FOREWORD

The Road Freight Transport Industry Occupational Health and Safety Committee have produced this manual to provide a step-by-step approach in dealing with occupational health and safety in the workplace.

This manual is supported by ‘A transport worker’s guide to keeping safe at work’ and it is recommended that both be used to work towards achieving safe work practices, and a consequent reduction in WorkCover levies.

Following these guidelines and seeking appropriate advice from those listed within will assist that reduction by ensuring that there are less incidents.

This manual explains the legal requirements with relevant references.

We thank the committee for their contribution and WorkCover for providing funds and technical expertise in the development of the manuals.

Richard Staniford
Chairperson SAfer Industries
Road Freight Transport Industry Occupational Health and Safety Committee
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A SUMMARY OF CHECKLISTS, GUIDES AND OTHER CHARTS IN THIS MANUAL

- OHS system outline summary
- Relationship between OHSW Act, Regulations and Codes of Practice
- OHS responsibilities flow chart
- OHS responsibilities summary table
- Sample priority list for developing policies and procedures
- OHS policy/procedure implementation plan
- Step-by-step guide to implementing an OHS program
- My business health and safety audit
- Audit summary sheet
- Sample annual OHS action plan
- Annual OHS action plan
- OHS year planner (employer OHS program) for OHS inspections and meetings
- A quick reference guide to developing and reviewing your OHS program
- My business health and safety program review
- Group discussion: Some barriers to communication and consultation
- Cost areas to be considered after an accident or in assessment of potential losses in hypothetical events
- Risk assessment record form
- Forms of risk control
- Risk ranking method
- Steps to completing risk assessment
- Assessing the risk at the customer’s workplace
- Customer site safety questionnaire
- The difference between a policy and a procedure
- What should policy and procedure documents contain?
- My business health and safety policy
INTRODUCTION

WHY HAS THIS MANUAL BEEN PUT TOGETHER?
This manual has been put together to assist employers in the road freight transport industry to develop an occupational health and safety (OHS) management system. It will enable you to manage major hazards and reduce injury to workers. The result will be fewer injury claims and lower claims costs.

This manual will give employers, managers and supervisors easily accessible answers to a wide range of OHS questions. It will provide guidance on how to manage OHS effectively. However, it is not aimed at making road freight transport industry operators into experts on all OHS legislation.

HOW HAS THE MANUAL BEEN PUT TOGETHER?
This manual was developed with funding provided by WorkCover’s grants program. The Road Freight Transport Industry OHS Committee managed the project under the direct guidance of the executive director of the Transport Training Advisory Board. A consultant, familiar with the transport industry, was selected to develop the materials in consultation with a working party comprising people from many areas of the transport industry.

HOW TO USE THIS MANUAL
This manual provides the tools you will need to start your OHS program, and build it into whatever type of program you need. It is specifically designed to help small employers implement an OHS program.

HOW DOES THIS MANUAL LINK IN WITH OTHER PROGRAMS?
This manual is one of a range of initiatives in the road freight transport industry, including:
- mass management
- vehicle maintenance
- trucksafe
- fatigue management.

The aim of all of these programs is to assist road freight transport industry operators to identify risks and reduce them to reduce injury to workers in this industry. Common to all four initiatives is the need to plan improvements, outline responsibilities, monitor performance and evaluate the effectiveness of the program. The basis of these initiatives is a sound auditing process that can identify hazards and allow you to plan how you can manage them.

WHAT IS GOOD OHS MANAGEMENT?
Effective OHS management is part of good business practice, and should become part of what you do every day. It means planning, which improves general business management, as well as improving work practices, maintenance of plant, purchasing of equipment, and providing information and training to employees. All of these help companies to increase profits by decreasing workplace injuries and accidents.

Transport industry operators that are good OHS performers have a culture within their companies that acknowledges that OHS is simply part of day-to-day work activities. They do not separate out OHS to be an ‘extra’ thing that has to be done. OHS is an aspect of every job that is considered along with all other issues when determining the requirements of the job.

Good OHS management is based on the idea of continuous improvement, and hence this manual outlines how to go about measuring and monitoring your system to ensure that you are ‘doing it better’ every year.
INTRODUCTION

HOW GOOD IS YOUR DOCUMENT CONTROL?
Document control is an example of good OHS management.
Changes will be made to policies and procedures over time, so it is important to ensure that people are using the most recent documents. This simply means adding the following to the top or bottom of your documents:
• Date of issue.
• Issue number.
• Page numbers.
• Name of procedure.
• Signature or name of who has authorised the document.
This information will help to ensure that everyone is referring to the same documents.

HOW WELL DO YOU WORK WITH YOUR PEOPLE?
Working together with employees is another example of good OHS management, particularly when implementing any new procedures. Best results will be achieved when workers can understand and commit to what is being done. Involving employees in the process will ensure they understand that an OHS management system will improve the safety of their work environment.

DO YOU UNDERSTAND THE LEGAL REQUIREMENTS?
Understanding legal reporting requirements is another example of good OHS management.
It’s important that you also understand which incidents need to be reported. All work-related injuries must be reported and recorded in a first aid register. Some must be reported to Workplace Services. You (or a delegated manager) are responsible for reporting the injury. Telephone Workplace Services on 08 8303 0400 or 1800 777 209.

WORK-RELATED INJURIES THAT ARE NOTIFIABLE:
• A work-related injury that causes death.
• A work-related injury that has acute symptoms associated with exposure to a substance at work.
• A work-related injury that requires treatment as an in-patient in a hospital immediately after the injury (disregarding any time taken for emergency treatment).
STAGE 1
Encourage a commitment to OHS within business activities through the development of an occupational health and safety system.

STAGE 2
Develop an OHS policy that defines your values in OHS.

STAGE 3
Develop specific policies and procedures that explain the activities you need to perform.

STAGE 4
The policies and procedures must be put in place. This will be achieved through in-house or external training.

STAGE 5
Once the stages are implemented, you must audit (check) that you are following the policies and procedures.

STAGE 6
On completion of an audit, you must develop new action plans to improve any deficiencies found in the system.

STAGE 7
All parts of the system need to be reviewed regularly to make sure you keep up with legislative changes and industry best practice.

OHS&W SYSTEM OUTLINE SUMMARY
COMPLYING WITH THE LAW

It is the responsibility of all managers to be aware of the relevant legislation applicable to the State or Territory in which their operation is situated. Failure to comply can result in substantial fines, both corporate and individual.

Legislation, however, must be viewed as the minimum requirement for the safe operation of sites and not necessarily the ideal. Legislation provides the framework for developing comprehensive site procedures to ensure the health, safety and welfare of all employees.

RELATIONSHIP BETWEEN ACTS, REGULATIONS AND CODES OF PRACTICE

| OCCUPATIONAL HEALTH, SAFETY & WELFARE ACT |
| COMPULSORY |

| REGULATIONS |
| eg, prevention of falls, traffic control, hazard identification. |

| CODES OF PRACTICE |
| Codes of Practice |
| eg, first-aid, manual handling, hazardous substances. |

| AUSTRALIAN STANDARDS |
| Australian Standards |
| AS 1940-1993, The Storage and Handling of Flammable and Combustive Liquids |
1. OCCUPATIONAL HEALTH AND SAFETY RESPONSIBILITIES

WHO HAS A RESPONSIBILITY FOR OHS?

If you wish to better understand the law outlined in this chapter, please refer to sections 19, 21, 22, 23, 23a, and 24 of the Occupational Health and Safety Welfare Act, 1986.

The OHS laws place responsibilities on everyone in the workplace, whether they are an employer or employee.

As an employer, you have a legal responsibility called a ‘duty of care’ to protect the health and safety of all people in your workplace.

The ‘workplace’ has significant meaning in the road freight industry. It may include trucks, depots, warehousing facilities or any place where an employee goes while at work, such as the location of a customer who may be in another State.

The law says that anyone who can affect health and safety in the workplace has a legal responsibility to protect it. This includes employees as well as manufacturers, suppliers and building owners. It also includes people who work casually, part-time, full-time permanently, volunteers, as well as members of the public while they are in the employer’s workplace.

Ultimate responsibility for health and safety rests with the responsible officer. There is a legal responsibility for an organisation to nominate a responsible officer. This is outlined in section 61 of the Act.

Understanding and describing everyone’s responsibilities for health and safety can sometimes be difficult. An easy way to clarify what these responsibilities are is to develop a simple flow chart which briefly describes a person’s position and what they are responsible for.

This is important because anyone who has direct control of work, or works for the company, must understand what their responsibilities for OHS are.

Depending on the size and structure of your organisation, the roles and levels of management will vary. Often people will have combined roles of OHS and other functions; for example, the OHS co-ordinator and administration manager.

EMPLOYER RESPONSIBILITIES

Employers are responsible for providing:

- a safe working environment
- safe systems of work
- safe equipment and chemicals
- training, supervision and information
- welfare facilities for employees
- monitoring of working conditions and employees’ health
- maintenance of work injury records.

EMPLOYEE RESPONSIBILITIES

All employees, regardless of their status in the workplace, are responsible for:

- protecting their own health and safety
- avoiding adversely affecting the health and safety of others
- using equipment provided for health and safety
- obeying reasonable instructions from the employer regarding health and safety
- complying with published or approved occupational health and safety policies
- ensuring that alcohol and drug consumption does not endanger their health and safety or that of others at work.

MANAGERS’ RESPONSIBILITIES

Managers and supervisors are representatives of the employer in the workplace. They are responsible for ensuring that the OHS standards developed by the employer are implemented. However, they are also employees and have the same OHS responsibilities as employees.
SELF-EMPLOYED PEOPLE
Owner drivers who work for themselves, or contract to deliver freight on behalf of another company, and therefore responsible for their own and other people’s health and safety.

PEOPLE OTHER THAN EMPLOYERS OR EMPLOYEES
Drivers who enter other workplaces to collect and deliver freight are responsible to follow the health and safety directions at that workplace, and ensure that they do not put people at that workplace at risk by their actions, or lack of action.

CONTRACTOR CONTROL
Where a person contracts to any other individual or organisation, that person must take all practicable steps to ensure the contractor, sub-contractor and their employees are not harmed while at work. This responsibility only extends to the hazards or activities that they directly control. This generally means informing contractors and subcontractors of the risks specific to their business.

To exercise practical control over a contractor you should:
• ask the contractor for a copy of their OHS policy and safe operating procedures
• ensure that the contractor is made aware of the company’s OHS standards and procedures before commencing work
• clearly define responsibilities, roles and lines of communication and reporting between company personnel and the contractor, sub-contractors and other people
• ensure that personnel who liaise with a contractor receive appropriate instruction in managing and controlling contractors
• clearly define operational and other job requirements
• provide information (and instruction and training if necessary) on working with specific hazards as they may affect or involve contract workers.

Specific responsibilities for contractors can be described in an OHS policy, by inclusion in employee position descriptions, or by developing individual responsibility statements.

OHS RESPONSIBILITIES FLOW CHART
Ensure that everyone who enters your workplace understands their responsibility to protect their own and others’ safety.

RESPONSIBLE OFFICER
(NAME)
is responsible to ensure that the organisation meets its obligations to provide a healthy and safe workplace as required by the OHS&W Act, 1986 and the OHS&W Regulations, 1995.

MANAGERS
(NAME)
Managers plan, schedule and control all work, and must ensure that appropriate measures are implemented to control risks to health and safety.

SUPERVISORS
(NAME)
Supervisors control the day-to-day work at a transport operation, so they must ensure that work is done in accordance with any existing health and safety procedures, and in a manner which controls any risk to health and safety.

EMPLOYEES
(NAME)
Employees are required to complete their work in a manner that does not put themselves or others at risk of injury or illness. They are to follow any reasonable instruction and use any training, personal protective equipment or tools provided with regard to health and safety at work.
# OHS RESPONSIBILITIES SUMMARY TABLE

*(EXAMPLE ONLY)*

This shows the general responsibilities of a variety of positions, many of which you may have in your company.

<table>
<thead>
<tr>
<th></th>
<th>(Name)</th>
<th>(location)</th>
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</thead>
<tbody>
<tr>
<td><strong>Managing Director</strong></td>
<td>Primarily responsible for the provision of a healthy and safe workplace.</td>
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<tr>
<td>(Responsible Officer)</td>
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<tr>
<td><strong>Operations Manager</strong></td>
<td>Responsible for the development and implementation of the management system.</td>
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<tr>
<td></td>
<td>(Name)</td>
<td>Adelaide</td>
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<tr>
<td><strong>Health and Safety Co-ordinator</strong></td>
<td>Responsible for the development of the OHS system and the day-to-day operation of policy and procedure at company-wide level.</td>
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<tr>
<td></td>
<td>(Name)</td>
<td>Adelaide</td>
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<tr>
<td><strong>Branch Manager</strong></td>
<td>Responsible for the implementation of policy and procedures on site.</td>
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<td></td>
<td>(Name)</td>
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<tr>
<td><strong>Supervisors</strong></td>
<td>Responsible for the supervision, implementation and day-to-day operation of policy and procedures in their area/s of control.</td>
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<td></td>
<td>All Sites</td>
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<tr>
<td><strong>Health and Safety Representative</strong></td>
<td>Represent employees, inspect worksite on their behalf, and be involved in the consultation process where issues require input or resolution.</td>
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<td>All Sites</td>
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<tr>
<td><strong>Health and Safety Committee</strong></td>
<td>Management and staff consultative forum for the resolution of issues and review of health and safety performance.</td>
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<td></td>
<td>All Sites</td>
<td></td>
<td>Also could be function of Tool Box Meetings.</td>
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<tr>
<td><strong>Employees</strong></td>
<td>Responsible to look out for their own and other people’s health and safety, and to follow company policy and procedures.</td>
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<td></td>
<td>All Sites</td>
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</tbody>
</table>
2. GETTING STARTED

NEED SOME DIRECTION?
This is the hardest part! This manual provides the tools you will need to start your OHS program, and tailor it to your needs. It is specifically designed to help small to medium size employers implement an OHS program. Implementing this program will still require effort and commitment by all members of your business.

It is unfortunate that there is often a time lag before you see the benefits from the efforts of implementing an OHS program. The materials are designed to reduce the effort required and so make it easier to ‘get started’.

WHERE DO I BEGIN?
Many people feel overwhelmed by the task of developing a management systems approach to OHS. Don’t try to do everything at once. Take it in stages.

If you are beginning the process, working through the basic self-assessment (Stage 1) should help by giving you a picture of where you are now and where you need to put your resources. Steps for getting started in OHS are listed in the table below:

STAGES IN IMPLEMENTING AN OHS PROGRAM
- **STAGE 1** Establish where you are now.
- **STAGE 2** Determine and set up arrangements for consultation and participation.
- **STAGE 3** Implement a document control system.
- **STAGE 4** Establish priorities and draw up an action plan.
- **STAGE 5** Develop the procedures you need as a priority.
- **STAGE 6** Review your progress after 12 months.
- **STAGE 7** Continuous improvement.

STAGE 1
ESTABLISH WHERE YOU ARE NOW
ACTION: Conduct self-assessment (see the checklist in the next chapter, ‘Planning and Auditing’).

NOTE: You need to complete a basic assessment (audit) of your workplace and determine what things you need to do first (see ‘My business health and safety audit’ on page 16).

STAGE 2
DETERMINE AND SET UP ARRANGEMENTS FOR CONSULTATION AND PARTICIPATION
Effective consultation and employee participation are essential elements in an effective OHS program.

ACTION: Refer to the later chapter ‘Communication and consultation’ on page 27. This provides procedures for establishing a forum for consultation.

ACTION: Prepare an organisational chart (a decision-making tree).

The earlier chart on ‘OHS responsibilities’ on page 9 illustrates the process of assigning responsibility for safety within your company, including the role of the responsible officer.

An organisational chart lists the line of authority, not just for OHS but for all activities in your business.

When first established, many inexperienced OHS committees focus on small issues that should be dealt with immediately in the workplace. The challenge is to get the committee to focus on the bigger picture.

One important way to do this is to include employee representatives at the beginning of the review process. Training committee members is also very important.
2. GETTING STARTED

STAGE 3
IMPLEMENT A DOCUMENT CONTROL SYSTEM
ACTION: Adopt a system of document control.

It is important to manage OHS documents through a system of document control. Changes will be made to policies and procedures over time, so it is important to ensure that people are using the most recent documents. This simply means adding the following to the top or bottom of your documents:

- Date of issue.
- Issue number.
- Page numbers.
- Name of procedure.
- Signature or name of who has authorised the document.

This information will help to ensure that everyone is referring to the same documents.

STAGE 4
ESTABLISH PRIORITIES FOR THE FIRST 12 MONTHS AND DRAW UP AN ACTION PLAN
ACTION: Refer to the next chapter, ‘Planning and Auditing’ on page 15. This outlines a planning and continuous improvement process and provides a yearly employer’s planner and sample action plan (pages 20 and 21).

Factors to consider and sources of information include:

- workers compensation claims experienced by your company
- legislative requirements
- incidents and injury reports
- documentation such as minutes of employees’ meetings
- employee representatives
- input from employees.

STAGE 5
DEVELOP THE PROCEDURES YOU NEED URGENTLY
These will be obvious from your action plan.

ACTION: Read the later chapter ‘How to develop a policy and procedure’ on page 38.

To get some ‘runs on the board’ make sure some of the easier to implement procedures are targeted so that there is some achievement in the short term to balance the longer-term effort required to address the harder issues.

When getting started, it is useful to consider the implementation of procedures in stages. The first stage is to establish the structure for all the other procedures to work. The structure includes:

- policy
- any specific roles and responsibilities
- consultation
- reporting.

Note: See the step-by-step guide to implementing an occupational health and safety program, later in this chapter, to obtain more guidance with implementing your system.

STAGE 6
AFTER ABOUT SIX MONTHS, REVIEW THE PROGRESS OF YOUR ACTION PLAN AND AFTER 12 MONTHS RE-AUDIT YOUR SYSTEM AND WORKPLACE.
ACTION: Read chapter 4 (Reviewing OHS systems on page 23) and complete the program review checklist in the chart ‘My business health and safety program review’ (page 25).

The priorities should be determined by the OHS committee (or other consultative mechanism you have in place). The sample priority list on page 12 gives a suggested priority. Further priorities should be identified by the OHS committee.
The actual time required for implementation of these procedures will depend on the state of your OHS program and the level of resources committed (see the sample timeline on the ‘Step-by-step guide to implementing an OHS program’ on page 14 to get some idea about how long the process should take).

ACTION: The OHS committee should establish priorities for the next 12-18 months and draw up an action plan with responsibilities and time frames. Use the OHS policy/procedure implementation plan on the next page to record actions, responsibilities and timeframes.

#### STAGE 1 – OHS MANAGEMENT
- Communication and consultation
- Planning and auditing
- How to develop OHS policies and procedures
- Roles and Responsibilities
- Reviewing OHS programs
- How to manage hazards
- Training

#### STAGE 2 – MANAGING HAZARDS
- First aid
- Manual handling
- Emergency planning
- Standard operating procedures
- Injury management
- Hazardous substances
- Personal protective clothing and equipment

#### STAGE 3 – SPECIFIC ISSUES
- Contractors
- Induction
- Purchasing
- Maintenance of equipment
- Electrical hazards
- Visitors on site
## OHS POLICY/PROCEDURE IMPLEMENTATION PLAN

<table>
<thead>
<tr>
<th>ACTION</th>
<th>BY WHOM</th>
<th>BY WHEN</th>
<th>COMPLETED YES/NO</th>
<th>SIGNED</th>
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</table>
## Step-by-Step Guide to Implementing an Occupational Health and Safety Program

### Timeline

<table>
<thead>
<tr>
<th>Week 1</th>
<th>1. IDENTIFY ROLE OF RESPONSIBLE OFFICER (see Chapter 1: ‘OHS responsibilities’).</th>
<th>/ /</th>
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</thead>
<tbody>
<tr>
<td>Week 1</td>
<td>2. INITIATE OHS PLANNING – COMPLETE AN OHS AUDIT AND DEVELOP AN ACTION PLAN (see Chapter 3: ‘Planning and auditing’).</td>
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<td>Week 2</td>
<td>3. NOMINATE SOMEONE TO CO-ORDINATE OHS (see Chapter 1: OHS responsibilities’).</td>
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<td>Week 3</td>
<td>4. DISCUSS PLAN WITH EMPLOYEES AND SET UP A CONSULTATIVE PROCESS (see Chapter 5: ‘Communication and consultation’).</td>
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<tr>
<td>Week 4</td>
<td>5. SEEK NOMINATIONS OF OHS REPRESENTATIVES (where requested – see Chapter 5: ‘Communication and consultation’).</td>
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<tr>
<td>Week 6</td>
<td>6. CONDUCT TRAINING FOR KEY PLAYERS - OHS RESPONSIBILITIES AND HAZARD MANAGEMENT</td>
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<tr>
<td>Week 7</td>
<td>7. DEVELOP A HEALTH AND SAFETY POLICY (see Chapter 7: ‘How to develop a policy and procedure’).</td>
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<td>Week 7</td>
<td>8. DEVELOP AN ACTION PLAN FOR ADDRESSING IDENTIFIED HAZARDS (see Chapter 6: ‘How to manage hazards’).</td>
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<tr>
<td>Week 8</td>
<td>9. BEGIN TO IMPLEMENT YOUR ‘ACTION PLAN’</td>
<td>/ /</td>
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<tr>
<td>Week 10</td>
<td>10. BEGIN EMPLOYEE TRAINING</td>
<td>/ /</td>
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<tr>
<td>Month 4</td>
<td>11. DEVELOP SPECIFIC POLICIES AND PROCEDURES (see Chapter 7: ‘How to develop a policy and procedure’).</td>
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<tr>
<td>Month 5</td>
<td>12. DEVELOP AN EMERGENCY PLAN</td>
<td>/ /</td>
</tr>
<tr>
<td>Month 6</td>
<td>13. ESTABLISH INJURY MANAGEMENT PROCEDURES</td>
<td>/ /</td>
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<tr>
<td>Month 7</td>
<td>14. DETERMINE HOW SUCCESSFUL YOUR OHS ACTION PLAN HAS BEEN (see Chapter 4: ‘Reviewing OHS systems’).</td>
<td>/ /</td>
</tr>
<tr>
<td>Month 10</td>
<td>15. COMPLETE ANOTHER OH&amp;S AUDIT (see Chapter 3: ‘Planning and auditing’).</td>
<td>/ /</td>
</tr>
<tr>
<td>Month 11</td>
<td>16. DEVELOP NEW ACTION PLAN BASED ON AUDIT RESULTS</td>
<td>/ /</td>
</tr>
</tbody>
</table>
3. PLANNING AND AUDITING

Why do you need to plan or audit (check) your occupational health and safety system?

HOW DOES IT HELP?
An audit helps you to identify the extent and effectiveness of your occupational health and safety management system.
Audits are a systematic examination used to identify areas requiring improvement. These audits should be done every year.
Use the ‘OHS year planner’ on page 21 to schedule your audits.
Use the ‘Business health and safety audit’ on page 16 to audit your premises.

WHO DOES IT?
A complete audit should be undertaken annually by a team comprising management and employee representatives.

WHAT DO YOU DO WHEN YOU HAVE COMPLETED IT?
Formal feedback on the findings should be provided to the site OHS consultative committee. The audit team should aim to identify deficiencies. Improvements should be planned so that any necessary improvements can be implemented in a realistic timeframe.
Use the ‘Audit summary sheet’ on page 19 to list the hazards identified.
Use the ‘Action plan’ on page 21 to detail how you are going to address the identified hazards.
Follow-up audit/reviews should be undertaken by the audit team to ensure that effective implementation of the action plan has occurred.

WHAT ABOUT HAZARDS THAT WE KNOW ARE A MAJOR PROBLEM?
Specific audits of major OHS programs (eg, manual handling) should also be undertaken by the audit team. The ‘OHS year planner’ on page 21 can be used to record a schedule for inspections.
If you have a philosophy of continual improvement in OHS, regular auditing will enable this to happen in a planned manner. Action plans can be developed to address specific OHS issues and assist with continuous improvement in the OHS performance.

WHAT DO I FIX FIRST?
Annual plans should be developed based on areas of priority identified requiring improvement. Plans should address company requirements, major hazards, and local issues as identified through the OHS consultative committee.

HOW DO I MAKE SURE THE ACTION PLAN IS BEING COMPLETED AS WE DETERMINED?
Your OHS consultative committee should review the implementation of your action plan monthly as part of the regular meeting agenda to check achievements against set timeframes.
## My Business Health and Safety Audit

### Complete the Following Audit to Get a Picture of Your Occupational Health and Safety Program. Completed By:

<table>
<thead>
<tr>
<th>Employee Representative</th>
<th>Management Representative</th>
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<tbody>
<tr>
<td>Name</td>
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<td>Position</td>
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<td>Date</td>
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</table>

### Health and Safety Issue

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<tr>
<th>Health and Safety Issue</th>
<th>N/A</th>
<th>Yes</th>
<th>No</th>
<th>Action Required</th>
<th>Action Completed (Date and Sign)</th>
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<tbody>
<tr>
<td>Do I have a safety system?</td>
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<td>Do I have the following?</td>
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<td>A written OHS policy?</td>
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<td>Documented OHS responsibilities?</td>
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<td>Accountability for OHS responsibilities eg, performance appraisal.</td>
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<td>Effective communication and consultation with those involved in or affected by the OHS program?</td>
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<td>An OHS manual?</td>
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<td>Hazard identification and risk assessment procedures?</td>
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<td>Risk control in line with the ‘hierarchy’ of control?</td>
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<td>An annual OHS plan?</td>
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<td>Achievement of targets measured against the plan?</td>
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<td>Written safe work procedures?</td>
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<tr>
<td>Incidents reported, investigated and actions followed up?</td>
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<tr>
<td>Audit and review of the program?</td>
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<td>Resources allocated to the program?</td>
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<td>Competent and motivated employees?</td>
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<tr>
<td>Do you know which health and safety legislation applies to your business?</td>
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<tr>
<td>Does the workplace have enough OHS information?</td>
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</tbody>
</table>
## MY BUSINESS HEALTH AND SAFETY AUDIT (CONTINUED)

<table>
<thead>
<tr>
<th>HEALTH AND SAFETY ISSUE</th>
<th>N/A</th>
<th>YES</th>
<th>NO</th>
<th>ACTION REQUIRED</th>
<th>ACTION COMPLETED (DATE AND SIGN)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you have a copy of the Occupational Health, Safety and Welfare Regulations?</td>
<td></td>
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<tr>
<td>Are people in your workplace made aware of their health and safety responsibilities?</td>
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<tr>
<td>Do you keep OHS training records?</td>
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<tr>
<td>Is there appropriate communication with employees?</td>
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<td>Is there a process for employees to raise health and safety issues?</td>
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<tr>
<td>Have you provided and explained your policy to employees?</td>
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<tr>
<td>Are employees provided with adequate information, training and supervision?</td>
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<tr>
<td>Is there a process to involve workers in workplace health and safety issues?</td>
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<tr>
<td>Are injuries managed when they occur?</td>
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<tr>
<td>Is there a process to record workplace injuries and illness?</td>
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<tr>
<td>Do you have a process to monitor health and safety in your workplace?</td>
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<tr>
<td>Is the workplace set up properly for employees?</td>
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<tr>
<td>Do employees have access to clean and hygienic toilet, eating and storage facilities?</td>
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<tr>
<td>Are equipment, tools and appliances stored safely when not being used?</td>
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<tr>
<td>Are aisles marked and clear of obstacles?</td>
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<td>Are ladders maintained in a safe condition?</td>
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<td>Are required machine guards in place?</td>
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<tr>
<td>Are rubbish bins suitably located in the workplace and regularly emptied?</td>
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<tr>
<td>Are floors clean and do they have non-slip surfaces?</td>
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</tbody>
</table>
Completion of this checklist alone does not ensure compliance with OHS&W legislation.
<table>
<thead>
<tr>
<th>AUDIT SUMMARY SHEET</th>
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<tr>
<td>YEAR BEGINNING</td>
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</table>
| Maintenance Reporting and investigation | Planning and review | Review current OHS planning process. | Mary Smith | 1 June 2004 | - Develop procedure for OHS planning and review.  
- Agree on OHS performance measures.  
- Agree on OHS planning process.  
- Develop procedure for OHS planning and review.  
- Agree on OHS planning process.  
- 12 month OHS plan. | Medium |
| Maintenance Reporting and investigation | High | High | Mary Smith | April 2004 | - Hazard and incident report is actioned within agreed timeframe.  
- 12 month OHS plan.  
- Agreement withdrawal of unsafe equipment.  
- Procedure compliance audit program. | High |
| Maintenance Reporting and investigation | Low | Low | Maintenance Manager | August 2004 | - Scheduled maintenance arrangements and procedures benchmarked against the guide.  
- Procedure compliance audit program.  
- 12 month OHS plan.  
- Agreement withdrawal of unsafe equipment. | Low |

Action plans should be developed for each strategy, listing specific actions to achieve the target/outcome.
## ANNUAL OHS ACTION PLAN

<table>
<thead>
<tr>
<th>ELEMENT/HAZARD REQUIRING IMPROVEMENT</th>
<th>STRATEGY (HOW)</th>
<th>TARGET/OBJECTIVE OUTCOME (WHAT YOU WANT TO ACHIEVE)</th>
<th>PERSON RESPONSIBLE (BY WHOM)</th>
<th>TARGET COMPLETION DATE (BY WHEN)</th>
<th>PRIORITY LOW, MEDIUM, HIGH (DETERMINES WHAT YOU WILL ADDRESS FIRST)</th>
<th>TARGET COMPLETION DATE (BY WHEN)</th>
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<td>YEAR BEGINNING</td>
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<tr>
<td>MINUTES CIRCULATED</td>
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<td>AGENDA OUT</td>
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<tr>
<td>OHS COMMITTEE COMPLETE</td>
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<tr>
<td>TOOLBOX DATES/LOCATIONS COMPLETE</td>
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<tr>
<td>REPORT(S) COMPLETE</td>
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<tr>
<td>INSPECTION DATES/LOCATIONS</td>
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</tbody>
</table>
4. REVIEWING OCCUPATIONAL HEALTH AND SAFETY SYSTEMS

WHY EVALUATE WHAT YOU HAVE BEEN DOING?

It’s important to monitor whether you are progressing with the implementation of your OHS program. If you regularly monitor your progress, it’s easy to correct any problems that may arise.

An important role of the OHS consultative committee is to monitor the progress of completion of the action plan that you have developed from your audit.

Each time the OHS consultative group meets its members should check the uncompleted items on the action plan. It is recommended that after six months they review how the implementation of your OHS program is progressing.

They can use the ‘My business health and safety program review’ on page 25 to assess if the program is on track.

Complete this review every six months to determine if you are moving towards completing your OHS program.

If you are concerned that the OHS program implementation has gone ‘off the rails’ refer to ‘A quick reference guide to developing and reviewing your occupational health and safety program’ on page 24 for a reminder about the steps you should be completing.

After a period of time (this can be determined by your consultative group; 12 months is the usual), you should complete another audit of your workplace.

REVIEWING YOUR RISK CONTROLS

This next audit will help you to determine how much of your action plan is still outstanding. At this time you can also review whether the risk control measures you put in place are working, that is, are you getting a reduction of injuries or reported incidents?

To do this you should ask yourself:

• Are the controls actually working?
• Did the controls introduce any new hazards?
• Did the controls achieve what you wanted them to?
• Have the controls been well accepted by the workforce?

You should also consider:

• WorkCover claims information on claim numbers and claim costs
• the number of near-miss, or minor incident reports
• anecdotal reports on the risk control success from employees involved with them.

Remember – risk control strategies should be accompanied by regular checking, to evaluate their effectiveness.
Read the Introduction and ‘Getting started’ chapter for familiarity with OHS programs

Conduct a self assessment using the self assessment checklist called ‘My business health and safety audit’

Prepare an OHS ‘Action plan’

Collect materials to develop specific procedures

Consult with employees

Prepare your own business procedures from the results of a consultative process

Training for relevant employees

Implementation of procedures

Refresher training as required

Internal monitoring and reviewing of procedures

Review of OHS program

Preparation of an OHS improvement plan for next 12 months

Relevant legislation

Resources and references
This will allow you to review what steps you have taken to improve the way your business manages OHS. Get your OHS consultative group to complete it too, so that you can be sure your employees are satisfied with the progress of the OHS program.

Fill in this review by ticking the boxes as you complete the required actions. It will help you identify areas you may still need to address.

**MY PROGRAM REVIEW CHECKLIST:**

- I started this OHS program on
- I understand my legal responsibilities for OHS in my business.
- I know where to get OHS information and advice.
- People in my workplace are aware of our OHS policy.
- My employees understand their responsibilities for OHS at work.
- We talk about health and safety issues at work.
- My employees are involved in decisions that may affect their health and safety.
- We have identified hazards in our workplace.
- I have a copy of the Occupational Health, Safety and Welfare Regulations to help address specific hazards.
- We have assessed the risks and prioritised the hazards identified.
- We have taken action to control the risks of the hazards we identified.
- If someone is injured or made ill in my business, it is recorded.
- We have first aid facilities and emergency procedures for our workplace.
- I will next review our OHS program on
GROUP DISCUSSION – SOME BARRIERS TO COMMUNICATION AND CONSULTATION

<table>
<thead>
<tr>
<th>BARRIERS</th>
<th>SUGGESTED SOLUTIONS</th>
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</table>
5. COMMUNICATION AND CONSULTATION

If you wish to better understand the law outlined in this chapter, please refer to section 20, Part 4 of the OHS&W Act 1986, and the OHS&W Regulations 1995, Div. – 1.3.

WHY IS IT IMPORTANT TO COMMUNICATE ABOUT OHS WITH MY EMPLOYEES?

It is important to involve employees when developing an OHS system. Developing an effective system can't be done by managers alone. It requires the involvement of all areas of the workforce. This is also a requirement of the regulations.

This will often be a new approach for many employers, so to ensure that it goes smoothly you need to begin the process appropriately.

WHAT IS CONSULTATION?

OHS consultation involves:
• the sharing of relevant information about OHS with employees
• giving employees the opportunity to express their views and to contribute to the resolution of OHS issues
• valuing the views of employees and taking them into account.

Consultation involves not only giving information to employees but also listening and considering their opinions before making any health and safety decisions. It helps employers and employees to work together to seek solutions that lead to healthier and safer workplaces.

WHAT IS THE MOST APPROPRIATE METHOD OF CONSULTATION?

The most appropriate form of consultation with your employees will depend on the size and nature of your workplace and the wishes of all parties involved.

The OHS&W Act facilitates the establishment of workgroups reflecting the nature of the workplace, allows those groups of employees to elect health and safety representatives (HSRs), and also provides for the establishment of health and safety committees.

Accordingly, an appropriate consultative structure may vary from a regular chat over coffee in an operation with three employees, to a comprehensive consultative structure for a large company involving elected HSRs, an OHS committee and regular toolbox meetings.

Even the most informal consultative processes need to be well managed and outcomes recorded so that progress can be monitored over time.

WHEN SHOULD CONSULTATION OCCUR?

An employer should consult with employees and their representatives:
• on the OHS practices, procedures and policies that are to be followed at the workplace
• before any changes are made at the workplaces or to work processes that may affect health and safety
• on measures to identify hazards, assess risks and implement or review controls to improve OHS
• when investigating incidents
• when introducing new substances to the workplace.

REVIEW YOUR CURRENT ARRANGEMENTS

You should assess the effectiveness of your current arrangements for communication and consultation. Use the simple form on page 26 to record the opinions of line management and employees. This could be used to identify possible barriers to effective consultation and should address the functioning of any current committee or representative structures.

The employer and employee representatives can consider the proposed solutions to these barriers when determining what ongoing mechanisms or structures your company should have for formal consultation with employees.

Further information about workplace consultation, including how to establish designated workgroups, how to elect representatives and how to establish committees can be found in the WorkCover Workplace Health and Safety Handbook, or at www.workcover.com
6. HOW TO MANAGE HAZARDS

If you wish to better understand the law outlined in this chapter, please refer to the OHS&W Regulations 1995, Hazard Identification, 1.3.2.

PURPOSE
Transport companies should be totally committed to an ongoing hazard management program that identifies, assesses, controls and reviews hazards.

Everyone within your company has a responsibility to adopt the principles of hazard management (identify, assess and control hazards) in managing their daily work activities.

You should aim to manage hazardous conditions or work practices and to introduce controls to reduce any risks to an acceptable level to minimise the risk to employees and sub-contractors incurring a workplace illness or injury.

These procedures must apply to all employees, sub-contractors, contractors and visitors to your workplace.

HOW DO I FIND OUT WHAT HAZARDS EXIST?
The best source of information about the hazards and risks to your business is consulting with your employees and checking your existing incident records and workers compensation claims.

Hazard identification will occur primarily through completing one or more of the following processes:

- Incident reporting.
- Incident investigation.
- Hazard/near-miss alert reporting.
- Regular workplace inspections.
- Customer assessment.
- OHS management systems audit.
- Standard operating procedure reviews.
- Legal compliance audits.
- Quality audits.
- Consultation with employees.

DOCUMENTATION
Some of the forms for completing these processes are in this manual. In some cases more advanced forms or other forms may be necessary for companies seeking to enhance their hazard management systems.

CONTROLLING RISK: IS THERE A CERTAIN WAY I SHOULD GO ABOUT IT?
Risk assessment of identified hazards will occur using risk assessment and control principles in consultation with employees, sub-contractors and their representatives.

Risk needs to be reduced to an acceptable level, using the following hierarchy of control:

- Elimination/substitution
- Engineering
- Administrative
- Training
- Personal protective equipment.

You should ensure that your OHS consultative committee receives copies from the relevant or responsible managers of all hazard reporting forms and assessment documents, and plays a major role in assisting management to assess hazards and determine risk control measures.

TRAINING
All company employees and subcontractors must receive training in the principles of hazard management.

WHY IS MANAGING HAZARDS IMPORTANT, AND WHAT EFFECT DO WORKPLACE INJURIES HAVE ON MY BUSINESSES PRODUCTIVITY?
While the health and safety of workers is of paramount importance, an incident resulting in injury to people also results in a ‘loss’ to business. Any effect reducing profit, either by eroding potential income or causing additional cost, can be considered a ‘loss’. Most ‘loss events’ have cost implications across many areas of the business and its activities.

Any successful business operates to reduce losses of any kind. Reducing workplace injury also acts to reduce other business losses.
Cost areas to be considered after an accident or in assessment of potential losses in hypothetical events

WHAT ARE THE COSTS OF NOT MANAGING HAZARDS?

Research from WorkCover demonstrates that the indirect costs of workplace injury are estimated to be at least 5-10 times greater than the direct costs. These indirect costs to employers include:

- increased insurance premiums
- lost productivity
- driver replacement and retraining
- overtime
- damage to vehicle and load
- loss of contract/penalties for late delivery.

An injury with a direct cost of $1,000 could cost as much as another $5,000 in indirect costs and put your company into a significant penalty on your WorkCover premiums. Note that if there is damage to vehicles, freight, other vehicles or members of the public then the indirect costs could be much greater.

If your company operates on a 5% profit margin, then you would need approximately $100,000 in turnover just to recover the indirect losses of this one claim. Imagine what the impact would be on your organisation if you had more than one of these high cost claims every year!
A BASIC RISK MANAGEMENT SYSTEM
A risk management system is a detailed and systematic process to identify risks and understand the likelihood and potential consequences of the risks.

WHAT IS THE DIFFERENCE BETWEEN A HAZARD AND A RISK?
Hazards and risks are not the same thing. It is important to appreciate the difference.

Hazard: something that has the potential to cause loss.
Risk: the chance that the hazard will cause a loss.

For example, a shark swimming in the ocean is a hazard; it only becomes a risk when you get in the water with it.

HOW CAN I MEASURE RISK?
Risk = chance x outcome
Risk is the combination of the likelihood or probability that an event will occur and the maximum reasonable consequences if it does.

MONITORING RISK CONTROLS
Risk control strategies should be accompanied by regular checking to evaluate their effectiveness. You need to ask yourself the following questions:

- Are the controls actually working?
- Did the controls introduce any new hazards?
- Did the controls achieve what you wanted them to?
- Have the controls been well accepted by the workforce?

It is through the implementation of controls that you can protect your employees and business from potential losses from unwanted incidents.

WHAT PROCESS DO I USE TO CONTROL RISKS?
The hierarchy of control is illustrated in the chart ‘Forms of risk control’. After assessing the level of risk associated with a hazard, a method of control needs to be chosen to manage the hazard. Controlling the hazard at its source is the most effective form of control.

FORMS OF RISK CONTROL

<table>
<thead>
<tr>
<th>USE THE MOST</th>
<th>USE THE LEAST</th>
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<tbody>
<tr>
<td>Elimination/Substitution (controlling at the source)</td>
<td>Personal protective equipment (not controlling the source)</td>
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<tr>
<td>Eliminate the hazard – ask if the task, equipment, process, chemical is necessary. Can the process, task, equipment, chemical be substituted with a less hazardous one?</td>
<td>Equipment can be provided to the employee to provide a barrier between them and the hazard when no other effective solution can be found; for example, safety glasses, footwear, etc. It must always be appropriate to the job, fit the operator and be cleaned and maintained regularly.</td>
</tr>
<tr>
<td>Engineering</td>
<td>Training</td>
</tr>
<tr>
<td>Can the process, equipment or task be redesigned to reduce the risk?</td>
<td>Provide appropriate training and education to employees to ensure they can complete the task safely.</td>
</tr>
<tr>
<td>Administrative</td>
<td></td>
</tr>
<tr>
<td>Document safe ways to complete the task/procedure. (Standard operating procedures).</td>
<td></td>
</tr>
</tbody>
</table>

A BASIC RISK MANAGEMENT SYSTEM
A risk management system is a detailed and systematic process to identify risks and understand the likelihood and potential consequences of the risks.

WHAT IS THE DIFFERENCE BETWEEN A HAZARD AND A RISK?
Hazards and risks are not the same thing. It is important to appreciate the difference.

Hazard: something that has the potential to cause loss.
Risk: the chance that the hazard will cause a loss.

For example, a shark swimming in the ocean is a hazard; it only becomes a risk when you get in the water with it.

HOW CAN I MEASURE RISK?
Risk = chance x outcome
Risk is the combination of the likelihood or probability that an event will occur and the maximum reasonable consequences if it does.

MONITORING RISK CONTROLS
Risk control strategies should be accompanied by regular checking to evaluate their effectiveness. You need to ask yourself the following questions:

- Are the controls actually working?
- Did the controls introduce any new hazards?
- Did the controls achieve what you wanted them to?
- Have the controls been well accepted by the workforce?

It is through the implementation of controls that you can protect your employees and business from potential losses from unwanted incidents.

WHAT PROCESS DO I USE TO CONTROL RISKS?
The hierarchy of control is illustrated in the chart ‘Forms of risk control’. After assessing the level of risk associated with a hazard, a method of control needs to be chosen to manage the hazard. Controlling the hazard at its source is the most effective form of control.

FORMS OF RISK CONTROL

<table>
<thead>
<tr>
<th>USE THE MOST</th>
<th>USE THE LEAST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Elimination/Substitution (controlling at the source)</td>
<td>Personal protective equipment (not controlling the source)</td>
</tr>
<tr>
<td>Eliminate the hazard – ask if the task, equipment, process, chemical is necessary. Can the process, task, equipment, chemical be substituted with a less hazardous one?</td>
<td>Equipment can be provided to the employee to provide a barrier between them and the hazard when no other effective solution can be found; for example, safety glasses, footwear, etc. It must always be appropriate to the job, fit the operator and be cleaned and maintained regularly.</td>
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<tr>
<td>Administrative</td>
<td></td>
</tr>
<tr>
<td>Document safe ways to complete the task/procedure. (Standard operating procedures).</td>
<td></td>
</tr>
</tbody>
</table>
HOW DO I DETERMINE WHICH RISK SHOULD BE ADDRESSED FIRST?

The following table is used to assess both the probability and consequences of injury/illness or damage resulting from an incident.

Every risk should be looked at by assessing both the probability and consequences of ‘loss’ from an incident occurring.

### RISK ASSESSMENT METHOD

<table>
<thead>
<tr>
<th>PROBABILITY</th>
<th>CONSEQUENCES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exposure to hazard likely to occur frequently.</td>
<td>Hazard may cause death or total loss of one more or bodily functions (eg, loss of use of an arm, sight in an eye, or a leg).</td>
</tr>
<tr>
<td>Exposure to hazard likely to occur but not frequently.</td>
<td>Hazard may cause severe injury; permanent partial loss of one or more bodily functions (eg, noise induced hearing loss, severe illness or major property damage).</td>
</tr>
<tr>
<td>Exposure to hazard unlikely to occur.</td>
<td>Hazard may cause a ‘reportable’ accident (eg, an accident that results in the employee being unable to undertake their normal duties for five days or more, or significant property damage).</td>
</tr>
<tr>
<td>Exposure to hazard so unlikely that it can be assumed that it will not happen.</td>
<td>Hazard may cause minor injury, illness or property damage.</td>
</tr>
<tr>
<td></td>
<td>Hazard has very little effect on employee safety and health; a first-aid-only accident with less than 30 minutes’ work lost.</td>
</tr>
</tbody>
</table>
### RISK ASSESSMENT

<table>
<thead>
<tr>
<th>PROBABILITY RATING</th>
<th>CATASTROPHIC</th>
<th>CRITICAL</th>
<th>MAJOR</th>
<th>MINOR</th>
<th>NEGLIGIBLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>VERY LIKELY</td>
<td>1</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>LIKELY</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>UNLIKELY</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>VERY UNLIKELY</td>
<td>3</td>
<td>3</td>
<td>4</td>
<td>5</td>
<td>5</td>
</tr>
</tbody>
</table>

### RISK RATING PRIORITY

1. URGENT
2. HIGH
3. MEDIUM
4. LOW
5. MONITOR
STEPS TO COMPLETING RISK ASSESSMENT

HOW DO I COMPLETE THE HAZARD MANAGEMENT PROCESS?

GUIDANCE NOTES

Using the results of your OHS audit, or discussions from a workers’ meeting, or an incident report, you can identify areas or jobs that appear to be hazardous.

You need to select one of these areas or jobs and work through ‘Steps to completing a risk assessment’, filling in the Risk assessment record form (page 34) as you go.

This process should be completed by your OHS consultative committee.

STEPS TO COMPLETING RISK ASSESSMENT

The following summary outlines the steps necessary to complete an appropriate risk assessment - using the Risk assessment record form which follows on page 34.

STEP ONE (COMPLETE COLUMN A)
Select a work area or task to be assessed.

STEP TWO (COMPLETE COLUMN B)
Determine what hazards exist. Ask the question – how could injury/illness/or damage result from this hazard?

STEP THREE (COMPLETE COLUMN C)
Carry out a risk assessment of the hazards using the probability and consequence tables on pages 31 and 32. Determine a risk ranking using the table which combines the two indicators of probability and consequence. If you have more than one hazard this will provide a risk indicator for each hazard which can be used for prioritisation purposes so that the most serious hazard can be addressed first.

STEP FOUR (COMPLETE COLUMN D)
The hazards can now be matched with the current control measures described in the chart Forms of Risk on page 30.

STEP FIVE (COMPLETE COLUMN E)
The amount the hazard has cost your company should now be estimated. This can be obtained from your WorkCover experience, or estimated using the ‘financial loss’ tree described on page 29.

STEP SIX (COMPLETE COLUMN F)
The recommended controls should be listed, so that you can clearly document the improvements you intend to make.

STEP SEVEN (COMPLETE COLUMNS G AND H)
You can now record when (G) the new controls should be in place, and (H) who is responsible for putting the changes in place.
<table>
<thead>
<tr>
<th>TASK/AREA (A)</th>
<th>HAZARDS (B)</th>
<th>RISK RANKING (C)</th>
<th>CURRENT CONTROLS (D)</th>
<th>ESTIMATED COST OF ILLNESS/INJURY (E)</th>
<th>RECOMMENDED CONTROLS (F)</th>
<th>BY WHEN (G)</th>
<th>BY WHOM (H)</th>
<th>COMPLETE BY</th>
</tr>
</thead>
</table>

**RISK ASSESSMENT RECORD FORM**
IDENTIFYING HAZARDS AND ASSESSING RISKS - HOW CAN I FIND OUT WHAT HAZARDS EXIST IN MY WORKPLACE?

There are many ways of identifying what hazards exist in your workplace, and a number of tools have been provided to assist in the process. But what is the first step?

Complete an assessment of your workplace using an appropriate inspection/auditing tool. See the earlier chapter ‘Planning and auditing’, and consider the list ‘How to manage hazards’ on page 28.

ASSESSING THE RISK AT THE CUSTOMER’S WORKPLACE

Procedures need to be put into place to manage legal and moral obligations to provide a safe and healthy working environment, and to effectively control the risks involved with working either on or off company sites during loading and unloading of freight.

To do this you need to examine individual contracts to ensure that the contracted company has the equipment, environment, trained personnel, standard work procedures and appropriate personal protective equipment to complete the job safely.

WHY IS IT MY JOB AS AN EMPLOYER TO CONSIDER SAFETY AT OUR CUSTOMERS’ SITES?

It is your company’s responsibility to provide a safe working environment and safe systems of work for all employees regardless of the location of work.

METHOD

An assessment of relevant workplaces, procedures and equipment should be completed and documented by the nominated individual. This needs to be done when the assessment and pricing of the contract is being completed. The completed assessment and any risks to employees should be passed on to the relevant supervisor.

Appropriate OHS clauses need to be included in the customer’s contract to remind them of their OHS obligations and satisfy legislative requirements as it relates to the work under the contract.

Particular risks associated with the worksite will be effectively communicated to all personnel performing work on behalf of the company by the relevant supervisor.

Information regarding site-specific standard work procedures which will apply to our personnel will be effectively communicated to all involved personnel prior to the commencement of work under the contract.

Managers shall be responsible for ensuring that employees in their group know about and fully understand this policy, that documentation and procedures are maintained, and that employees receive appropriate training to effectively manage all tasks associated with the specific contract.

FLOW OF WORK THROUGH A TRANSPORT COMPANY

LOADING AND TARPING
(Can be at a customer’s premises.)

TRANSFER OF THE PRODUCT
(Completed on the road and/or at the employer’s premises.)

UNLOADING AND UNTARPING
(Usually done at the customer’s premises.)
WHAT SHOULD I CHECK THE CUSTOMER’S PREMISES FOR?

It’s accepted that many workers may be exposed to hazards whilst working at customers’ premises. Accidents on customers’ premises are becoming a significant risk. It’s important to control and minimise risks wherever possible. This can be achieved by assessing the conditions at the customers’ premises. Follow this checklist:

- Check for safe and appropriate access and egress to the premises.
- Check for appropriate equipment to assist with manual handling.
- Consider the risks of working at heights.
- Assess whether the customers’ forklifts are appropriate to the job.
- Assess whether the forklift drivers are appropriately certified for the job.
- Ensure that your employee understands what behaviour/procedures are expected of them while at the customers’ premises.
- Ensure that the customer has appropriate emergency evacuation and visitor procedures.
- Check if there is the possibility of exposure to any hazardous materials while at the customers’ premises.
- Determine if appropriate vehicle parking and loading areas are available.
- Ensure that all necessary equipment is supplied to complete the job safely.

It is important that sales persons or account managers review these items when assessing a customer and the cost of working with that customer and complete the ‘Customer site safety’ questionnaire on the next page.

A decision may need to be made by the relevant manager if a customer does pose a significant risk to the health and safety of employees. That manager will have to make a decision about the viability of the contract.
**CUSTOMER SITE SAFETY QUESTIONNAIRE**

| CLIENTS NAME |  |
| LOCATION |  |
| NATURE OF BUSINESS |  |

**DESCRIBE WHAT TASKS HAVE TO BE CARRIED OUT**

**CHECK THE FOLLOWING ITEMS**

<table>
<thead>
<tr>
<th>YES</th>
<th>NO</th>
<th>RISK SCORE AND COMMENTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manual handling has been risk assessed?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Aids provided where appropriate?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Any exposure to hazardous chemicals?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Dusty environment?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Noisy environment?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Segregation of person and plant/equipment ensured through a traffic management plan?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Appropriate access/egress to the work area?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is worker required to work at a height?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is worker required to work in a confined space?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Presence of guard dogs?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Client has occupational health and safety policies and procedures in place?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Copies provided?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Are there relevant site safety rules?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the customer have emergency procedures in case of emergencies?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Is any special personal protective equipment required?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other – as relevant to the specific client?</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**SALESPERSON TO COMPLETE**

Overall risk exposure to employee (high/med or low?) |  | Is this an acceptable level of risk? |  |
Corrective actions required |  |
Corrective actions completed |  |
Name | Signed | Date |

**RELEVANT MANAGER IS REQUIRED TO REVIEW AND SIGN**

Comments |  |
Name | Signed | Date |
7. HOW TO DEVELOP A POLICY AND PROCEDURE

WHY DO WE NEED POLICIES AND PROCEDURES?
Written policies and procedures are the basis of your OHS management system. They describe the approach as well as specific requirements for managers and employees.

Policies and procedures are legal documents. They may be required by OHS inspectors or used as evidence in court if you are ever prosecuted for a breach of your OHS duties as an employer. However, they are only the paper part of the system. The actual work must reflect the stated policy and procedure.

WHAT DO POLICIES AND PROCEDURES LOOK LIKE, AND WHAT SHOULD THEY ACHIEVE?

POLICIES
A policy is a statement about an issue in the workplace and details what the employer intends to do about the issue.

A policy should outline:
• the standard of performance expected
• specific objectives to be achieved
• timeframes for review
• how it will be reviewed
• commitment
• how it will be implemented
• what is expected at all levels of the organisation.

PROCEDURES
A procedure is a detailed set of instructions for performing a task. It provides for a consistent approach to meeting roles and responsibilities.

A procedure should have clear goals and objectives.

A well structured procedure should:
• be a simple guide or method (or way) for the task to be carried out
• describe who the procedure relates to
• provide a consistent approach to meeting roles and responsibilities.

WHAT IS THE DIFFERENCE BETWEEN A POLICY AND A PROCEDURE?
The differences can be described using the following diagram:

THE DIFFERENCE BETWEEN A POLICY AND A PROCEDURE

POLICY
'WHY'

PROCEDURE
Guide to 'HOW' it is done

STANDARD OPERATING PROCEDURE
Exactly 'HOW' a task is done

PROCESS IS COMPLETED THROUGH CONSULTATION WITH THE WORKFORCE
WHAT DO I NEED TO KEEP IN MIND AS I START TO WRITE MY POLICIES AND PROCEDURES?

When writing a policy or a procedure there is often discussion about use of the words ‘must’ and ‘should’. ‘Must’ indicates that it is mandatory, while ‘should’ allows some discretion.

The model policy provided uses the terms in a way suggested for the road freight transport industry. When writing policies and procedures, be careful to use the appropriate word. A sample of a general OHS policy is provided.

Before drafting a policy or procedure, obtain all the relevant information. Employee representatives should be part of the process from the beginning. A small team or one person should then prepare the first draft. However, you are saved this effort as the model policy found in this manual can be your first draft.

The following steps are recommended to efficiently and effectively develop a procedure. (Use a relatively simple topic first. Manual handling may be important but it is quite a difficult topic.)

Remember, you will achieve ongoing success if you can maintain everyone’s confidence.

WHAT SHOULD POLICY AND PROCEDURE DOCUMENTS CONTAIN?

POLICY

PURPOSE: WHY?
Covers why you need this policy, and what you want to achieve with it. (If you cannot state why the policy should be written or what it is to achieve, then don’t write it.)

SCOPE: WHAT?
What circumstances, work situations, etc are covered by or excluded from the policy? Cross references to other documents should be noted here.

IMPLEMENTATION: WHY?
This should cover briefly how you will put this company policy into place in the workplace.

REFERENCES: WHERE?
What legal documents apply to this area, and what other policies or procedures are relevant to this procedure?

PROCEDURE

METHOD: HOW?
What simple/easy to follow steps will lead to the purpose being achieved?

TRAINING: SKILLS REQUIRED?
Summary of the management and employee training required to implement the procedure. This is a statement specific to the procedure; it does NOT imply that each procedure will have a separate training module.

ATTACHMENTS: USING WHAT?
Samples of forms that are part of the implementation of the procedure.

Some policies and procedures may require the inclusion of individual responsibilities, eg, rehabilitation co-ordinator.
TIPS FOR DRAFTING YOUR POLICY AND PROCEDURES

STEP 1
Read the information in this chapter.
List useful references and sources of information, including legislation relevant to the procedure and a list of relevant Australian standards and/or guidelines.

STEP 2
Source the required Acts, regulations and codes if they are relevant to your business.
You can obtain Acts, regulations and codes from WorkCover, or from the internet.
Some standards, codes and guides are available from Workplace Services on 1800 777 209.

STEP 3
Read the model policy in this chapter on page 41.
Prepare your own first draft.
Consult with employees to review the draft to ensure that the final document suits your circumstances, requirements and culture of your company.

STEP 4
Write your procedures.
Consult with employees to review the draft to ensure that the final document suits your circumstances, requirements and culture of your company.
Review it to ensure that it uses terminology in common use in your business. The first step should be to look at the terms ‘senior manager/responsible officer’, ‘operations manager’ and ‘supervisor’. What are the common terms used in business? Reference to your organisational chart should help here. Use the terms used in your business in the procedure.

STEP 5
Prepare an implementation action plan.
Refer to the example in the chapter in this manual titled ‘Planning and auditing’.

STEP 6
Make a budget allocation as required.
You may need to spend some money to get the procedure in place. Make the necessary allocation in your business budget.

STEP 7
Implement the actions required within the allocated timeframe.
Keep a record of actions completed. When finalised, your employer and employee representatives should jointly sign a form acknowledging completion, to their mutual satisfaction, of actions as recorded. An agreed date for review (usually 12 months) should be recorded.

STEP 8
The OHS committee (or other consultative structure) should monitor the implementation plan and the effectiveness of the policy or procedure.
At (name of business)
the health, safety and welfare of all employees and visitors is of equal importance to all other operational
consideration. The employer, supervisors and employees work together to ensure that

(name of business)
is a safe workplace.

**EMPLOYER (RESPONSIBLE OFFICER) IS RESPONSIBLE FOR**


**EMPLOYEES ARE RESPONSIBLE FOR**


**WE EXPECT CONTRACTORS AND VISITORS TO**


**RESPONSIBLE OFFICER**

Name:

(signature)

**STAFF REPRESENTATIVE**

Name:

(signature)

**POLICY REVIEW DATE**
8. WHO CAN PROVIDE ASSISTANCE?

The following departments and organisations have been listed as contact points for providing helpful information to those working in the road freight transport industry.

If you have a problem dealing with an aspect of your work, please contact the most appropriate department and talk with them.

**WORKCOVER**

WorkCover is responsible for administering South Australia’s workers rehabilitation and compensation scheme.

Contact WorkCover for information about employer/employee responsibilities and safe work information.

WorkCover  
100 Waymouth Street, Adelaide SA 5000  
General Enquiries: Telephone 13 18 55  
Facsimile: (08) 8233 2466  
Email: info@workcover.com

TTY calls: (08) 8233 2574 (for people who are deaf or have hearing/speech impairments)

Non-English speaking: (08) 8226 1990 for information in languages other than English, call the Interpreting and Translating Centre and ask them to call WorkCover.

For transport industry OHS information, also see the SAfer Industries road transport website at www.workcover.com/safer

**WORKPLACE SERVICES**

The Retail, Wholesale, Storage and Transport Team is concerned with safety and the investigation of accidents in the transport industry.

Retail, Wholesale, Storage and Transport Team  
Level 3, 1 Richmond Road, Keswick SA 5035  
Telephone: (08) 8303 0400  
Facsimile: (08) 8303 0419  
www.eric.sa.gov.au

**SOUTH AUSTRALIAN METROPOLITAN FIRE SERVICE (SAMFS)**

Committed to protecting life, property and the environment from the effects of fire and other dangers.

In particular, the SAMFS assist in extinguishing fires caused by transport accidents and in cleaning up spills of dangerous goods and hazardous substances.

General Business  
99 Wakefield Street, Adelaide SA 5000  
Telephone: (08) 8204 3600  
Facsimile: (08) 8204 3838  
Emergency Telephone: 000  
www.samfs.sa.gov.au
8. WHO CAN PROVIDE ASSISTANCE?

**TRANSPORT SA**

Manages the road system in partnership with other transport agencies, local government and the South Australian Police. Their functions include vehicle regulation, driver licensing and road user information.

Customer service centre: 13 10 84
Addresses listed in the telephone book.
General enquiries: 1300 360 067
Road hazards and signal faults: 1800 018 313
Business charter enquiries: 1300 654 422
www.transportsa.gov.au

**ENVIRONMENT PROTECTION AGENCY**

**RADIATION PROTECTION BRANCH**

The radiation protection branch advises workers in the road freight transport industry on the legislation and safety requirements for carrying radioactive material.

If you have any concerns or queries, the radiation protection branch can send you information on the transport of radioactive material.

103 King William Street, Kent Town  SA  5000
During office hours:
Telephone: (08) 8130 0700
Facsimile: (08) 8130 0777
After hours: (08) 8130 0700
Emergency: 000

**BUSINESS SA**

Business SA (trading as the South Australian Employer’s Chamber of Commerce & Industry Inc.) is the largest and most influential employer organisation in South Australia. Business SA works hard on behalf of business and its members to influence government decisions, attract investment into South Australia, assist in export development and to be involved in initiatives that will help its members to achieve growth and prosperity.

Business SA
Enterprise House
136 Greenhill Road, Unley  SA  5061
Telephone: (08) 8300 0000
Facsimile: (08) 8300 0001
Email: geoffs@business-sa.com
www.bsa.com
TRANSPORT TRAINING CENTRE INC.
The Transport Training Centre is an industry-based training and resource centre, operating as a non-profit organisation. Established in 1984 the centre provides a diverse range of services to meet the ever changing needs of the Transport and Distribution Industries.
The centre prides itself on its ability to deliver superior outcomes in all its training activities and is quality accredited, pursuant to ISO9002.
Transport Training Centre Inc.
Telephone: (08) 8268 6066
Facsimile: (08) 8347 2388
Mobile: 0417 852 792
Email: paulfay@ttc.com.au

THE TRANSPORT WORKERS UNION
The TWU of Australia SA/NT Branch is the State/Territory branch of the Federal TWU of Australia. It is a labour organisation that represents all workers across the broad spectrum of the Transport Industry. This includes road, air, stores and distribution, with employment classifications as varied as long haul heavy transport drivers, local delivery drivers, forklift operators, regional pilots and chefs working in the airline sector.
Primary objectives of the TWU of Australia are to organise labour and to achieve well paid, secure jobs in a safe work environment free from harassment or discrimination of any kind.
For further information regarding union services, please contact:
Branch Secretary
25 Chief Street, Brompton SA 5007
Telephone: (08) 8346 9955
Facsimile: (08) 8346 8580
Email: info@sa-nt.twu.com.au

OWNER DRIVERS ASSOCIATION OF SA LIMITED
FORMERLY THE TRUCK OPERATORS ASSOCIATION OF SA LTD
The Owner Drivers Association of SA Limited was formed in 1977 to look after the interests of the smaller type operator from one to 10 vehicles. It acts as the voice on behalf of the smaller operator in all matters that affect them with both the government and private sector.
Address: PO Box 10, Goodwood SA 5034
Telephone: (08) 8271 1851
Facsimile: (08) 8271 1422
Email: ownerdriver@chariot.net.au