

- (c) Other data an organization holds on absenteeism, sick leave and industrial disputation should provide indirect pointers to areas of poor OHS management.

Other sources which should be able to assist include:

- (i) Government agencies in relation to laws and permits.
- (ii) Local or regional libraries or databases.
- (iii) Other organizations for exchange of information.
- (iv) Industry and employer associations.
- (v) Employee associations or unions.
- (vi) Larger customer organizations.
- (vii) Suppliers of equipment.
- (viii) OHS professionals.

#### 4.1.4 OHS policy

There should be an occupational health and safety policy authorized by the organization's top management, that clearly states overall OHS objectives and demonstrates a commitment to improving OHS performance.

The policy should —

- (a) be appropriate to the nature and scale of the organization's risks;
- (b) include the commitment to establish measurable objectives and targets to ensure continued improvement aimed at elimination of work-related injury and illness;
- (c) include a commitment to comply with relevant OHS legislation and with other requirements placed upon the organization or to which the organization subscribes;
- (d) be documented, implemented, maintained and communicated to all employees;
- (e) be available to interested parties; and
- (f) be reviewed periodically to ensure it remains relevant and appropriate to the organization.

The policy is intended to clearly inform employees, suppliers, customers and other interested parties that OHS is an integral part of all operations. This commitment is further reinforced by management being actively involved in the review and continual improvement of OHS performance.

**Practical help: OHS Policy**

The following questions can aid in establishing or rewriting an organization's OHS policy:

- (a) **Commitment, integration and relevance**
  - Does the policy express a commitment to OHS management?
  - Is the policy integral and relevant to the organization's —
    - (i) mission statement, vision, core values and beliefs;
    - (ii) overall management system; and
    - (iii) activities, products and services?
- (b) **Compliance**
  - Does the policy express a commitment to legislative compliance and —
    - (i) other criteria that may not always be legally binding but have evidentiary status such as State/Territory/Comcare/NZ approved codes of practice (which should call upon NOHSC Codes of Practice and Australian and New Zealand Standards); and
    - (ii) industry or internal company performance standards?
- (c) **Accountability**
  - Does the OHS policy address accountability in terms of —
    - (i) capacity to assign/delegate, deliver, and review the Policy's commitments;
    - (ii) including OHS accountability in all position descriptions;
    - (iii) establishing a framework for setting of objectives and targets to minimize work-related injury and illness; and
    - (iv) allocating adequate resources to fulfil the aims of the policy?

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(d) <b>Consultation</b>	Does the policy promote consultation with—
	(i) employees and their representatives;
	(ii) line managers;
	(iii) OHS committees;
	(iv) contractors and subcontractors;
	(v) suppliers;
	(vi) clients; and
	(vii) independent experts?
(e) <b>Prevention</b>	Has the policy adopted a preventive approach?

## 4.2 Planning

### Principle 2 Planning

An organization should plan to fulfil its OHS policy, objectives and targets.

#### 4.2.1 General

The successful implementation and operation of an OHSMS requires an effective planning process with well defined and measurable outcomes. Planning is essential for both the initial implementation of an overall management system and for specific elements that make up the system. The initial review (Clause 4.1.3) of the organization's position provides a planning framework for the implementation of an OHSMS. Objectives, targets and performance indicators should be established and plans made to achieve them.

The planning process should address the regular identification of hazards, hazard/risk assessment and control of hazards/risks associated with the activities of the organization as well as any related legal requirements.

#### Practical help: Planning

Planning is undertaken in consultation with the relevant work areas affected by the process.

Planning needs to address schedules, resources and responsibilities for achieving the organization's OHS objectives and targets. Such planning (and resulting plans) can cover a number of areas. For example:

- (a) Planning undertaken to establish or to improve an OHSMS.
- (b) Specific OHS plans for the control of hazards/risks in the workplace.