assessment of what needs to be done to implement the Guidelines.

Core elements which could be examined are—

- (a) clearly defined management responsibility and accountability for OHS;
- (b) identification of hazards, associated risks and their management;
- (c) documentation of procedures associated with the management of hazardous activities;
- (d) OHS inspections of hazardous plant; and
- (e) training.

Other elements can be progressively implemented in accordance with organizational needs and priorities.

**2 Methods of review**

Some common techniques for initial review include:

- (a) Questionnaires.
- (b) Interviews.
- (c) Checklists.
- (d) Inspection and measurement.
- (e) Assessments, internal and external, including audits. Review of records.
- (g) Comparisons with similar organizations.

**3 Sources of help**

Sources of information include:

- (a) Disease, incident and first aid records kept by the organization or by industry associations and governments.
- (b) Workers' compensation experience. Insurance companies are able to provide feedback on an organization's claims experience and the breakdown of the components of the insurance premium and how these compare within an industry group.