



Establish and maintain a safe and secure workplace

D1.HSS.CL4.01

D2.TRM.CL9.04

Trainee Manual



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& hospitality

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The Association of Southeast Asian Nations (ASEAN) was established on 8 August 1967. The Member States of the Association are Brunei Darussalam, Cambodia, Indonesia, Lao PDR, Malaysia, Myanmar, Philippines, Singapore, Thailand and Viet Nam.

The ASEAN Secretariat is based in Jakarta, Indonesia.

General Information on ASEAN appears online at the ASEAN Website: www.asean.org.

All text is produced by William Angliss Institute of TAFE for the ASEAN Project on "Toolbox Development for Priority Tourism Labour Division".

This publication is supported by Australian Aid through the ASEAN-Australia Development Cooperation Program Phase II (AADCP II).

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File name: TM_Est_&_maintain_a_safe_&_secure_workplace_310812.docx

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Introduction to trainee manual

To the Trainee

Congratulations on joining this course. This Trainee Manual is one part of a 'toolbox' which is a resource provided to trainees, trainers and assessors to help you become competent in various areas of your work.

The 'toolbox' consists of three elements:

- A Trainee Manual for you to read and study at home or in class
- A Trainer Guide with Power Point slides to help your Trainer explain the content of the training material and provide class activities to help with practice
- An Assessment Manual which provides your Assessor with oral and written questions and other assessment tasks to establish whether or not you have achieved competency.

The first thing you may notice is that this training program and the information you find in the Trainee Manual seems different to the textbooks you have used previously. This is because the method of instruction and examination is different. The method used is called Competency based training (CBT) and Competency based assessment (CBA). CBT and CBA is the training and assessment system chosen by ASEAN (Association of South-East Asian Nations) to train people to work in the tourism and hospitality industry throughout all the ASEAN member states.

What is the CBT and CBA system and why has it been adopted by ASEAN?

CBT is a way of training that concentrates on what a worker can do or is required to do at work. The aim of the training is to enable trainees to perform tasks and duties at a standard expected by employers. CBT seeks to develop the skills, knowledge and attitudes (or recognise the ones the trainee already possesses) to achieve the required competency standard. ASEAN has adopted the CBT/CBA training system as it is able to produce the type of worker that industry is looking for and this therefore increases trainees chances of obtaining employment.

CBA involves collecting evidence and making a judgement of the extent to which a worker can perform his/her duties at the required competency standard. Where a trainee can already demonstrate a degree of competency, either due to prior training or work experience, a process of 'Recognition of Prior Learning' (RPL) is available to trainees to recognise this. Please speak to your trainer about RPL if you think this applies to you.

What is a competency standard?

Competency standards are descriptions of the skills and knowledge required to perform a task or activity at the level of a required standard.

242 competency standards for the tourism and hospitality industries throughout the ASEAN region have been developed to cover all the knowledge, skills and attitudes required to work in the following occupational areas:

- Housekeeping
- Food Production
- Food and Beverage Service

- Front Office
- Travel Agencies
- Tour Operations.

All of these competency standards are available for you to look at. In fact you will find a summary of each one at the beginning of each Trainee Manual under the heading 'Unit Descriptor'. The unit descriptor describes the content of the unit you will be studying in the Trainee Manual and provides a table of contents which are divided up into 'Elements' and 'Performance Criteria'. An element is a description of one aspect of what has to be achieved in the workplace. The 'Performance Criteria' below each element details the level of performance that needs to be demonstrated to be declared competent.

There are other components of the competency standard:

- *Unit Title*: statement about what is to be done in the workplace
- *Unit Number*: unique number identifying the particular competency
- *Nominal hours*: number of classroom or practical hours usually needed to complete the competency. We call them 'nominal' hours because they can vary e.g. sometimes it will take an individual less time to complete a unit of competency because he/she has prior knowledge or work experience in that area.

The final heading you will see before you start reading the Trainee Manual is the 'Assessment Matrix'. Competency based assessment requires trainees to be assessed in at least 2 – 3 different ways, one of which must be practical. This section outlines three ways assessment can be carried out and includes work projects, written questions and oral questions. The matrix is designed to show you which performance criteria will be assessed and how they will be assessed. Your trainer and/or assessor may also use other assessment methods including 'Observation Checklist' and 'Third Party Statement'. An observation checklist is a way of recording how you perform at work and a third party statement is a statement by a supervisor or employer about the degree of competence they believe you have achieved. This can be based on observing your workplace performance, inspecting your work or gaining feedback from fellow workers.

Your trainer and/or assessor may use other methods to assess you such as:

- Journals
- Oral presentations
- Role plays
- Log books
- Group projects
- Practical demonstrations.

Remember your trainer is there to help you succeed and become competent. Please feel free to ask him or her for more explanation of what you have just read and of what is expected from you and best wishes for your future studies and future career in tourism and hospitality.

Unit descriptor

This unit deals with the skills and knowledge required to Establish and maintain a safe and secure workplace in a range of settings within the hotel and travel industries workplace context.

Unit Code:

D1.HSS.CL4.01
D2.TRM.CL9.04

Nominal Hours:

60 hours

Element 1: Identify workplace health, safety and security responsibilities

Performance Criteria

- 1.1 Describe the legislated rights and obligations of employers
- 1.2 Describe the legislated rights and obligations of employees
- 1.3 Describe the health, safety and security policies of the host employer

Element 2: Develop and maintain framework to maintain workplace health, safety and security

Performance Criteria

- 2.1 Prepare job descriptions that incorporate health, safety and security responsibilities
- 2.2 Establish working relationship with management
- 2.3 Create health, safety and security reporting structure
- 2.4 Disseminate information on health, safety and security
- 2.5 Initiate workplace health, safety and security training
- 2.6 Develop health, safety and security records and allied documentation

Element 3: Implement procedures for identifying health, safety and security hazards and risks

Performance Criteria

- 3.1 Conduct physical workplace inspections
- 3.2 Encourage staff to report workplace hazards and risks
- 3.3 Analysis of internal records
- 3.4 Address risk identification at planning and purchasing stages
- 3.5 Monitor industry sources of workplace hazards and risks

Element 4: Implement procedures for assessing health, safety and security risks

Performance Criteria

- 4.1 Identify those to be involved in assessment
- 4.2 Schedule risk assessments
- 4.3 Apply risk assessment activities
- 4.4 Record deliberations at risk assessment meetings
- 4.5 Facilitate meaningful and effective consultation
- 4.6 Adopt 'safe place' rather than 'safe person' approach
- 4.7 Prioritise risks levels
- 4.8 Finalise assessment and take action

Element 5: Implement procedures for controlling health, safety and security risks

Performance Criteria

- 5.1 Plan for implementation of the control
- 5.2 Initiate the control
- 5.3 Monitor the control
- 5.4 Take remedial action where necessary

Element 6: Investigate injuries, illnesses and incidents

Performance Criteria

- 6.1 Describe how to notify injury, illness or incident
- 6.2 Investigate injuries, illnesses or incidents
- 6.3 Identify causes of injuries, illnesses or incidents
- 6.4 Implement remedial action

Element 7: Evaluate the organisation's health, safety and security effectiveness

Performance Criteria

- 7.1 Review and assess the effectiveness of the systems that have been put in place
- 7.2 Implement improvements, where necessary
- 7.3 Assess compliance with legislated and internal requirements

Assessment matrix

Showing mapping of Performance Criteria against Work Projects, Written Questions and Oral Questions

		Work Projects	Written Questions	Oral Questions
Element 1: Identify workplace health, safety and security responsibilities				
1.1	Describe the legislated rights and obligations of employers	1.1	1	1
1.2	Describe the legislated rights and obligations of employees	1.2	2	2
1.3	Describe the health, safety and security policies of the host employer	1.3	3	3
Element 2: Develop and maintain framework to maintain workplace health, safety and security				
2.1	Prepare job descriptions that incorporate health, safety and security responsibilities	2.1	4	4
2.2	Establish working relationship with management	2.2	5	5
2.3	Create health, safety and security reporting structure	2.3	6	6
2.4	Disseminate information on health, safety and security	2.4	7	7
2.5	Initiate workplace health, safety and security training	2.5	8	8
2.6	Develop health, safety and security records and allied documentation	2.6	9	9
Element 3: Implement procedures for identifying health, safety and security hazards and risks				
3.1	Conduct physical workplace inspections	3.1	10	10
3.2	Encourage staff to report workplace hazards and risks	3.2	11	11
3.3	Analysis of internal records	3.3	12	12
3.4	Address risk identification at planning and purchasing stages	3.4	13	13
3.5	Monitor industry sources of workplace hazards and risks	3.5	14	14

		Work Projects	Written Questions	Oral Questions
Element 4: Implement procedures for assessing health, safety and security risks				
4.1	Identify those to be involved in assessment	4.1	15	15
4.2	Schedule risk assessments	4.2	16	16
4.3	Apply risk assessment activities	4.3	17	17
4.4	Record deliberations at risk assessment meetings	4.4	18	18
4.5	Facilitate meaningful and effective consultation	4.5	19	19
4.6	Adopt 'safe place' rather than 'safe person' approach	4.6	20	20
4.7	Prioritise risks levels	4.7	21	21
4.8	Finalise assessment and take action	4.8	22	22
Element 5: Implement procedures for controlling health, safety and security risks				
5.1	Plan for implementation of the control	5.1	23	23
5.2	Initiate the control	5.2	24	24
5.3	Monitor the control	5.3	25	25
5.4	Take remedial action where necessary	5.4	26	26
Element 6: Investigate injuries, illnesses and incidents				
6.1	Describe how to notify injury, illness or incident	6.1	27	27
6.2	Investigate injuries, illnesses or incidents	6.2	28	28
6.3	Identify causes of injuries, illnesses or incidents	6.3	29	29
6.4	Implement remedial action	6.4	30	30
Element 7: Evaluate the organisation's health, safety and security effectiveness				
7.1	Review and assess the effectiveness of the systems that have been put in place	7.1	31	31
7.2	Implement improvements, where necessary	7.2	32	32
7.3	Assess compliance with legislated and internal requirements	7.3	33	33

Glossary

Term	Explanation
Act	A piece of law
Assessment	The act of assessing; appraisal; evaluation
Consultation	A meeting for deliberation, discussion, or decision
Control	To check, regulate, manage, eliminate or prevent the flourishing or spread of
Disseminate	To distribute
External	An influence on the business caused by a person, law or pressure from outside the business
Framework	A structural plan or basis of a project
Health	The general condition of the body or mind with reference to soundness and vigour
Hierarchy	Any system of persons or things ranked one above another
HSR	Health and Safety Representative
Induction	The act of inducting; introduction; initiation
Inspection	The act of inspecting or viewing, especially carefully or critically
Internal	An influence on the business caused by a person or pressure from within the business
KPI	Key Performance Indicator
KRA	Key Result Area
Legislation	A law, regulation or code of practice
Notification	An act or instance of notifying, making known, or giving notice; notice

Term	Explanation
Obligation	Something by which a person is bound or obliged to do certain things, and which arises out of a sense of duty or results from custom, law, etc.
OHS	OHS refers to 'Occupational Health and Safety'. In some countries the term OSH 'Occupational Safety and Health' is used. The concept is identical and relates to workplace health and safety policies, procedures and practices.
Prioritise	To arrange or do in order of priority
Responsibility	A particular burden of obligation upon one who is responsible
Right	That which is due to anyone by just claim, legal guarantees, moral principles
Safety	The state of being safe; freedom from the occurrence or risk of injury, danger, or loss
Security	Freedom from danger, risk; precautions taken to guard against crime, attack, sabotage, espionage

Element 1:

Identify workplace health, safety and security responsibilities

1.1 Describe the legislated rights and obligations of employers

Health, safety and security

Ensuring the health, safety and security of all people in a hospitality and tourism organisation is the single most important concern of all managers. Whilst it is important that a business makes a profit, at the end of the day, it is only money. There is no quicker way to lose the confidence and patronage of people, than by placing people at harm.



A sad yet alarming fact is that 75% of workplace accidents and injuries are inevitable.

By having sound health, safety and security practices in place, the pain, frustration and costs associated with injuries can be reduced, to the benefit of all people.

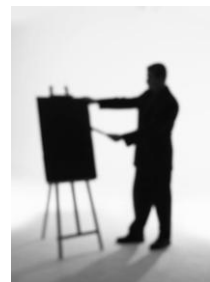
'People' does not just relate to 'paying customers' of our organisation, it also includes:

- Owners and managers
- Staff
- Suppliers
- External community.



This manual looks at how to ensure the health, safety and security of all people through:

- Establishing management commitment
- Consultation with external experts
- Identifying rights, obligations and responsibilities
- Implementing policies and procedures
- Ensuring suitable safety and security resources
- Training staff
- Identifying all potential risks and hazards
- Assessing risks and hazards
- Controlling risk and hazards.



Before we explore how to ensure all patrons are able to enjoy a hospitality organisation in a safe and secure manner, it is important to understand the following key phrases:

- Health – the physical and mental state of a person with freedom from disease or ailment
- Safety – being free from the occurrence or risk of injury, danger or loss
- Security – something that secures or makes safe with freedom from risk.



In summary health, safety and security aims to protect the physical safety and security of the business (profit, reputation, and liability), assets, staff, guests and the public from injuries or illness, or loss of property, that may occur as a result of a breakdown in workplace actions.

We are all responsible for safety and security in the work place. This includes:

- Management
- Our selves
- Fellow employees
- Customers
- The public.



Legislation

Whilst there is a moral obligation for all managers to ensure the safety and security of all those who come into contact with the organisation, there are a number of laws that will identify the responsibilities and actions required by employers and employees of a hospitality organisation.

Each country will have their own laws in relation to health, safety and security. There will be a number of laws relating to different aspects of this important field.

‘Occupational Health and Safety Act’

The main piece of legislation that covers health, safety and security will be an ‘Occupational Health and Safety Act’. This will be referred to as ‘The Act’ in this manual.

As the name suggests, it covers workplace health and safety. Whilst the name and content of the Act will vary between countries, the general meaning and aim will remain constant.

Objectives of the Act

The Act normally gives an overview of duties and/or rights to all those who have health and safety responsibilities or roles, including employers, those who manage or control workplaces, employees, health and safety representatives, suppliers, designers and manufacturers.

The Act is designed to provide a broad framework for improving standards of workplace health and safety to reduce work-related injury and illness. It allows duty-holders to determine their approach to achieving compliance with the Act.



The Act aims to:

- Secure the health, safety and welfare of employees and other people at work
- Protect the public from the health and safety risks of business activities
- Eliminate workplace risks at the source
- Involve employers, employees and the organisations that represent them in the formulation and implementation of health, safety and welfare standards.

Throughout the Act, the meaning of health includes psychological health as well as physical health.

Principles of health and safety protection

The following health and safety principles should be applied in the administration of the Act:

- All people are given the highest level of health and safety protection that is reasonably practicable
- Those who manage or control activities that give rise, or may give rise, to risks to health or safety are responsible for eliminating or reducing health and safety risks, so far as is reasonably practicable
- Employers and self-employed people should be proactive and take reasonably practicable measures to ensure health and safety in their business activities
- Employers and employees should exchange information about risks to health or safety and measures that can be taken to eliminate or reduce those risks
- Employees are entitled, and should be encouraged, to be represented on health and safety issues.



Who is covered by the Act?

All workers are provided with protection by this Act. This includes employers, employees, contractors, sub-contractors and outworkers. The Act also provides protection for the general public so that their health and safety is not placed at risk by work activities.

Governing body

Each country will have a dedicated authority which will focus on the implementation and compliance of the Act and any associated regulations.

This authority will have a broad range of functions designed to improve occupational health and safety.



Three of these functions are:

- Monitoring and enforcing compliance with the Act and regulations
- Making recommendations to the Minister on regulations and compliance codes
- Informing employers and employees of their duties, obligations and rights.

General OHS obligations and duties

Following are general obligations, duties and responsibilities as identified in the Act. This will include obligations of all persons associated with a business.

As mentioned, these may vary from country to country however are important to discuss.

Concept of ensuring health and safety

The Act imposes general OHS duties on employers, the self-employed, employees, designers, manufacturers, suppliers and others.

These general OHS duties require a person, in most instances; to ensure health and safety as far as is reasonably practicable. This requires the person:

- To eliminate risks to health and safety so far as is reasonably practicable
- If it is not reasonably practicable to eliminate risks to health and safety, to reduce those risks so far as is reasonably practicable.



Reasonably practicable

The words 'so far as is reasonably practicable' are words of limitation.

What is 'reasonably practicable' in a given situation is to be determined objectively. The duty-holder must do what a reasonable person would do in the particular circumstances by putting in place 'reasonably practicable' measures.

In determining what is 'reasonably practicable', account must be taken of:

- The likelihood of a hazard or risk occurring (i.e. the probability of a person being exposed to harm)
- The degree of harm that would result if the hazard or risk occurred (i.e. the potential seriousness of injury or harm)
- What the person concerned knows, or ought reasonably to know, about the hazard or risk and any ways of eliminating or reducing that hazard or risk
- The availability and suitability of ways to eliminate or reduce the hazard or risk
- The cost of eliminating or reducing the hazard or risk.

The term 'reasonably practicable' in the Act has the same practical effect on how duties are to be met as the term 'practicable' had in the old Act.

Employer rights obligations and responsibilities

OHS legislation outlines responsibilities that must be adhered to by all parties

Employer responsibilities may include.

- Providing safety training and clear safety rules
- Encouraging a Health and Safety Committee – the aim of the committee is to identify areas in the workplace where changes should be made so as to create a safer working environment. This may include upgrading equipment, equipment training and safety matters
- Maintaining an injury register - so that accidents are logged for insurance and monitoring purposes
- Adhering to all workplace agreements
- Providing information and written instructions in all appropriate languages
- Providing all necessary safety equipment to perform the required work - this may include gloves, masks, ear protectors, goggles, protective clothing and footwear
- Maintaining a safe workplace for their employees and monitoring health and safety issues
- Equipment and machinery must be maintained and must conform to safety standards
- Providing well-lit and ventilated places to work
- First aid must be provided to all employees when and where necessary. This covers employees when they are coming to and from work, provided the accident is not self inflicted or of a malicious or wilful nature.



Extent of responsibilities

The OHS responsibilities extend a 'duty of care' to all employers, employees and all customers of the establishment.

'Duty of care' means employers have a legal responsibility, in addition to the responsibility and obligations imposed by legislation, to provide a reasonable standard of care in relation to actions (such as work practices) that could foreseeably cause harm to people.

The employer must therefore:

- Ensure the health, safety and welfare of all customers, delivery drivers, suppliers and visitors to the venue
- Provide safe access to the venue
- Provide information, training and supervision when and where required.

Duties of employers to employees and contractors

The Act requires all employers to provide and maintain a working environment that is safe and without risks to health.

Employers owe the same duty to independent contractors and their employees who are working at the workplace, but only for matters over which the employer has, or should have, control.

The Act sets out specific duties that employers must comply with as part of their general duty. These include:

- Providing and maintaining plant and systems of work that are safe and do not pose health risks (e.g. providing effective guards on machines and regulating the pace and frequency of work)
- Making arrangements to ensure the absence of risks to health and safety connected with the use, handling, storage and transport of plant or substances (e.g. toxic chemicals, dusts and fibres)
- Maintaining workplaces under their management and control in a condition that is safe and without health risks (e.g. controlling noise and lighting levels)
- Providing adequate facilities for the welfare of employees at workplaces under their management and control (e.g. washrooms, lockers and dining areas)
- Providing employees with information, instruction, training or supervision needed for them to work safely and without risks to their health.



An employer must provide their employees with health and safety information in languages appropriate for their employees, including the name of any person to whom employees may make an enquiry or complaint about health or safety.

Duties of employers to monitor health and safety conditions

Employers must:

- Monitor the health of their employees and the conditions of the workplaces under their management and control
- Keep records on the health and safety of their employees
- Employ or engage the services of a person suitably qualified in OHS to provide advice on the health and safety of their employees.



Duties of employers and self-employed to other people

Employers and the self-employed must ensure that the health and safety of members of the public is not adversely affected by their business activities.

This duty includes matters such as protecting visitors to a workplace, protecting the general public from construction or demolition work being done near roads and footpaths, and preventing the emission of hazardous substances from a workplace.

Duties of those who manage or control workplaces

Any person or body that manages or controls a workplace, to any extent, must ensure that the workplace, including entering and exiting the workplace, is safe and without risk to health. This duty is limited to matters over which the person has management or control.

Those who manage or control a workplace could include the employer, the occupier of the workplace, the owner of the workplace and others.

Note: The general OHS duties under the Act are all duties to be met 'so far as is reasonably practicable' with the exception of those marked.



Contractor's rights obligations and responsibilities

In a hospitality industry:

a) 'Plant' includes:

- Any machinery, equipment, appliance, implement and tool
- Any component of any of those things
- Anything fitted, connected or related to any of those things.

b) 'Substance' means any natural or artificial substance, whether in the form of a solid, liquid, gas or vapour. This normally includes gas, electricity and chemicals.

There are many people who have responsibility for providing 'plant and substance' to a hospitality organisation. This includes designers, manufacturers and suppliers.

In a hospitality industry it is also important to note that people who are part of any food production, distribution, transportation, sale or preparation activities also have health, safety and security obligations.

Duties of designers of plant

A person who designs plant and knows, or ought reasonably to know, that the plant is to be used at a workplace must ensure that it is designed to be without risks to health or safety when used for a purpose for which it was designed.

A designer of plant must carry out tests and examinations sufficient to ensure that plant used for its intended purpose is safe and without risks to health. Information must be made available to those for whom the plant was designed about its intended purpose, test results and any conditions necessary to ensure that it is safe and without risks to health, when used for its intended purpose.



Duties of manufacturers of plant and substances

Manufacturers of any plant or substance which is manufactured to be used, or could reasonably be expected to be used, at a workplace must ensure that the plant or substance is safe and without risks to health when used for a purpose for which it was manufactured.

Manufacturers must carry out or arrange tests and examinations sufficient to ensure that the plant or substance is manufactured to be safe and without risks to health when used for a purpose for which it was manufactured.

Manufacturers must give to each person they supply with any plant or substance, and on request to any person who uses or is to use the plant or substance, information about the intended purpose(s) of the plant or substance, the results of tests for the plant or substance and any conditions necessary to ensure that when used for their intended purpose they are safe and without risks to health.

Duties of suppliers of plant and substances

Suppliers of any plant or substance that is to be used, or could reasonably be expected to be used, at a workplace must ensure that the plant or substance is safe and without risks to health when used for the purpose for which it was designed, manufactured or supplied.

Suppliers must provide to each person they supply with any plant or substance, and on request to any person who uses or is to use the plant or substance, information about the intended purpose of the plant or substance and any conditions for the safe use of the plant or substance.



Other sources of legislation

Whilst the Act may be the primary source of laws and regulations that an employer must follow, there are other sources of legislation or regulations that relate to health safety and security.

The following are focused towards employer representatives, health and safety representatives, health and safety committee members and other employees.

They explore the key features of effective health and safety management arrangements, and are designed to show that getting started on improved health and safety in the workplace is not difficult, but does require commitment, consultation and co-operation.

Again these may vary from country to country but laws normally exist relating to:

- Managing Safety in Your Workplace
- Hazard Management
- Health & Safety Responsibilities, Roles & Functions
- Training Information & Records
- Workplace Health & Safety Policies, Procedures
- Workplace Health and Safety Consultation
- Manual Handling
- Chemicals Management in the Workplace
- Hazardous Substances
- First Aid in the Workplace
- Hazard identification, risk assessment & risk control in the workplace
- Plant Hazard Management.



This section has looked at the rights, obligations and responsibilities of employers and suppliers of items for a hospitality business.

The next section will explore the rights, obligations and responsibilities of employees.

1.2 Describe the legislated rights and obligations of employees

Introduction

Whilst it is essential that employers have obligations to ensure the safety and security of all stakeholders, it is also vital that employees have rights and obligations when it comes to maintaining health, safety and security practices.

Obligations of employees

While at work, employees are required to take reasonable care for their own safety and the safety of others who may be affected by their actions or omissions. They must also cooperate with any actions taken by their employer to comply with the Act and regulations.

An employee must not intentionally or recklessly interfere with or misuse anything provided at the workplace in the interests of health, safety and welfare.

Employee responsibilities

These include:

- Working in a way that ensures personal safety, and the safety of others including colleagues and customers
- Using safety equipment in accordance with the manufacturer's instructions
- Using all safety equipment when and where required and in a correct manner (such as goggles, masks, gloves, guards)
- Following all occupational health and safety regulations in-line with establishment requirements
- Reporting accidents, injuries or illness to the appropriate person
- Reporting any equipment in need of repair
- Adhering to all workers compensation laws and regulations
- Not interfering or getting in the way of a person who is trying to assist another in need.



Extent of responsibilities

The employee must:

- Cooperate with the employer
- Act professionally and responsibly at all times
- Enforce health and safety issues to others in the workplace
- Inform the employer of any breaches of the regulations
- Ensure a hygienic and safe environment in accordance with the individual's responsibility and authority.



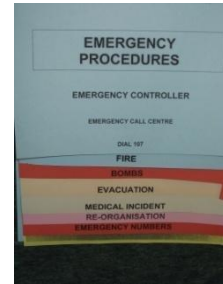
1.3 Describe the health, safety and security policies of the host employer

Introduction

The previous two sections have identified a range of responsibilities and obligations of both employers and employees.

In order to ensure all requirements are met, a formalised set of rules and instructions must be prepared in a manner which is clear and easy to understand and to follow.

Properly developed, implemented and monitored policies and procedures greatly improve the operation of a business in all areas.



Identification of policy and procedure

First it is important to understand the difference between a 'policy' and 'procedure'.

Policy

A policy is a statement or rule about an issue in the workplace and says what the business intends to do about the issue.

Examples of policies include:

- Hours of operation
- Use of safety gloves and glasses
- Use of warning signs when cleaning
- Amount of keys to be given to a guest
- Information about guests to be given to non-guests.



Procedure

A procedure sets out step-by-step instructions on how to deal with an activity in the workplace.

Types of procedures include:

- How to use and store chemicals
- How to clean a room
- How to prepare a meal
- How to store food
- Manual handling
- Safe working techniques
- How to handle Emergency, fire and accidents
- Hazard identification & control.



It is normal for some areas of operations to have both policies and procedures. This normally identifies what you need to do and how it should be done.

Some examples include:

- State and use of fire equipment
- Security of money, people and assets
- Key control systems
- Preparation of meals in a hygienic manner.



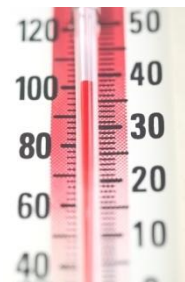
Importance of health and safety policies and procedures

Health and safety policies and procedures are part of a framework for effective health and safety management.

Whilst it is important to have policies and procedures pertaining to all areas of the operation, the first step is to establish a general health and safety policy which is the primary safety document for the organisation.

A general health and safety policy states management's intention to provide a safe and healthy workplace, and states the health and safety goals of a workplace. It should also demonstrate the employer's acknowledgment of their legal duties and their intention to voluntarily comply with those duties.

Specific policies and procedures address particular issues or hazards. They are administrative measures to control workplace hazards and should be used together with other hazard control measures to eliminate or reduce the risk of workplace illness or injury. We will examine hazard control later in this booklet.



Preparing a general health and safety policy

Successfully preparing a policy requires consultation. Elected health and safety representatives, nominated management representatives responsible for health and safety and employees can all contribute to ensure an effective health and safety policy.

Health and safety policies will vary from one organisation to another, and should reflect the particular needs and operation of the organisation preparing the policy. The policy should also reflect the relevant requirements of any Acts and legislations.



Inclusions

The policy statement should indicate, in clear and simple terms, your company's health and safety objectives. It should describe the arrangements to achieve those objectives, including the allocation of functions and roles. It should be signed and dated by the chief executive or equivalent of your organisation.

Issues that should be covered include:

- Senior management commitment to the provision and maintenance of a working environment which is safe and without risks to health
- The integration of that commitment into all organisational activities
- A commitment to establishing the functions and roles of all people in the organisation involved in maintaining workplace health and safety
- Accountability of all levels of management for implementing health and safety practices and procedures
- The importance of consultation and cooperation between management and employees for effective translation of objectives into action
- Training in, and communication of, health and safety practices and procedures
- Commitment to regular monitoring and review of the policy and its effectiveness.



Sample General OH&S Policy

A sample General OH&S Policy for a workplace is included on the next page.

Blanket Bay Resort

Occupational Health and Safety Policy

Obligations

Blanket Bay Resort recognises its moral and legal responsibility to provide a safe and healthy work environment for employees, contractors, customers and visitors. This commitment extends to ensuring that the organisation's operations do not place the local community at risk of injury, illness or property damage.

Objectives

Blanket Bay Resort will:

- Provide safe plant and systems of work
- Provide written procedures and instructions to ensure safe systems of work
- Ensure compliance with legislative requirements and current industry standards
- Provide support and assistance to employees.

Responsibilities

Each management representative is accountable for implementing this policy in their area of responsibility. This will be measured via their annual performance reviews.

Management is responsible for:

- The provision and maintenance of the workplace in a safe condition

- Training employees in the safe performance of their assigned tasks
- The provision of resources to meet the health and safety commitment.

Employees are to:

- Follow all health and safety policies and procedures
- Report all known or observed hazards to their immediate supervisor or manager.

Contractors and Sub-contractors

All contractors and sub-contractors engaged to perform work on the premises are required, as part of their contract, to comply with the occupational health and safety policies, programs and procedures of the organization.

They must observe directions on health and safety from designated managers of Blanket Bay Resort.

Application of the Policy

This policy is applicable to Blanket Bay Resort in all its operations and functions including those situations where employees are required to work off site.

Consultation

The organisation is committed to consultation and cooperation between management and employees. The organisation will consult with elected employee health and safety representatives and employees in any workplace change that will affect the health and safety of any of its employees.

Preparing specific health and safety policies and procedures

Now that an overriding general health and safety policy has been established, it is important to establish specific policies and procedures for each department.

These will normally be prepared by:

- Head Office – to establish a consistent standard across the organisation
- Departmental managers or supervisors - with the input and recommendations from staff, suppliers or legislation.

Health and safety policies and procedures

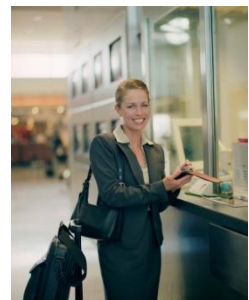
Whilst some health and safety policies and procedures have been identified previously, following are some specific examples relating to different departments

Health and safety policies and procedures can relate to:

Front Office

Policies and procedures may relate to:

- Taking reservations
- Checking in a guest
- Checking out a guest
- Giving private information relating to guests



- Receiving payments
- Currency exchange
- Ordering supplies.

Restaurants

Policies and procedures may relate to:

- Welcoming a guest
- Setting a table
- Taking an order
- Carrying food to a table
- Serving intoxicated people.



Kitchens

Policies and procedures may relate to:

- Washing hands
- Wearing clean uniforms
- Personal hygiene
- Time food can be displayed before being disposed.



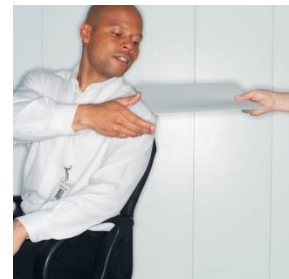
Security policies and procedures

Security policies and procedures can relate to:

Documents

Requirements may relate to:

- Access and distribution of sensitive and 'commercial in confidence' material (reports, trading figures, financial statements)
- Version control requirement relating to policies and procedures, SOPs
- Destruction of documentation that is no longer required – by shredding, security removal or burning
- Protocols to be followed when nominated documents are accessed or removed from a file and distributed within the property
- Storage requirements to protect documents from theft or unauthorised access
- Back-up and security of electronic documents.



Handling Cash

The security of cash may cover:

- Procedures for moving cash within the premises
- Removing notes from the register when they get to a certain level

- Protocols for registering money and giving change to customers
- Banking of takings
- Use of the on-premises safe
- Procedures relating to the location, storage and handling of change
- Specification of where cash registers should be reconciled at the end of the shift to optimise security.

Register security

Venues always have specific requirements relating to cash registers as these areas have traditionally been locations for theft both from customers and staff. The very fact that lots of cash is at these locations means they deserve a great deal of attention in terms of security.

The security of cash registers may cover:

- Never leaving any cash register unattended
- Always locking the cash register with the key when the register is not in use
- Never leaving the cash drawer in a locked register at night
- Nominating who is allowed to operate the registers.



Equipment

Policies and procedures in relation to equipment can include:

- Requirement for nominated new equipment to be marked with property name
- Establishment of an Assets Register to record and track the movement of assets purchased by the venue
- Identification of procedures to be followed to optimise security of equipment from theft
- Prohibiting staff from using venue equipment for their own personal gain
- Ban on equipment being removed from the premises
- Requirement that all equipment is operated strictly in accordance with manufacturer's instructions.



Security of keys

Keys give access to cash and stock as well as enabling entry to areas where there may be sensitive information.

There will always be policies and procedures in relation to keys including:

- Restricting key access



- Signing for keys
- Using key safes
- Policy forbidding the lending of keys
- Policy forbidding the copying of keys
- Policy forbidding taking keys off the premises
- Use of a master key system.

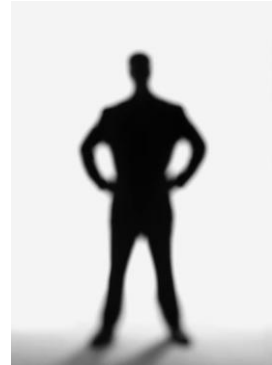
Security of people

The security of people is paramount in all properties – wherever there is a decision as to whether a person or a piece of equipment is to be protected, the person must always take priority.

Policies in this regard may relate to:

- Evacuation procedures and emergency assembly points
- The provision of security staff
- Standard practice of handing over money immediately when faced by thieves
- Adhering to maximum patron numbers where applicable on licensed premises
- Conducting risk analyses of potential problem areas within the property with a view to eliminating potential trouble or danger spots.

Now that all obligations and responsibilities have been identified, in accordance with any legislation requirements, and incorporated into general and specific policies and procedures, these must now be explained to all organisational staff members and implemented into everyday operations.



Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

- 1.1 To fulfil the requirements of this Work Project you are asked to research and describe the legislated rights and obligations of employers including:
 - Definition and importance of maintaining health, safety and security
 - Types of legislation dictating health, safety and security
 - Obligations and responsibilities of employers.
 - 1.2 To fulfil the requirements of this Work Project you are asked to research and identify:
 - The obligations and responsibilities of employees.
 - 1.3 To fulfil the requirements of this Work Project you are asked to research and describe health, safety and security policies of the host employer including:
 - Identification and importance of a policy and procedure
 - What is included in a general health and safety policy
 - Examples of specific policies and procedures relating to:
 - Health and safety
 - Security.
-

Summary

Identify workplace health, safety and security responsibilities

Describe the legislated rights and obligations of employers

- Health, safety and security
- Legislation
- General OHS obligations and duties
- Other sources of legislation.

Describe the legislated rights and obligations of employees

- Obligations of employees.

Describe the health, safety and security policies of the host employer

- Identification of policy and procedure
- Importance of health and safety policies and procedures
- Preparing a general health and safety policy
- Preparing specific health and safety policies and procedures.

Element 2: Develop and maintain framework to maintain workplace health, safety and security

2.1 Prepare job descriptions that incorporate health, safety and security responsibilities

Now that all responsibilities and obligations of both employers and employees have been identified, and respective policies and procedures have been constructed, it is logical that these are incorporated into job descriptions of staff.

Supervisor and management job descriptions

In section 1.1, key responsibilities of employers were identified. These are good general responsibilities that should be incorporated into any supervisory or management job description.

As a reminder these were as follows:

Employer rights obligations and responsibilities

- Providing safety training and clear safety rules
- Encouraging a Health and Safety Committee – the aim of the committee is to identify areas in the workplace where changes should be made so as to create a safer working environment. This may include upgrading equipment, equipment training and safety matters
- Maintaining an injury register - so that accidents are logged for insurance and monitoring purposes
- Adhering to all workplace agreements
- Providing information and written instructions in all appropriate languages
- Providing all necessary safety equipment to perform the required work - this may include gloves, masks, ear protectors, goggles, protective clothing and footwear
- Maintaining a safe workplace for their employees and monitoring health and safety issues
- Maintaining all equipment and machinery and ensuring its conformity to safety standards
- Providing well-lit and ventilated places to work
- Providing first aid to all employees when and where necessary.



Key Result Areas / Key Performance Indicators

Whilst line staff job descriptions within a hospitality organisation normally consist of tasks or duties that need to be performed, supervisors and managers are employed to manage an operation in a number of areas. They will be required to meet specified objectives.

These areas are commonly called 'Key Result Areas' (KRA) or Key Performance Indicators (KPI).

In essence KRA's are the areas in which supervisors and managers have responsibility, whilst KPI's are set targets within KPI's in which supervisors and managers must strive to reach.

Depending on the organisation, KRA's and KPI's may be incorporated into management of supervisory job descriptions. In terms of health, safety and security, these may include, but are not limited to:

KRA 1 - Health and safety non-conformance

- Number of non-conformance per year / quarter
- Number of accidents per year
- Number of reportable accidents year
- Number of reportable non-fatal accidents per year
- Number of solved safety non-conformance for the month
- Percentage of corrective actions closed out within specified time-frame
- Percentage of fatal accidents relative to all accidents per year.



KRA 2 - Health and safety training

- Percentage of staff with adequate occupational health and safety training
- Total of hours in safety and health training in the month.



KRA 3 - Health and safety representatives

- Percentage of attendance at occupational health and safety committee meetings
- Percentage of health and safety representatives positions filled
- Percentage of issues raised by H&S Reps acted
- Percentage of occupational health and safety committee recommendations implemented.

KRA 4 - Health and safety costing

- Cost of solved safety non-conformance for the month
- Health and safety prevention costs within the month.



KRA 5 - Health and safety results

- Lost time (in hours) due to non-fatal accidents per year
- Lost time (in hours) due to accidents (including fatalities) per year.

**Line staff job descriptions**

In section 1.2, key responsibilities of employees were identified. These are good general responsibilities that should be incorporated into any line staff job description.

As a reminder these were as follows:

- Working in a way that ensures personal safety, and the safety of others including colleagues and customers
- Using safety equipment in accordance with the manufacturer's instructions
- Using all safety equipment when and where required and in a correct manner (such as goggles, masks, gloves, guards)
- Following all occupational health and safety regulations in-line with establishment requirements
- Reporting accidents, injuries or illness to the appropriate person
- Reporting any equipment in need of repair
- Adhering to all workers compensation laws and regulations
- Not interfering or getting in the way of a person who is trying to assist another in need.

**Additional responsibilities**

Whilst most of the key responsibilities relating to health, safety and security are identified above, there are other ones that may also be incorporated into job descriptions for staff.

These include:

- Adhere to health, safety and security procedures of the organisation
- Deal with emergency situations in accordance with organisational policies and procedures
- Maintain safe personal and hygiene presentation standards
- Proactively provide feedback to management regarding hazards in the workplace and any other health, safety and security issues which may have impact on the organisations
- Follow all policies and procedures in the workplace
- Ensure that all facilities are maintained in a clean and tidy manner at all times



- Select and use equipment in a safe manner, ensuring it is clean after use
- Select, use and store all chemicals in compliance with regulations
- Wear all necessary protective clothing
- Accompany your line supervisor on the regular health, safety and security inspections of the area within your control
- Carry out or inform supervisor of regular maintenance of equipment
- Notifying your line supervisor of any defects or maintenance requirements within your area
- Report immediately to your supervisor any incidents of fire, accidents, theft or loss
- Ensure the safety of personal and company property in production and office buildings
- Attend all health and safety training.



There are many more responsibilities that may be applicable to health, safety and security, however the above mentioned is a good base. There may be specific responsibilities that apply to a type of organisation or duties of each employee that may also be applicable.

2.2 Establish working relationship with management

Introduction

Although job descriptions may identify what management and staff in an organisation must do to ensure the health, safety and security of other stakeholders this does not mean that activities cease.

It is important that teams are established which specifically focus on monitoring and improving health, safety and security standards.

Health and Safety Committee

Normally these teams will be structured and be classified as a 'Health and Safety Committee'. Each person within this group is identified as a 'Health Safety Representative (HSR)'

An employer must establish a committee within 3 months of being requested to do so by an HSR or when required by regulations.



There is no requirement for every department at a workplace to have a committee.

Health and safety committees cover the workplace as a whole, and therefore consultation should occur between the HSRs and their respective different departments. The HSRs will then communicate information with the Committee. However, a particularly large department with quite specific risks or hazards associated with their work may have its own committee.

Factors such as the number of employees, the size and layout of the workplace and the types of activities undertaken, will all have influences on the type of health and safety consultative structures in place to best serve the workplace.

People in a Health and Safety Committee

The people normally included in this committee are:

- Health and Safety Officer
- Fire Warden
- Security Manager
- General Manager
- Duty Manager
- Representatives from each department from within the organisation
- Health and Safety specialists from industry where required. This can include suppliers, police, fire departments or first aid and medical supply companies.



Role of the Health and Safety Committee

It is the role of this group to ensure the organisation is compliant in all aspects of health, safety and security. They will meet at a scheduled time each month or as the need arises.

Their role may include, but not limited to:

- Liaise with legislative bodies to ensure organisation is compliant
- Investigate state of health, safety and security operations within an organisation
- Research latest health, safety and security trends
- Arrange health, safety and security equipment
- Communicate health, safety and security matters with management and staff
- Prepare health, safety and security policies and procedures
- Prepare health, safety and security training, including the use of external experts
- Investigate health, safety and security problems and issues
- Report health, safety and security matters
- Take responsibility during evacuations and other emergencies.



Training of Health and Safety Representatives (HSRs)

Employers must, if requested, allow HSRs and their deputies to attend an initial course in OHS after their election and refresher courses at least annually.

Requests for training must be made at least 14 days before the training is to start.

The employer must give the HSR paid time off work to attend the course and must cover course costs. If the HSR's department includes employees of multiple employers, those employers must split the costs.

Courses must be approved or conducted by the Authority, be relevant to the work of the department or the HSR's role and selected in consultation with the employer.



2.3 Create health, safety and security reporting structure

Introduction

The need for a clear and concise reporting structure is very important when it comes to the communication of health, safety and security information.

Establishing a set reporting structure is vital to ensure all information is delivered to all the appropriate persons in the most effective and convenient manner. How the reporting structure is decided will differ between organisations.

Factors such as the number of employees, the size and layout of the workplace and the types of activities undertaken, will all have influences on the type of health and safety consultative structures in place to best serve the workplace.

Following is one suggested reporting structure and examples of communication which may flow through this channel.



Types of health and safety communication and reporting channels

This communication takes place in a number of ways:

Health and Safety Committee to management and staff

This is normally the communication of specific health and safety initiatives or activities that management and staff need to know. It could include:

- New health and safety legislation
- Health and safety training
- Feedback of health and safety KRA/KPI's
- Notification of accidents and investigations
- New health and safety topics.



Given that most departments will have a specific representative on the Health and Safety committee, who may indeed be a line staff member instead of a manager, this person may pass information directly to staff, or go through the departmental or outlet manager, to ensure consistency and managers are aware of all communication.

From management to staff

This could include, but not limited to communication relating to:

- New health and safety policies and procedures
- Staff training
- Feedback on operational performance specific to health and safety



From staff to management

This could include, but not limited to communication relating to:

- Reporting health and safety issues
- Giving feedback to specific questions asked by management.

Again, this may be directed through the departmental or outlet managers or be presented directly to the committee representative.

Normally all communication will go through management to ensure communication is inclusive and consistent. Managers will normally have to report to their superiors in matters relating to their department, therefore be included in this communication process is necessary.

Management to Health and Safety Committee

This could include, but not limited to communication relating to:

- Reporting health and safety issues
- Giving feedback to specific questions asked by the committee.



Whatever the communication and reporting structure created, it must be done so in a way that it includes all necessary persons and that the message remains clear and accurate.

2.4 Disseminate information on health, safety and security

Introduction

Any information or decision made by management in consultation with the Health and Safety Committee, in relation to matters or health, safety and security, normally need to be communicated with staff as they will be the people who will be required to implement any new policies and procedures into the workplace.

Consulting with employees on Health and Safety

Employers are required to consult with their employees about health or safety matters that directly affect them.

Employers must consult directly with affected employees on OHS actions including when they are:

- Identifying or assessing hazards or risks arising from the activities of the business
- Deciding on measures to control these risks
- Deciding on the adequacy of employee facilities
- Deciding on procedures for resolving health or safety issues arising from the activities of the business, consultation, monitoring employee health and workplace conditions, and the provision of information and training
- Determining the membership of any health and safety committee
- Proposing changes that may affect health or safety.



Employers must also consult independent contractors and their employees, although this duty is limited to matters over which the employer has control, or would have control, but for an agreement which attempts to limit that control.

How employees are to be consulted

Consultation means that employers must share information with employees, give them a reasonable opportunity to express their views and take those views into account.

Procedures for consultation that have been agreed on must be adhered to. Where employees are represented by a health and safety representative (HSR), the consultation must involve that HSR.

OHS legislation requires employers to ensure their staff are aware of all OHS requirements that attach to any job staff undertake in the workplace.



Supervisors and managers with OHS responsibilities can discharge their duty to make sure staff are aware of relevant OHS information can be achieved in several ways including:

- The workplace structure that exists in terms of OHS committees and groups as well as relevant other personnel such as OHS Officers, Health and Safety Representatives.
- Verbal notification as part of the structured Induction and Orientation program
- Provision of printed material to support the verbal advice including:
 - Work Instructions
 - Job Safety Analyses
 - Standard Operating Procedures (SOPs)
 - Establishment policies relating to:
 - Safety
 - Use of equipment, chemicals and materials
 - Workplace bullying
 - Sexual harassment
 - Mechanisms available in the workplace for notifying management of unsafe practices
- Checklists to follow prior to, or as part of, undertaking workplace tasks
- Material Safety Data Sheets
- Alerts, Guidance Notes, Codes of Practice and similar other materials freely available
- Practical instruction and demonstration of the safe working procedures for the tasks that new staff are expected to perform immediately as part of their allocated workplace duties
- This instruction and training must then be supported by:
 - Supervision of staff activities – to make sure they are working correctly and safely
 - Monitoring of their activities on an ongoing basis.



The moral of this story is that supervisors and managers cannot simply tell staff what to do and then leave them alone to get on with it.

Providing ongoing health and safety information

Employers have a legal obligation to supply relevant health and safety information to all employees.

Written notification

This may be done verbally, but it is preferable if some form of written information can be provided to support this initial notification.

All new OHS information has to be communicated to staff as soon as it is received, or as soon as management becomes aware of it.

To optimise the likelihood of OHS information and safety issues being effectively discussed at staff meetings, management should make OHS a standing topic at every one of these meetings.



In some properties the responsibilities for communicating new or revised OHS information may be delegated to a senior staff member.

The formation of an OHS library is to be encouraged with someone allocated responsibility for maintaining it and ensuring the currency of all articles and materials etc. It should be standard practice for a nominated person to regular access the relevant OHS authority website to check for new material. The property should also subscribe to any 'Newsletters' this authority provides.

Verbal notification

Staff should always have some form of written information to accompany any OHS information which is provided verbally to them.

Verbal notification may occur:

- At Induction and Orientation
- At regular staff meetings – including daily staff briefings and de-briefings
- At OHS committee meetings and meetings of relevant other internal group structures
- At informal meetings between management and staff
- At specially convened meetings where there is an urgent need to communicate information to staff regarding a workplace OHS issue.



Documentary notification

Documentary notification can refer to any OHS information that is provided in paper-based or electronic format.

Paper-based format can include:

- Alerts, Guidance notes, codes of practice, legislation and articles on OHS
- Material Safety Data Sheets
- Operational manuals, SOPs, Work Instructions, Job Safety Analyses, checklists.

Electronic format refers to the above information which may be provided via the company's intranet.

2.5 Initiate workplace health, safety and security training

Introduction

For staff to work safely and effectively, they must be well trained in their jobs. Always work out what training your staff need to their jobs properly and safely, and keep a record of who's been trained and who hasn't. Also, take the time to regularly review all work practices.

What is health, safety and security training

Health and safety training means making management and staff aware of and competent in areas relating to health and safety at workplace.

This training is about educating and informing people what they should or should not do, or simply giving them adequate and vital subject information. Health and safety training isn't just about some formal sessions.



Benefits of health, safety and security training

Providing health, safety and security training is important as it enables an organisation to:

- Ensure that your employees are not injured and reduce the amount of accidents in the workplace
- Build and develop a positive health and safety culture, where staff keep safety in the front of their minds
- Consistent focus on striving to improve safety
- Identify, understand and respond to health and security risk factors and issues quicker and more efficiently
- Fulfil your moral and legal duty to take care of any health and safety issues for your employees.
- Ensure your staff have the equipment, knowledge and skills to handle issues as they arise
- Reduce overall work related accident costs.



Who needs health, safety and security training?

All staff in an organisation

All staff members of a hospitality organisation need it, regardless of whether you are a general manager or line staff member.

Owners and Executives need to ensure that all relevant information and standards are updated to clearly identify the hazards and control the health risks in the workplace

Departmental managers and supervisors do will certainly need some health and safety training to carry out their job functions properly. They would want to know what you expect from them in terms of health and safety, and how you expect results from them to be delivered. They would need to understand the health and safety policy at workplace, where they might fit in this policy, and how do you want your health and safety in the organisation to be managed.

Managers and supervisors might also need to have training in the specific hazards of your different organizational processes and how you expect the risks to be controlled.

Staff need to know how to work safely and without health risks and hazards. Like your departmental managers and supervisors, your employees also need to know about health and safety, implementation arrangements regarding policies and procedures and their role in this implementation. Employees also need to know any health and safety concerns can be raised with management.



New staff

In many properties staff are not authorised to undertake certain tasks, operate nominated equipment or handle identified chemicals until they have successfully completed an internal or external training course that delivers the skills and knowledge specific to the job to be done.

Even where a new employee comes to the property with extensive and seemingly relevant industry experience many properties will nonetheless insist they complete nominated training before they are authorised to complete nominated tasks.

Induction for employees, contractors and visitors

Existing employees aren't the only people you need to think about. To properly manage safety, you also need to inform new employees, contractors and visitors about the safety requirements at your workplace. Put together a simple pack that tells them exactly what you expect from them in regard to health and safety, and hand it to them before they begin any tasks. Take everyone through the requirements and make sure they understand them. Keep a list of all the people you've explained your requirements to.



Examples of the OHS information that should be explained to new personnel

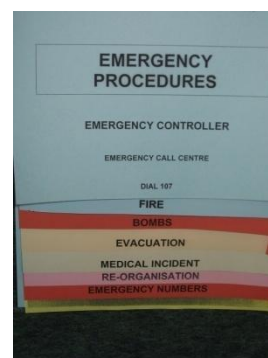
It is essential that the information provided to new staff covers the specifics of the particular jobs each staff member is required to perform.

This means it is impossible to set out a comprehensive list of information that needs to be communicated. For example, the OHS information that needs to be given to a green-keeper (where the property boasts its own golf course) will be different to the information given to a cellar person which will be different to what needs to be communicated to a room attendant, bar attendant or gaming room attendant.

Each role has its unique safety issues and each position and each employee must be addressed on an individual basis.

The following gives a good generic list of what should be covered:

- Details of the organisation's OHS policy – including identification of relevant people and their OHS responsibilities, forms to be completed and identification of when they have to be completed
- All OHS policies and procedures that relate to the job position of the new staff member
- Details of the hazard identification procedures applied by the workplace including relevant documentation, existing examples of completed hazard identifications and identification of past instances where and how workplace hazards have been identified and addressed
- Identification for individual staff regarding their liability should they fail to comply with required OHS procedures – this should embrace legal liability as well as workplace sanctions that apply
- Explanation of the existing consultative arrangements that apply within the property – which can involve explanation of OHS committees and relevant other structures,
- Identification of Health and Safety Representatives and Deputy Health and Safety Representatives, and identification of meetings frequency, times, dates and locations
- Application of risk assessment workplace documents that the property uses detailing when they are used and how to complete them
- Details of specific existing risk control measures that have been introduced into the workplace – explaining why they have been initiated, what they involve and how to comply with all applicable requirements. It is preferable for these control measures to be verbally explained and for there to be actual on-site viewing of these and, where appropriate, practice in implementing these controls
- Presentation and explanation of all relevant codes that apply to the work the individual staff member is required to perform – together with practical, on-the-job demonstration of what is required to align with the requirements of these codes



- Explanation of the OHS training that is available within the workplace – explaining what training is mandatory and what is optional, and detailing how staff can access this training
- Provision of OHS updates – such as sharing information with new staff that has been provided by OHS authorities, manufacturers, suppliers, unions or other reliable sources of safety information
- Location of the first aid kits within the property with emphasis on where they exist in the departments the new staff member is going to work in
- Location of fire fighting equipment including alarms, hoses, extinguishers and fire blankets as appropriate to the nature of the work being done and the location the staff member will be working in
- Explanation of the 'Emergency Management Plan' (EMP) for the venue including identification of where copies of the plan are located and individual responsibilities new staff have under the plan
- Attention must also be paid to informing the new staff member about relevant alarms provided for, practical action to take in the event an emergency arises and their obligations in relation to participating in drills.



Preparing staff for emergencies

Preparing for emergencies is another important part of managing safety in your workplace.

Make sure clear instructions are in place so employees know what to do in any emergency situation.

Emergencies may include:

- Robbery
- Bomb Threats
- Fire
- Natural disasters common to the region including hurricanes, cyclones and earthquakes
- Serious illness or death of a person.



Preparing staff for emergencies may include:

- Training
- Development of policies and procedures
- Emergency practice drills.



Preparing training schedules

The Health and Safety Committee, or smaller safety focused committees in large departments within an organisation should prepare specific types of training programs that ensure all staff receive relevant and consistent training in all aspects of health, safety and security which applies in their work role.

An example of an established training schedule is as follows:

Training course	Target group	Course length	Time of delivery	Refresher
1. Induction	New personnel Transferred personnel Contractors Visitors	1 day ½ day ½ day 1 hour	Prior to start Prior to start Prior to start Prior to start	1 week later 1 week later 1 week later not applicable
2. Employee Health and Safety course	Employees with no supervisory responsibility Contractors (e.g. cleaners assigned to site on permanent basis)	1 day 1 day	Within 1 month of commencement Within 1 month of commencement	Yearly ½ day Yearly 2 hour
3. OHS for Supervisors	All supervisors All Contractors	3 day 1 day	Within 1 month of appointment	Yearly 1 day Yearly ½ day
4. OHS for Managers	All Managers	2 day	Within 3 months of appointment	Yearly ½ day
5. OHS for Senior Managers	All Executive level staff	1 day	Within 3 months of appointment	Yearly 2 hour
6. Management Health and Safety Representatives		3 day	Within 3 months of appointment	Yearly 1 day
7. Employee Health and Safety Representatives		5 day	Within 3 months of election	Yearly 1 day
8. First Aid		Level dependant	Prior to appointment	Yearly ½ day
9. Fire Wardens		2 day	Within 1 month of appointment	Yearly 2 hour

Training course	Target group	Course length	Time of delivery	Refresher
10. Health and Safety Committee	All members of Health and Safety Committee	½ day	Within 3 months of nomination/ appointment	Yearly 2 hour
11. Hazard Identification, Risk Assessment & Risk Control	All Supervisors All HSRs	1 day	Within 3 months of appointment/ election	
12. Incident Investigation	All Supervisors All Section Managers	1 day	Within 1 month of appointment	

Having clear records of training that is to be completed, as well as an accurate and updated list, of which staff members have undertaken training, is essential to ensure that all members of the organization will have the necessary knowledge and skills to be able to handle any health, safety or security situation. Even if it only saves one life, it is certainly worth it.

2.6 Develop health, safety and security records and allied documentation

Introduction

Whatever health and safety consultative structure is in place, it is vital that incidents and issues are:

- Recorded in an appropriate manner
- Discussed to ensure the issue is clear to all parties
- Solutions discussed
- An appropriate action decided upon
- Responsibilities allocated
- Follow-up monitored
- Finally results should be communicated to management, staff or the Health and Safety Committee.



If your workplace is small it should not mean such procedures are neglected. “If we have a problem, we just tell the boss”, is not enough. The use of logbooks, incident registers short daily/weekly team meetings to discuss issues can be implemented.

Health, Safety & Environment Records Management Procedure

All organisations, regardless of size, should have a procedure in place which clearly identifies how information regarding health, safety and security is recorded.

Having a clear written record of information is vital. Not only does it help ensure that any small details are not forgotten, it is usually required for legislative, compliance, insurance and investigatory purposes.

Following is a sample template of one such ‘Records Management’ document.

Document Title: Health, Safety & Environment Records Management Procedure
SAMPLE ONLY

Purpose

To outline the record and maintenance requirements for health, safety and environmental records. These requirements are designed to meet any standards imposed upon the organisation by legislation, Australian Standards, Insurance Companies, customers and other relevant bodies.

Definitions

Nil

Procedure

1. Records relating to the health and safety of employees and to the activities of the organisation shall be identified, collected and retained for the appropriate period of time and in a manner which protects their respective confidentiality
2. Responsibility will be allocated for the retention of each identified record type
3. Responsible persons will also ensure that access to each record is confined to the persons identified and authorised to do so
4. An overall register will be kept which identifies all record types, and the storage and disposal requirements. (Form OHS-036/1; see below)

Responsibility

Note: A person/job title should be allocated overall responsibility for the implementation of this procedure.

Procedure Owner

Note: An individual or position should be assigned ownership to ensure the procedure is maintained and updated.

Form OHS-036/1

RECORD	Responsibility	Accessibility	Location	Storage	Disposal
Employee medical records					
Health monitoring results					
Risk assessment reports					
Training registers/records					
Hazard reports					
Hazard inspection reports					
Incident Notifications					
Incident investigation reports					
Injury register					
Rehabilitation case notes					

RECORD	Responsibility	Accessibility	Location	Storage	Disposal
H&S Committee minutes					
Plant register					
Confined Space Entry Permits					
Employee assistance notes					
Environmental reports					
Material Safety Data Sheets					
Hazardous substances register					
Hazardous substances reports					
Consultants reports					
H&S management reports					
Electronic information					

Responsibility

Refers to the person/job title responsible for the retention of the record.

Accessibility

Lists the persons/job titles who are able to access the record.

Storage

Details the storage type (e.g. filing cabinet) and the access control (e.g. key).

Disposal

Length of period document is to be kept before disposal. Relevant legislation and Standards will need to be considered when determining retention periods.

Source: CD Rom: Managing Safety in your Workplace, A step-by-step Guide. WorkSafe Vic.

Consultation Meeting Record

Whilst it is important to have an overriding records keeping procedure, most communication regarding health and safety takes place either:

- a) Through a meeting – Health and Safety Committee Meeting or management meeting
- b) Through discussions - between 2 to 3 persons.

Any meeting that deals with health and safety issues must be recorded using an appropriate format.

If meetings are to take place in formal meetings, normally an agenda and minutes of the meeting will be prepared. For further information relating to the inclusions of meeting agendas and minutes please refer to the Training Manual for the subject 'Plan, manage and conduct meetings'.

For discussions between 2 to 3 persons, one such format is a 'Consultation Meeting Record'. It is commonly used to record the concerns of staff who have met to discuss Health and Safety issues.

A 'Consultation Meeting Record' template is shown on the following page.

What is included in this form may be changed to suit the needs of an organisation and the types of information to be recorded.



Consultation Meeting Record

Date: / / Location:

Present:

Topic	Discussion: Recommendations	Action: What / who / when
1		
2		
3		
4		
5		

Date for next scheduled meeting / /

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

- 2.1 To fulfil the requirements of this Work Project you are asked to research suitable health, safety and security responsibilities that can be included in:
 - Supervisor and management job descriptions
 - Line staff job descriptions.
- 2.2 To fulfil the requirements of this Work Project you are asked to identify the function of a Health and Safety Committee including:
 - People in a Health and Safety Committee
 - Role of the Health and Safety Committee
 - Required training for Health and Safety Representatives (HSRs).
- 2.3 To fulfil the requirements of this Work Project you are asked to identify the types of health and safety communication and reporting channels.
- 2.4 To fulfil the requirements of this Work Project you are asked to identify how to disseminate information on health, safety and security including:
 - What information is to be consulted with employees relating to Health and Safety
 - How employees are to be consulted
 - How to provide ongoing health and safety information.
- 2.5 To fulfil the requirements of this Work Project you are asked to identify how to initiate workplace health, safety and security training including:
 - What are health, safety and security training?
 - Benefits of health, safety and security training
 - Who needs health, safety and security training?
 - Induction for employees, contractors and visitors
 - Preparing staff for emergencies
 - Preparing training schedules.
- 2.6 To fulfil the requirements of this Work Project you are asked to identify health, safety and security records and allied documentation including:
 - Health, Safety & Environment Records Management Procedure
 - Consultation Meeting Record.

Summary

Develop and maintain framework to maintain workplace health, safety and security

Prepare job descriptions that incorporate health, safety and security responsibilities

- Supervisor and management job descriptions
- Line staff job descriptions.

Establish working relationship with management

- Health and Safety Committee
- People in a Health and Safety Committee
- Role of the Health and Safety Committee
- Training of Health and Safety Representatives (HSRs).

Create health, safety and security reporting structure

- Types of health and safety communication and reporting channels.

Disseminate information on health, safety and security

- Consulting with employees on Health and Safety
- How employees are to be consulted
- Providing ongoing health and safety information.

Initiate workplace health, safety and security training

- What is health, safety and security training
- Benefits of health, safety and security training
- Who needs health, safety and security training?
- Induction for employees, contractors and visitors
- Preparing staff for emergencies
- Preparing training schedules.

Develop health, safety and security records and allied documentation

- Health, Safety & Environment Records Management Procedure
- Consultation Meeting Record.

Element 3:

Implement procedures for identifying health, safety and security hazards and risks

3.1 Conduct physical workplace inspections

Introduction

The goal of any workplace health and safety strategy is to eliminate or reduce, as far as reasonably practicable, all workplace risks. This can be achieved by setting standards in accordance with current occupational health and safety legislation, implementing measures to meet those standards, monitoring that the measures are maintained, and having a program of regular health and safety review and improvement.

Risk management is all about identifying, understanding and controlling hazards.

So what is a hazard?

- A hazard is anything that has the potential to cause injury or illness to employees, visitors or the public
- A hazard may also have the potential to cause damage to property or the environment.



Types of hazards

There are many hazards in the workplace and each different hospitality organisation will have their own types of hazards. That said, most hazards will normally fit into six distinct categories:

- Hazardous Substances
- Biological
- Physical
- Ergonomic
- Manual Handling
- Psychological.



Each of these categories, including examples within each, will be discussed on the following pages. Ways to control these hazards will be identified in later sections.

Hazardous Substances in the Workplace

Types of hazardous substances include:

- Solid – detergents, any hard substance
- Liquid – boiling water, petrol, chemicals
- Vapour – hot air, fumes from chemicals
- Mist – steam.



Most people are normally exposed to Hazardous Substances by:

- Direct contact with skin
- Inhalation
- Eye absorption
- Ingestion.

Biological Hazards

- Infections – cuts that are not treated correctly
- Bacteria – whether on surfaces or airborne
- Viruses – normally transferred between people including cold and flu, hepatitis, HIV
- Food poisoning – this is unfortunately common in hotels and restaurants often caused by improper storage and handling of food, unhygienic staff, dirty surfaces and cross contamination of cooked and raw food.



Physical Hazards

- Noise – this is a common hazard in loud locations such as night clubs
- Lighting – many hospitality venues have low lighting to create mood. This is common in restaurants and nightclubs. In addition guests staying in hotels are unfamiliar with light switch locations and operations and may injure themselves in dark guest rooms as they try to find light switches
- Electrical – whether electrical sockets, cords or laying of extension cords
- Heat and cold – normally kitchens and night clubs are locations of extreme heat, with guest rooms and fridges commonly cold. Some hotels have centralised air conditioning and heating which transfers air to guest rooms. Guests do not have control over temperatures
- Dust – this is located in all locations
- Fire and explosion – common in kitchen and laundry areas
- Equipment – used in all locations
- Working space – hotel working spaces are often crowded.

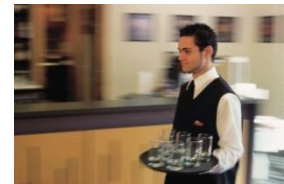


Ergonomics

Ergonomics relates to the applied science of equipment design, as for the workplace, intended to maximise productivity by reducing operator fatigue and discomfort.

Many hotels design work spaces around the needs of the customer, or the 'average' staff member. For example a reception desk may be set at a height for a person who is 5 foot 7 inches. For a staff member who is 6 foot 4 inches the desk may be too low, causing back pain.

- Tool design – this includes furniture such as tables and chairs
- Equipment design – the design of equipment including ovens, stoves, vacuum cleaners
- Job or task design – different jobs have different tasks that need to be performed. Some jobs such as a room attendant require more physical movements that increase risk. A room attendant is required to lift beds, bend down to clean shower floors and have greater contact with chemicals. Chefs are more likely to receive cuts and burns
- Work station design – this relates to the work area and its immediate environment, and includes proximity of other people, access to light, air and ventilation
- Manual handling – this is explained below
- Occupational over use syndrome – injuries and strains that occur from continuing repeating the same activities such as typing, mopping, carrying heavy trays and plates.



Manual Handling

Manual Handling involves people physically moving objects with or without mechanical aids.

Manual handling activities include:

- Lifting – of stock, cartons and boxes
- Carrying – items from storage areas to trolleys, moving stock from place-to-place
- Pulling – boxes and cartons forward in storage areas
- Pushing – trolleys.



Psychological Hazards

- Shift work – hospitality is one job that takes place 24 hours a day, 7 days a week. Therefore staff members may be required to work in the middle of the night or for long hours
- Work load – hospitality staff members are required to work hard in physically and mentally strenuous conditions
- Stress – this is natural in all jobs, regardless of industry



- Dealing with the public – hospitality is all about contact with customers and providing customer service. At times, this may be stressful as the customer does not speak your language, understand culture or customs, or may simply be irrational
- Harassment – when a person receives unwanted behaviour. This is common in areas where patrons may be under the influence of alcohol
- Discrimination - when a person is treated unfairly because of a specific trait, be it age, sex, race or culture. Given the 'international' environment of a hospitality business, this is also common
- Threat of danger – a person may have received an actual or perceived threat
- Constant noise – common in nightclubs, laundries, kitchen, restaurants and busy reception and reservation areas.

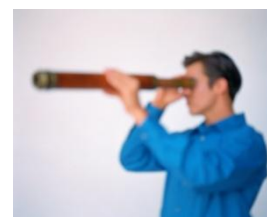


Importance of physical workplace inspections

Regular inspections of the workplace allow discussion with employees on health and safety issues to take place. Consultation between management and employees can only enhance health and safety performance.

Workplace inspections are planned, systematic appraisals of the workplace which can help identify hazards, assess and control risks, ensure a safe and healthy working environment and assist in complying with occupational health and safety legislation.

Inspections are generally carried out by management representatives and health and safety representatives or members of the health and safety committee. Employees can also be involved.



Why have physical inspections?

The main reason for doing inspections is to identify the health and safety hazards in the workplace.

During inspections, health and safety issues can often be identified and resolved before any harmful event takes place. Inspections also help to identify whether measures are in place to ensure the workplace complies with all relevant health and safety legislation.

Regular inspections of the workplace allow discussion with employees on health and safety issues to take place. It is the employees who are most familiar with all aspects of the work, equipment and processes within the workplace and they are an invaluable source of information.

Consultation between management and employees can only enhance health and safety performance.



Types of inspections

Inspections can take various forms and are usually classified according to the purpose of the inspection, for example:

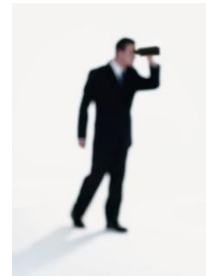
- Routine hazard inspections of the workplace
- Routine inspections of particular activities, processes or areas
- Specific inspections arising from complaints by employees
- Accident and incident investigations
- Follow-up inspections after implementing measures to improve health and safety.



Designing inspections

When developing inspection systems it is important to establish:

- The emphasis and scope of the inspections
- How they are to be conducted
- How often they are to be carried out
- Who will be involved in the inspections
- Who is responsible for ensuring that suggested improvements are taken into account
- What checks should be carried out to ensure that corrective action has been taken
- How they are to be documented.

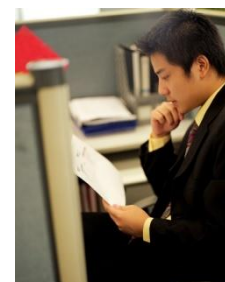


Methods of inspections

Now that we have identified different types of hazards, it is important that they are identified in the workplace. This not only includes identifying hazards that may impact yourself, but also other staff, customers and the general public.

There are a number of ways to identify hazards including:

- Observation
- Ask management & employees
- Ask suppliers
- Review incident and accident reports
- Check the First Aid Register
- Review statistics and data from similar workplaces
- Ask an expert outsider to help audit the workplace
- Talk to other people who work in your industry.



What should be inspected?

When deciding which aspects of the workplace are priority areas for routine inspection, it is important to consider:

- The existing and potential health and safety hazards within each workplace
- The types of processes, operations and occupations present in the workplace
- Any health and safety regulations, codes of practice or standards relating to particular hazards, occupations, industrial processes and operations which apply to each workplace
- Any new processes or arrangements which have been introduced to the workplace
- The equipment, substances or situations that have caused injury or disease in the past
- The need to follow up and monitor any changes which have been suggested or implemented during previous inspections.



Discussions with employees will assist in building up a more complete guide to inspection requirements and will encourage their involvement in health and safety activities.

Inspection checklists

When the areas for routine inspection have been established, simple questions or checklists which can be systematically completed during inspections should be prepared. Checklists will help save time and help ensure a thorough inspection is carried out.

Checklists can form the basis of a comprehensive review of workplace practices on a regular basis.

Checklists will vary according to the workplace environment. The types of hazards present will determine the areas covered in a checklist. Some of the areas to cover are:

- Manual handling hazards
- Housekeeping — floors, work benches, ladders and walkways
- Machinery — machines and moving parts, waste disposal, noise levels
- Working at height — roofing, construction areas, demolition
- Chemical hazards — fumes, gases, storage, labelling, handling, Material Safety Data Sheets, personal protective clothing and equipment
- Electrical safety
- Fire safety — fire fighting equipment, access and exits, alarm systems, instructions for employees
- First aid provisions.



Because each workplace is different, it is important to develop checklists which match the actual design and processes of the workplace. Tailoring inspection checklists to suit the workplace will ensure that all existing and potential health and safety problems can be identified.



Codes of practice may contain checklists which can be used to identify particular hazards and hazard areas.

Some common questions managers should ask themselves include:

- Do you have any checklists in your work area?
- Are these checklists performed on a daily basis (morning/night), monthly or quarterly basis
- What are the main purposes they serve?

Frequency of inspections

Routine hazard inspections of workplace activities should occur regularly, but their frequency will depend on the nature and circumstances of each workplace. In workplaces that do not change much, inspections may be organised less frequently than in those where change is part of the daily operations.

Inspections to investigate specific problems should be scheduled at a time when the problems are most clearly showing to enable the most useful, accurate information to be gathered.



3.2 Encourage staff to report workplace hazards and risks

Introduction

Whilst workplace inspections will be carried out at scheduled times and carried out by the nominated management representative and the elected health and safety representative for the area, where there is no health and safety representative, the employees who work in the area should be involved in the inspection.

Those most closely involved in a particular type of work can contribute useful suggestions on doing the job safely. Staff know the processes and potential hazards because they work with them daily.

In addition, staff will be able to identify potential hazards, as they arise and quicker than any management or committee inspection.

Hence their contribution is vital.

Encouraging staff

So how do you actively encourage staff to be involved in reporting workplace hazards and risks?

Some common techniques include:

- Remind staff – let the importance of safety be a daily message in a shift briefing session
- Allocate specific risk daily – management may pick one topic in which to bring to the attention of staff on a daily basis. By selecting one topic, such as faulty electrical cords, it is in the mind of staff as they go about their daily duties
- Allocate areas of responsibility – management may give each staff member one type of hazard for which they must investigate and determine how to control
- Remind staff of benefits – the benefits of having fewer hazards is quite obvious. Not only does it help to reduce injuries, but makes the tasks performed by staff easier to undertake as they have the necessary working equipment and environment in which to work
- Ask staff – at the end of each shift, whether in a personal conversation or in a debrief session if they identified any hazards during the day
- Thank and reward staff – there should be some sort of incentive scheme for eliminating hazards in the workplace. It could be an individual reward or a collective reward for the group if they achieve a KPI.



By including all people in an organisation, everyone understands they have a role to play in creating a safe and secure workplace.

3.3 Analysis of internal records

Introduction

When identifying health, safety and security risks, conducting workplace inspections is normally the most effective method used in collecting information to current risks. That said, conducting a review of internal records will also be able to shed light on hazards and risks including:

- Historical risks and hazards – which were the most common and in which departments?
- Frequency and time line of risks or hazards – how often did they occur? Were they seasonal or linked to a specific time of year or event?
- Reasons for risks or hazards – why did they occur?
- Resulting impact – what injury resulted? What impact or loss of revenue resulted?
- Steps taken to control risks or hazards – what did we do previously to resolve the issue?



Types of internal records

Each organisation will have endless records that help to identify risks and hazards in the workplace. Each type of record will contain information which may be helpful. Some of these internal records will include:

- Customer feedback forms
- Employee medical records
- Health monitoring results
- Risk assessment reports
- Training registers/records
- Hazard reports
- Hazard inspection reports
- Incident Notifications
- Incident investigation reports
- Injury register
- Rehabilitation case notes
- HS Committee minutes
- Plant register
- Employee assistance notes
- Environmental reports



- Material Safety Data Sheets
- Hazardous substances register
- Hazardous substances reports
- Consultants reports
- HS management reports
- Consultation Meeting Record
- Staff handover reports
- Management meeting notes
- Departmental meeting notes
- Emails and memos.



In a perfect world all records relating to health, safety and security will be nicely and conveniently stored in one location, however in reality this is not often the case.

The best starting point for accessing information is through the Health and Safety Committee.

Internal interviews

Whilst collecting and analysing records provides valuable information, it can someone leave questions unanswered. In addition, records may be outdated, hard to find or missing.

It is worthwhile speaking with the Health and Safety Committee to gather general information and departmental managers to gather information specific to their department.



There are many reasons why conducting personal interviews with people is extremely beneficial:

- They can clear any issues or questions resulting from the collection of records
- They can provide a clear and concise answer
- It is quicker and easier to gather both general and specific information
- They can provide updated information, as some records may be from a long time ago
- They can provide the background reasoning or explanation for past risks and hazards and why certain approaches were taken.



The more approaches you can use to gather information relating to the causes or solutions to control risks and hazards, the more effective your approach will be to controlling them in the future.

3.4 Address risk identification at planning and purchasing stages

Introduction

This manual to date has enabled an organization to gather useful information regarding risks and hazards through conducting physical inspections, researching internal records and conducting interviews with relevant health, safety and operational management and personnel.

The best way to control hazards and risks is to address them when planning operational activities and purchasing equipment and supplies in conducting these activities.

Addressing risks when planning

Firstly it is important to look at the operational activities that are planned and identifying possible risks that can occur.

There is a good chance that whatever activities a hospitality business is planning on doing, it has already been done before. Therefore some background information on potential risks exist. If not, it is a case of carefully reviewing what needs to take place and trying to identify possible risks and how to control them.

The most effective way to understand planned activities is to research:

- Job descriptions of staff – this provides the most fruitful information regarding what different positions need to do, towards the overall activities. By looking through the duties and responsibilities you are able to see what risks and hazards may present themselves
- SOP's and other policies and procedures – this will give an insight to what and how activities to be undertaken
- Historical information – if a planned activity has taken place before, it is worthwhile understanding what risks were present and how they were handled.



Addressing risks when purchasing

In order to provide a wide range of products and services in a hospitality industry, there is a great deal of financial investment that needs to take place in purchasing items including:

- Furniture - commonly refers to items in the room that are movable including tables, chairs and sun decks
- Fixtures - refer to items that are attached including heaters, air conditioners and lights
- Fittings - refers to taps, pipes and electrical aspects of a public space
- Equipment – this includes both electrical and manually operated items
- Chemicals – cleaning agents used to clean physical items
- Uniforms – staff uniforms and personal protective equipment
- Supplies – stationery and food to name a few.



It is wise to:

- Brainstorm and identify possible risks and hazards that may result from the purchase of these items
- Chat with suppliers to understand possible operational risks and hazards and how these can be controlled.

As much pre-planning and forethought that can be given to potential hazards and risks that may exist gives an organisation a better chance to prepare for any undesirable outcomes when they arise.

3.5 Monitor industry sources of workplace hazards and risks

Introduction

Most workplace hazards and risks are not unique or isolated to one specific property. Due to location or nature of the business activities, the problems affecting one business, are likely to affecting others.

This is reassuring in the fact that:

- The problem is not unique
- Reasons for specific risks and hazards can be discussed with others
- A solution may already exist.

Sources of hazards and risk information

To find out information relating to existing or potential hazards and risks that may affect the hospitality industry, there are many sources in which to explore including:

- Partner hotels or properties with chain – properties within a chain will most likely have the same problems due to the nature of establishing identical and consistent service. They will also be the most effective in sharing honest information about problems that have arisen and solutions they may have
- Competitors – most hotels share information with competitors. This may be a valuable source of identifying risks and hazards that are specific to a region. It may also enable mutual benefit through collective action to resolve a problem
- Local government – they may provide information that affects all businesses, not just hospitality based
- Industry Associations – they will be able to provide valuable information regarding the industry on a regional, national or international level
- Internet – there are endless websites that can be explored
- Industry publications
- Newspapers
- Suppliers – equipment, medical and uniform. Not only can they tell you where problems lie, but will often have ready-made solutions for greater control
- Manufacturer's instructions and manuals



- Specialist bodies – fire, police, medical. The specialist advice these experts can give you can be invaluable
- Health and Safety Associations – these are government departments or associations designed to promote work safety in the community. They are a valuable source of training aids, statistics and solutions
- Health and Safety businesses – these are private businesses in the industry
- Security firms – they will be able to give specialist advice and tips relating to security.



Areas of hazards and risk information

Areas in which you may wish to research include, but are not limited to:

- Managing Safety in Your Workplace
- Hazard Management
- Health and Safety Responsibilities, Roles and Functions
- Training Information and Records
- Workplace Health and Safety Policies, Procedures
- Workplace Health and Safety Consultation
- Manual Handling
- Chemicals Management in the Workplace
- Hazardous Substances
- First Aid in the Workplace
- Hazard identification, risk assessment and risk control in the workplace
- Plant Hazard Management.



By remembering that most risks and hazards are common to most businesses in the same location or industry, there is greater opportunity to understanding why they exist and to have a better chance of controlling or eliminating them in the future.

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

- 3.1 To fulfil the requirements of this Work Project you are asked to identify how to conduct physical workplace inspections including:
 - Types of hazards
 - Importance of physical workplace inspections
 - Types of inspections
 - Methods of inspections.
 - 3.2 To fulfil the requirements of this Work Project you are asked to identify how to encourage staff to report workplace hazards and risks.
 - 3.3 To fulfil the requirements of this Work Project you are asked to identify how to conduct analysis of internal records including:
 - Types of internal records
 - Purpose of internal interviews.
 - 3.4 To fulfil the requirements of this Work Project you are asked to identify how to address risk identification at planning and purchasing stages including:
 - Addressing risks when planning
 - Addressing risks when purchasing.
 - 3.5 To fulfil the requirements of this Work Project you are asked to identify how to monitor industry sources of workplace hazards and risks including:
 - Sources of hazards and risk information
 - Areas of hazards and risk information.
-

Summary

Implement procedures for identifying health, safety and security hazards and risks

Conduct physical workplace inspections

- Types of hazards
- Importance of physical workplace inspections
- Why have physical inspections?
- Types of inspections
- Designing inspections
- Methods of inspections
- What should be inspected?
- Inspection checklists
- Frequency of inspections.

Encourage staff to report workplace hazards and risks

- Encouraging staff.

Analysis of internal records

- Types of internal records
- Internal interviews.

Address risk identification at planning and purchasing stages

- Addressing risks when planning
- Addressing risks when purchasing.

Monitor industry sources of workplace hazards and risks

- Sources of hazards and risk information
- Areas of hazards and risk information.

Element 4:

Implement procedures for assessing health, safety and security risks

4.1 Identify those to be involved in assessment

Introduction

While staff are encouraged to participate in workplace safety processes (consultation and collaboration), they have no legal obligation to do anything – the legal obligation for workplace safety is always with management and owners.

It is the managers and owners who must lead the entire process, hopefully supported by staff.

Activities after the inspection

The inspection checklist should indicate the problem areas, the action required to address those problems, a timetable for action, and who will be responsible for taking that action. Some workplace hazards will be dealt with immediately.

Others will involve several stages from identification and assessment of the risks, to making health and safety improvements and monitoring and evaluating their effectiveness.



What is a risk assessment?

Risk assessment is the process used to determine the likelihood that people may be exposed to injury, illness or disease in the workplace arising from any situation identified during the hazard identification process.

Once the hazards have been identified, they should be listed for a risk assessment to be carried out in consultation with the relevant health and safety representatives and employees.

The purpose of risk assessment is to determine whether there is any likelihood of injury, illness or disease associated with each of the potentially hazardous situations identified in the hazard identification process by considering:

- Whether any person (workers or members of the public) would be exposed to the identified situations under all possible scenarios (e.g. during installation, commissioning, erection, operation, inspection, maintenance, repair, service and cleaning of plant)
- What existing measures are in place to protect the health and safety of people who may be exposed
- How adequate the existing measures are for protecting the health and safety of people who may be exposed.

If the likelihood that anyone will be exposed to a situation under all possible scenarios is nil, then there is no risk and no additional risk control measures are required.

The adequacy of existing control measures should be considered if there is the potential that someone may be exposed to a particular situation.

Who is involved in a risk assessment?

There are a number of people who should be involved in a risk assessment for different reasons. These people include:

- General Manager – this person may or not be involved in this process, but it is important to recognise their input as they will normally approve any final decisions to be made (if major) and any related expenses
- Health and Safety Committee – they are responsible for health and safety in the organisation and their expertise in areas of health and safety is critical as they will be the people responsible for implementation
- Department or outlet managers – as any changes will likely affect the operations or activities within their department and their expertise in operational areas is critical as they will be the people responsible for the outlet and the effect on staff and customers
- Key departmental line staff – it is good to involve staff that will be directly impacted by the hazard for their input and to also let them know what is to take place
- Any other persons who conducted the workplace inspection – they had first-hand knowledge of the hazards identified and will be able to provide further information or explanation
- External experts and consultants – in areas requiring specific expertise their input will be welcomed. They will also have solutions to controlling hazards and their risk.



Once the correct people have been identified to participate in the assessment process they should be notified accordingly.

4.2 Schedule risk assessments

Introduction

Once you have decided the participants who are required to attend a risk assessment you need to schedule the actual event.

The event normally will involve a meeting of key personnel, most of who are busy and therefore require adequate notice of:

- The date, time and location of the meeting
- What will be discussed and
- What they need to prepare before the meeting.

Arrange meeting activities

Identify meeting leader or organiser

There is normally a specific person who has asked for the meeting to be prepared. It is vital to talk to that person to gain an understanding of how they would like the meeting to be prepared and what resources they need.



Identify date, time and location

It is vital to get this information before major arrangement can commence.

Book meeting facility

Once the date, time and location have been determined, it is important to book or reserve the venue in adequate time. Meetings may be held in an office, a boardroom or conference room within the hotel or at an external venue.



Prepare information and agenda

An agenda is simply a list of things to be discussed at a meeting. Most agendas take the shape of a one-page document and are given out to the expected participants, prior to the meeting. In informal meetings, quite often the agenda is handed out prior to the commencement of the meeting, just as the participants are arriving.

An informal agenda may include the following:

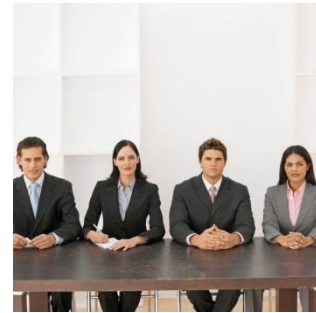
- Title stating name of meeting
- Date of meeting
- Time of meeting
- Place of meeting
- Objectives of the meeting – usually brief paragraph outlining the purpose of the meeting
- A list of participants, their title and their position
- A list of topics for discussion.



Notify people

You may be required to notify a range of people that a meeting is scheduled. This includes:

- General Manager
- Health and Safety Committee
- Department or outlet managers
- Key staff.



Arrange venue layout

Once you have access to the venue, it is important to arrange it in a manner that reflects the type of meeting to be conducted.

Layout aspects to be arranged include:

- Tables and Chairs – for speakers and participants
- Surrounding furniture.



Arrange Equipment

The type of equipment required for a risk assessment meeting may include:

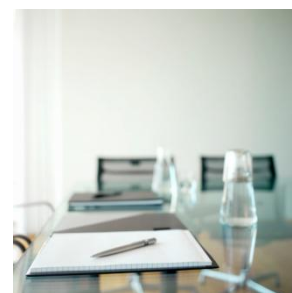
- Data Projector and screen
- Internet connection or 'wi-fi'
- Whiteboards and or electronic whiteboards
- Flip carts, butchers paper and pens.



It is important that all participants have all the necessary tools at their disposal to record information. Most participants will expect these to be provided.

Effective meeting planners will arrange:

- A 'Stationery kit' which comprises a ruler, pencils, pens, scissors, highlighters, glue, pins, 'blue tak', calculator, laser pointer, whiteboard markers, eraser, stapler, staple remover and hole punch.
- Pens and pads
- Name badges
- Place settings
- Water glass
- Mints.



Arrange catering

Catering will normally include:

- Catering staff
- Glassware, crockery and cutlery
- Food.

4.3 Apply risk assessment activities

Introduction

Once hazards have been identified, an assessment of the risks associated with each hazard determines the likelihood of injury or illness being caused by that hazard.

There are a number of risk assessment activities that can take place.

Investigations

Most incidents (occurrences that result in death, injury or illness) and dangerous occurrences (where there is the potential to cause death, injury or illness) are likely to have a number of causes.

Regular inspections and consultation between management and employees will assist in preventing many incidents from occurring. When incidents do occur, they should be investigated thoroughly to identify all underlying causes and develop suitable risk controls.

Factors that may contribute to incidents include:

- Unguarded machinery hazards
- Inadequate maintenance resulting in broken or malfunctioning machinery
- Using incorrect materials
- Failure to establish or follow safe working practices
- Pressure to override safe working practices
- Inadequate training and supervision
- Environmental factors such as excessive noise, heat or cold
- Excessive work or production schedules
- Incorrect work procedures
- Blocked aisles or passages
- Housekeeping problems.

Where the investigation identifies a specific hazard, then a full risk assessment should be carried out.

Coupled with a regular inspection program, an effective system of incident or dangerous occurrence investigation and reporting will provide vital information for management. These arrangements will help identify measures that need to be taken to prevent similar occurrences and they can help evaluate the effectiveness of controls already in place.

What should be investigated?

All incidents or near-injury dangerous occurrences should be investigated as soon as possible after the event. An immediate inspection of the site should be conducted by the nominated management representative and the health and safety representative, and a chronology of events should be obtained, including witnesses reports.

A standard comprehensive investigation form should be used and completed for any incident or dangerous occurrence. This form should:

- Provide an objective assessment of the severity of the incident both in human and financial terms
- Identify causes
- Identify problem areas or particular hazards
- Recommend corrective action
- Provide information which can be used as a preventive tool
- Provide management, supervisors, health and safety representatives and committees with data about health and safety problems
- Provide information which can be used to analyse the need for training programs
- Provide information to assist with the preparation of compensation claims.

Following an incident or dangerous occurrence, it is the employer's responsibility to ensure corrective action is taken to ensure the incident does not recur.

Hazard Review

Review of hazards

In the previous section, hazards were identified through a number of means, including physical workplace inspection, review of internal reports and other documents, and consultation with others.

To begin with, it is important to review the hazards that were identified.

Hazards may include:

- Workplace sickness
- Fire
- Crowd-related risks
- Accidents
- Bomb scares
- Theft and armed robbery
- Deranged customers
- Equipment failure
- Weather emergencies
- Pests.



Impact of hazard

When assessing the risk associated with each hazard, it is necessary to ask the following questions:

- Who is exposed to the hazard?
- How often are people near the hazard?
- Has this hazard already caused any problems?
- How easily could someone be hurt?
- How common is it for this hazard to cause problems in other workplaces?
- Which factors relating to that hazard need to be taken into account, according to health and safety law?
- Which factors or specific aspects of the work are increasing the likelihood of injury or illness?

Classification of risk

It is important to record the identified hazards and classify them according to type of potential injury or illness, for example:

- Hazards that could kill or cause serious injury, permanent disability or ill health
- Hazards that might cause injury or illness resulting in an employee being off work for several days
- Hazards that might cause injury or illness resulting in an employee requiring first aid.

Likelihood of risk

Risk assessment also involves deciding whether it is likely that someone could be hurt by being exposed to those hazards, and establishing whether it is:

- Very likely
- Likely
- Unlikely
- Very unlikely

To cause harm in the workplace. Once these assessments have been made, plans to control the risks can be developed.

The documentation used in conducting risk assessment will be discussed in the next section.

4.4 Record deliberations at risk assessment meetings

Introduction

Having a record of risk assessment meetings and activities is very important as it leaves clear evidence of items discussed, decisions reached and reasoning behind these decisions.

There are a number of records you can use to document the actual meeting and the risk assessment activities performed as part of the meeting.

Minutes of meetings

One of the key requirements of any meeting is to record minutes. Minutes are a written record of what was discussed, agreed and actioned.

The minutes of a meeting are evidence of that meeting, they are in fact a record of the things said, a list of those who attended the meetings and decisions made at that meeting. They clearly state what happened, who said what and who has been actioned to do what in the future.

They provide participants with a tangible record of events resulting from the meeting. They enable future meetings to proceed in a logical format and enable new members to follow guidelines about meetings by viewing previous minutes of meetings.

They also provide those who failed to attend the meeting, with a document stating what happened and this enables them to fill in the bits they missed out on.

Auditors can also use minutes as evidence in cases of law and for evidence.

Minutes ensure that objectives are addressed and outcomes are attained. They are a very effective method of ensuring meetings are productive and orderly. They help participants focus and remain on-track to achieving outcomes.

In large organisations, meetings will be attended by participants who hold positions and if this is the case the secretary may be again nominated to take the minutes from the meetings.

Minutes should be taken on the spot and elaborated on (if need be) as soon after the meeting as possible. This ensures that nothing is forgotten. Minutes should be a true and accurate reproduction of what took place at the meeting, not what individuals thought took place.

In essence minutes can be likened to a photocopy of the meeting.



Formal and informal minutes

Generally minutes can be divided into formal and informal.

Informal minutes

A very informal meeting may only include the following:

- Outcomes or conclusions reached
- A list of intended actions and the name of person responsible for that action
- A brief dot point of items that remains unresolved (these may be carried over to the next meeting and will generally be placed on the next meeting's agenda).



Formal minutes

Formal, detailed minutes should include the following:

- Date, time and location of the meeting
- Objectives of the meeting
- List of participants
- Items discussed - this normally includes a comment beside each item – comments include person's name and what they said.



Often decisions need to be made about taking action on an item and this is called voting. When voting is involved, the names of those individuals who first vote and those that second the vote are needed. This is immediately followed by the outcome of the vote.

Next a list of assigned tasks will appear. This will be followed by expected results and a timeline.

It should also list items that were not discussed and the reason why they were not.

Verify minutes

Minutes of the meeting are often taken by a different person, than the person who arranged the meeting. At times their perception of events, discussions and future actions may be perceived in a slightly different way to what you may believe.

Once minutes of the meeting have been prepared, it is good to revise them to ensure they are accurate.

Check any personal notes taken during the meeting to ensure they match the minutes taken. If not, it is often wise to discuss these with the person taking the notes to try to understand why there were recorded in a specific way. You, personally, may be person it interpreted information differently that what the other participants agreed.

In addition, to ensure accuracy, you may want to confirm minute meetings with another participant at the meeting.



Risk assessment worksheets

Risk assessment worksheets are detailed yet invaluable tools when assessing risk of activities.

The following example is taken from the Manual Handling Code (Victoria) and sets out all the factors you need to look at when assessing the risks for manual handling.

Risk assessment worksheet – Manual Handling		
Task: Management rep:	Date: HSR:	
Step 1a – Does the task involve repetitive or sustained postures, movement or forces? Tick yes if the task requires any of the following actions to be done more than twice a minute or for more than 30 seconds at a time		
	Yes	Comments
Bending the back forwards or sideways more than 20 degrees	•	
Twisting the back more than 20 degrees	•	
Backward bending of the back more than 5 degrees	•	
Twisting the neck more than 20 degrees	•	
Bending the head backwards more than 5 degrees	•	
Working with one or both hands above shoulder height	•	
Reaching forwards or sideways more than 30cm from the body	•	
Reaching behind the body	•	
Squatting, kneeling, crawling, lying, semi-lying or jumping	•	
Standing with most of the body's weight on one leg	•	
Twisting, turning, grabbing, picking or wringing actions with the fingers, hands or arms	•	
Working with the fingers close together or wide apart	•	
Very fast movements	•	
Excessive bending of the wrist	•	
Lifting or lowering	•	

Risk assessment worksheet – Manual Handling		
Task: Management rep:	Date: HSR:	
Step 1a – Does the task involve repetitive or sustained postures, movement or forces? Tick yes if the task requires any of the following actions to be done more than twice a minute or for more than 30 seconds at a time		
Carrying with one hand or one side of the body	•	
Exerting force with one hand or one side of the body	•	
Pushing, pulling or dragging	•	
Gripping with the fingers pinched together or held wide apart	•	
Exerting force while in an awkward position	•	
Holding, supporting or restraining any object, person, animal or tool	•	

Step 1b – Does the task involve long duration? Tick yes if the task is done more than 2 hours over a whole shift or continually for more than 30 seconds at a time	
Yes	Comments

Step 2 – Does the task involve high force?		
Tick yes if the task requires any of the following high force actions		
	Yes	Comments
Lifting, lowering or carrying heavy loads	•	
Applying uneven, fast or jerky forces during lifting, carrying, pushing or pulling	•	
Applying sudden or unexpected forces (e.g. when handling a person or animal)	•	
Pushing or pulling objects that are hard to move or to stop (e.g. a trolley)	•	
Using a finger-grip, a pinch-grip or an open- handed grip to handle a heavy or large load	•	
Exerting force at the limit of the grip span	•	
Needing to use two hands to operate a tool designed for one hand	•	
Throwing or catching	•	
Hitting or kicking	•	
Holding, supporting or restraining a person, animal or heavy object	•	
Jumping while holding a load	•	
Exerting force with the non-preferred hand	•	
Two or more people need to be assigned to handle a heavy or bulky load	•	
Exerting high force while in an awkward posture	•	
Tick yes if your employees report any of the following about a task		
	Yes	Comments
Pain or significant discomfort during or after the task	•	
The task can only be done for short periods	•	
Stronger employees are assigned to do the task	•	
Employees think the task should be done by more person, or seek help to do the task than one	•	
Employees say the task is physically very strenuous or difficult to do	•	

Step 3 – Is there a risk?		
	Yes	Comments
Does the task involve repetitive or sustained postures, movements or forces, and long duration? (Did you tick yes in step 1a and step 1b?) If yes, the task is a risk. Risk control is required.	•	
Does the task involve high force? (Did you tick yes in step 2?) If yes, the task is a risk. Risk control is required.	•	

Step 4 – Are environmental factors increasing the risk? Tick yes if any of the following environmental factors are present in the task		
	Yes	Comments
Vibration (hand-arm or whole-body)	•	
High temperatures	•	
Radiant heat	•	
High humidity	•	
Low temperatures	•	
Wearing protective clothing while working in hot conditions	•	
Wearing thick clothing while working in cold conditions (e.g. gloves)	•	
Handling very cold or frozen objects	•	
Employees are working in hot conditions and are not used to it	•	

4.5 Facilitate meaningful and effective consultation

Introduction

Due to the amount of senior organisational people and level of activity involved, risk assessment activities generally happen at scheduled times during the year. In essence they are often more infrequent than frequent.

Therefore when they take place, it is important to ensure the people involved and the information presented is conducted in such a manner, that everyone has the opportunity to say their piece and contribute appropriately.

Ground rules

There are four simple ground rules that help form the foundation for running successful meetings:

- Allow people to participate – everyone should have an equal opportunity to speak and be heard, without discrimination
- Focus on the topic – stick to the topics on the agenda. If new topics are introduced they should be noted for discussion in 'other businesses' at the end of the meeting, if time permits
- Maintain momentum - always try to reach the desired action in a positive and constructive manner
- Try to reach closure – whether a decision is made or an action is allocated to a staff member for completion, some form of conclusion should be reached for each agenda topic.

Acceptable behaviour

The type of behaviour that should be encouraged includes:

- Listening effectively and actively to others
- Being open to other's suggestions
- Ensuring that everybody is clear about what is being said and expected
- Mediating to ensure that amicable solutions are reached
- Negotiating issues so that all participants feel a consensus has been reached.



Everyone who has been invited to the risk assessment meeting has been chosen based on their valued input of their intended role in controlling risks in the future. It is vital everyone agrees with the solutions reached and how they have arisen.

4.6 Adopt 'safe place' rather than 'safe person' approach

Introduction

Ensuring a safe and secure work place is the primary goal of all people who are in a hospitality organization. This includes management, staff, suppliers, customers and the general community.

Whilst it is important that all people conduct their activities in a safe manner, this is not a common reality.

Staff will take short cuts to conduct their activities quicker; customers may not be aware of safety requirements (due to language, cultural or other reasons) or simply choose to ignore them.

Therefore the emphasis should be to build a 'safe place' rather than a 'safe person'. Whilst having both would be the most ideal, it is not possible.



'Safe place' instead of 'safe person'

Management have the responsibility to ensure the 'place' is safe and secure.

It must be remembered that OHS legislation places substantial emphasis on the need for management to ensure the workplace itself is safe and secure through:

- Established policies and procedures
- Trained staff
- Safe equipment and safe materials
- Full communication to staff, suppliers and customers of all information relevant to the safety and security.

People will generally be happy to comply with any rules or activities that ensure their safety and security. In most cases they need to know they exist and how they can comply.

Whilst this manual has focused on what management and staff can do to make the workplace safe, it is only part of the equation. The involvement of customers in helping to improve their own safety and security has a tremendous beneficial effect.



4.7 Prioritise risks levels

Steps to prioritise risks

After the list of hazards has been finalised, documented and agreed on, a judgement needs to be made about the seriousness of each hazard and which ones require the most urgent attention:

- 1) Take a close look at each item on your 'hazard identification' list and consider:
 - "What is the possible outcome if things go wrong?"
 - Are you talking about cuts, scratches and bruises or is there the potential for someone to be seriously injured or even killed?
 - Is the hazard an everyday task, or something that comes up only now and again giving you more time to find a solution?
 - Are there things you can do right now as a short-term fix while you work out a better, more permanent solution?
- 2) Don't wait for all risks to be assessed before you start fixing things
- 3) Once you have worked out which hazards have the greatest potential to cause injury or disease, or are a risk to public safety, they should be marked as your high-priority hazards. The other hazards should be ranked in priority order
- 4) The hazard list must be reviewed regularly to ensure every aspect of the workplace is monitored and any new hazards are immediately identified.

You assess risks so that you can make sure you control them effectively. Health and safety representatives must be involved in this step to provide accurate information about risk control in the workplace and so that the views of their designated work groups can be taken into account.

The risk from a hazard is a combination of the chance of an incident occurring (that is, 'very likely', 'likely', 'unlikely' or 'very unlikely') and how badly someone could be hurt.

Risk level formula

General guidelines on principles, systems and supporting techniques' sees risk assessment as critical to prioritising risk control measures and uses the following formula to determine risk level:

Risk level = Consequence x Exposure x Probability

Where:

- **Consequence** is 'the outcome severity (injury/illness) of the scenario'
- **Exposure** is 'frequency and duration of exposure of persons to the chosen hazard'
- **Probability** is the 'likelihood or chance that the chosen sequence and consequence will occur'.

4.8 Finalise assessment and take action

Reaching agreement on path forward

Once all hazards have been identified, assessed and prioritised, there must be agreement on:

- The priority of hazards to be addressed
- A summary idea how to address them
- When each hazard will be addressed
- Who will address the hazard.

The next section will look at the different types of control that can be used to reduce the risk of hazards.

The aim of the risk assessment meeting is to ensure all the hazards that have been identified, have been discussed with a strategy attached to each.



Action after meeting

Once the meeting has concluded, the following activities are to take place:

- Minutes of the meeting are to be prepared and forwarded
- Any documentation prepared in the risk assessment meeting copied, distributed or stored
- Any communication relevant to staff forwarded in a prompt and clear manner
- Persons responsible for implementing procedures to control risks undertaking their duties.

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the date agreed to.

- 4.1 To fulfil the requirements of this Work Project you are asked to identify who is involved in a risk assessment.
 - 4.2 To fulfil the requirements of this Work Project you are asked to identify how to arrange and schedule risk assessment meetings.
 - 4.3 To fulfil the requirements of this Work Project you are asked to identify how to apply risk assessment activities including:
 - Investigations
 - Hazard Review.
 - 4.4 To fulfil the requirements of this Work Project you are asked to identify how to record deliberations at risk assessment meetings including:
 - Minutes of meetings
 - Risk assessment worksheets
 - Hazard Identification and Control document.
 - 4.4 To fulfil the requirements of this Work Project you are asked to identify how to facilitate meaningful and effective consultation in meetings.
 - 4.5 To fulfil the requirements of this Work Project you are asked to explain why it is better to adopt a 'safe place' rather than 'safe person' approach.
 - 4.6 To fulfil the requirements of this Work Project you are asked to explain the steps involved in prioritising risks.
 - 4.7 To fulfil the requirements of this Work Project you are asked to explain the activities associated with finalising assessment and taking action.
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Summary

Implement procedures for assessing health, safety and security risks

Identify those to be involved in assessment

- Activities after the inspection
- What is a risk assessment?
- Who is involved in a risk assessment?

Schedule risk assessments

- Arrange meeting activities.

Apply risk assessment activities

- Investigations
- Hazard Review.

Record deliberations at risk assessment meetings

- Minutes of meetings
- Risk assessment worksheets
- Hazard Identification and Control document.

Facilitate meaningful and effective consultation

- Ground rules
- Acceptable behaviour.

Adopt 'safe place' rather than 'safe person' approach

- 'Safe place' instead of 'safe person'.

Prioritise risks levels

- Steps to prioritise risks
- Risk level formula.

Finalise assessment and take action

- Reaching agreement on path forward
- Action after meeting.

Element 5: Implement procedures for controlling health, safety and security risks

5.1 Plan for implementation of the control

Introduction

Controlling risk is the third step in risk management.

The first step was hazard identification and the second step was risk assessment and analysis.

Implementing risk control methods means putting in place the risk control options deemed most appropriate and effective for the identified hazard.



Where a manager or supervisor is unable to implement identified risk control methods these situations must immediately be reported to the 'appropriate person' (owner, more senior manager) for their attention and action.

When hazards have been identified, and the risks to health and safety assessed, the risks need to be controlled. Risk control is a requirement of most Occupational Health and Safety Act legislation as part of the employer's duty "to provide and maintain so far as is practicable for employees a working environment which is safe and without risks to health."

Risk control

Risk control means taking actions to eliminate or reduce the likelihood that exposure to a hazard will result in injury or disease.

The term "as far as is reasonably practicable" is defined in the OHS Act as taking into account:

- The likelihood of a hazard or risk occurring (i.e. the probability of a person being exposed to harm)
- The degree of harm that would result if the hazard or risk occurred (i.e. the potential seriousness of injury or harm)
- What the person concerned knows, or ought reasonably to know, about the hazard or risk and any ways of eliminating or reducing that hazard or risk
- The availability and suitability of ways to eliminate or reduce the hazard or risk
- The cost of eliminating or reducing the hazard or risk.



Hierarchy of control

The Hierarchy of Control is a list of control measures in descending order of effectiveness that may be applied to specific risks only after an assessment has been made of all possible risk controls.

This highlights the need for time, planning and consultation throughout the entire process.

While it is preferred that hazards and risks are subject to planned and comprehensive procedure, if there is an immediate risk to health and safety, you must make sure the activity in question is ceased until measures are taken to remove the immediate risk.

In most cases, effective control of a risk requires a combination of the following controls to be applied. In addition it is vital to make sure that the introduction of a control measure doesn't create another, new risk.

Some control options are better than others. Again, 'safe place' options are better than 'safe person' options. It's better to create a 'safe place' than rely on people wearing protective clothing or 'behaving safely'.

The 'hierarchy' of control reflects this idea.

As an overview, the hierarchy of control comprises the following controls:

1. Elimination
2. Substitution
3. Isolation
4. Engineering controls
5. Administrative controls
6. Personal protective clothing and equipment.

These controls may be classified under three levels as set out below.

Elimination

At the top of the hierarchy of control is elimination.

It is the best option for controlling hazards but is not always available or practicable.

Elimination means changing the procedure so that it does not have to take place at all.

For example:

- A cleaning process which uses ultrasound instead of a chemical avoids the need for the chemical in the workplace
- Buying pre-cut steaks eliminates the need for slicing
- Getting rid of noisy equipment or facilities.

Elimination of hazardous substances should always be the priority simply because this is the most effective way of making the workplace safe.

Where elimination is not reasonably practicable, steps must be taken to identify effective measures to reduce the risk (Levels 2 and 3).



Substitution

Substitution means replacing a hazardous process or substance with a less hazardous one:

- A detergent may be substituted for a chlorinated degreaser
- Using a neutral detergent instead of caustic soda for cleaning
- A chemical could be used in pellet form instead of a powder to reduce the risk of inhalation
- Applying a substance with a brush might be safer than spraying the substance
- Lifting smaller and lighter packages
- Using an electric forklift instead of a petrol one
- Vacuuming instead of sweeping.



Isolation

Isolation involves separating the risky process from people, either by distance or by using barriers to prevent exposure:

- Placing a noisy piece of equipment in a soundproof box or behind a baffling wall
- Physically stopping people (customers) from coming into contact with the hazard
- Moving the hazard to some distant location
- Locking dangerous items away out of reach of unauthorised contact.



Engineering controls

Engineering controls include plant or processes which:

- Minimise the generation of risk
- Suppress or contain the risk
- Limit the risk in should an event occur.

Examples include:

- Ventilation booths for spray painting
- Machine guards to prevent clothing, jewellery and body parts being caught in equipment
- Machine operation controls such as 'Emergency Stop' buttons, automatic cut-offs, the ability to remotely operate an item
- Ventilation – exhaust fans to remove dust, smoke
- Wetting down techniques to reduce dust
- Changing the height of work levels to minimise bending and twisting during manual handling.



Administrative controls

If it is not practicable to make the workplace itself safe it is necessary to look for 'safe person' options, which are a lower priority because they depend on people "doing the right thing".

Administrative controls are safe work practices which help to reduce employee exposure to risk. For example:

- Restricting access to certain areas at certain times
- Good housekeeping, including regular cleaning of work areas and regular and appropriate maintenance of workplace items and equipment
- Changing purchasing procedures so substances are supplied in ready-to-use containers and decanting is not required
- Providing trolleys to move items
- Providing accurate work instructions and methods of work (work practices, standard operating procedures)
- Changing work practices to include job rotation (but note this, on its own, is generally regarded as an insufficient control method)
- Shorter working periods for jobs performed under difficult conditions – such as in extreme cold, heat, noise or vibration
- Providing training – such as in lifting and manual handling techniques.



The effective use of administrative controls relies on full cooperation of employees, so it is essential that extensive consultation occurs during their development and implementation.

Adequate supervision and training are also very important.

Personal protective equipment and clothing

Personal protective equipment (PPE) and clothing includes such things as:

- Eye protection – goggles, face masks, visors
- Respiratory protection
- Gloves and gauntlets
- Safety shoes and boots – including 'clogs' for kitchen workers
- Protective clothing – aprons, thermal wear, 'pull off' ties for security staff
- Head protection – hard hats, and caps for food handlers.



Personal protective equipment is generally the least effective way to control risk and should only be used if you can't reduce the risk enough using other means.

It should then be used in conjunction with other measures.

Personal protective equipment might also be used as a temporary measure until other controls can be implemented.

All personal protective equipment should:

- Meet the relevant Safety Standards of the country
- Be appropriate to its application
- Be issued to an individual and not shared
- Be properly maintained and cleaned.

Employees who have to use personal protective equipment must be trained so that they know why and how to use the equipment effectively.



Combination of controls

The most effective method of controlling risks is usually a combination of the above options.

If we consider the hazard of slips in the cafeteria kitchen, we cannot **eliminate** the kitchen floor, neither is it possible to always ensure the kitchen floor is not slippery.

However we can **substitute** work practices – for example, only clean when there is minimal foot traffic through the kitchen.

We can control the risk by proper **engineering** – for example, by using non-slip matting.

We can make an **administrative arrangement**– for example, direct staff not to enter the kitchen during service and cleaning, and training to raise awareness of the problem.

We can also use **personal protective equipment** such as provision of rubber sole shoes. We can also put out 'caution signs'.



This illustrates that there are often more than one option for dealing with an identified workplace hazard.

Identifying appropriate controls

Now that we have explored the different types of control, it is important to decide which method/s of control to be applied to each risk in the workplace.

This is a simple process but takes time. One possible way of doing this is through the use of 'Risk Control Identification Cards'

A template and an example are provided on the next page.

Risk Control Identification Cards

TEMPLATE

Hazard:
Elimination:
Substitution:
Engineering Controls:
Isolation:
Administrative Controls:
Personal Protective equipment:

EXAMPLE

Hazard: Smoking in bars
Elimination: Introduce laws to ban
Substitution: N/A
Engineering Controls: Air purifiers/ventilation systems/air flow design
Isolation: Designated smoking areas
Administrative Controls: No smoking policy/ "No Smoking" signage
Personal Protective equipment: N/A

5.2 Initiate the control

Introduction

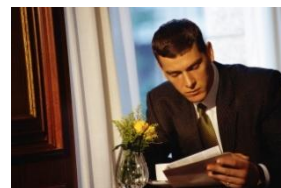
Once the appropriate control methods have been identified for each hazard, as identified and prioritised, the respective action must be put into place.

Steps to initiate control methods

When initiating the control there may be a number of activities that need to take place.

These include:

- Review documents to understand hazard and supporting thoughts, opinions and suggestions. These documents may include, but are not limited to:
 - Minutes of meetings
 - Hazard Identification and Control document
 - Risk assessment worksheets
- Purchase equipment or supplies associated with the control.
- Communicate control method and any related processes with staff
- Select persons to implement controls
- Allocate responsibilities to selected persons. This may include the issuing of new policies and procedures
- Provide appropriate training so staff can undertake control methods
- Take appropriate steps to minimise inconvenience or disruption to operations and customer enjoyment of facilities.



Active management

Any changes that take place in any organisation often cause some added stress, work and inconvenience for all involved.

Persons responsible for initiating change must take an active role in ensuring it is implemented with minimal stresses and with sufficient support, guidance and encouragement to those initiating the changes.

By undertaking active management any required changes can be implemented in a timely manner.

Methods of control and remedial action to ensure correct initiation of control methods are explained in the next two sections.



5.3 Monitor the control

Introduction

Just because we have allocated responsibility for hazard controls to be put into place, does not mean that they:

- Have been implemented correctly
- Were explained to those concerned (staff members who have to carry out specific activities)
- Have any effect
- Have the desired effect.



When risk controls have been implemented they need to be monitored to see if they have been effective in addressing the identified hazards.

Need to plan monitoring of control measures

The checking procedures that will be used for risk control measures should be planned in the same way the implementation of the actual control measures are planned.

This means the planning phase should address:

- Who will do the checks
- When they will be done
- What will be evaluated and assessed as part of the checking process?

The use of checklists is recommended to provide a consistent basis for the checks to be made.



Actual workplace checks

Checks should be made of the control measures applied:

- Prior to their actual implementation – to verify the control has been implemented as intended
- During use – to evaluate the effectiveness of the control during actual operation.

Objective observation using a rating chart to guide observations is an effective way to achieve this

- Immediately after use – by talking with staff involved and evaluating (for example) finished products.

Getting feedback from operators about safety, ease of use and potential issues is imperative and demonstrates that management is committed to involving staff in a practical way in workplace safety.

5.4 Take remedial action where necessary

Introduction

Whilst most control methods may be effective in controlling risks in their intended manner, at times this is not possible for a number of reasons.

Regardless of the reason, it is essential that new problems and risks are not created in the process.

Creation of new problems

Checks on a control measure should seek to answer two questions:

- To what extent has the control effectively addressed the identified hazard?
- Has a new hazard been created by virtue of the control that has been applied?

When a new risk control initiative has been implemented it is important that any monitoring of its application takes into account whether or not the initiative itself has created any new OHS issues.

This highlights that it is not sufficient for monitoring to simply determine whether the identified hazard had been effectively controlled but monitoring must also identify if a new problem has been caused.

For example, a new system that eliminates a manual handling or repetitive strain hazard could have inadvertently introduced a new hazard in terms of eye strain.

Once again, observation of the task and the control as well discussions with operational staff are keys in working out if this is the case.



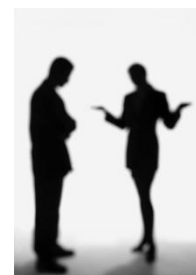
Action to take

Where the approved risk control method has been monitored and found to have not fixed the identified hazard – or to have created a new or different hazard – this situation must be:

- Immediately resolved – if that falls within your level of expertise or scope of authority
- Reported to the appropriate person for their follow-up and action – this can be a senior management, the Health and Safety rep, the Designated Work group (or similar) or the OHS Committee.

A verbal report may suffice that includes feedback from staff and identifies causal factors as well as potential additional control which may be required.

Immediacy in reporting is essential to facilitate supplementary action - attention must always be paid to ceasing any work where a danger to staff or others exists.



Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

- 5.1 To fulfil the requirements of this Work Project you are asked to identify how to plan for implementation of the control by:
- Using the hierarchy of control
 - Identifying appropriate controls.
- 5.2 To fulfil the requirements of this Work Project you are asked to identify how to initiate the control including:
- Steps to initiate control methods
 - How to demonstrate active management.
- 5.3 To fulfil the requirements of this Work Project you are asked to identify how to monitor the control.
- 5.4 To fulfil the requirements of this Work Project you are asked to identify how to take remedial action where necessary including:
- Action to take.
-

Summary

Implement procedures for controlling health, safety and security risks

Plan for implementation of the control

- Risk control
- Hierarchy of control
- Elimination
- Substitution
- Isolation
- Engineering controls
- Administrative controls
- Personal protective equipment and clothing
- Combination of controls
- Identifying appropriate controls.

Initiate the control

- Steps to initiate control methods
- Active management.

Monitor the control

- Need to plan monitoring of control measures
- Actual workplace checks.

Take remedial action where necessary

- Creation of new problems
- Action to take.

Element 6:

Investigate injuries, illnesses and incidents

6.1 Describe how to notify injury, illness or incident

Introduction

The most important resource in any hospitality business is its staff. There are many benefits of having a workforce that is healthy and free from injury or illness.

Most accidents in a hospitality environment are certainly avoidable. The different sections in this manual have shed light on how to control hazards and any negative impact they may have.

That said, injuries, illnesses and accidents are inevitable. Managers must understand their causes and where possible learn from them to reduce the chance of re-occurrence.



Impacts of injury and accidents

Any injury or incident in the workplace greatly impacts on many people in many different ways. These include:

- The pain, stress and inconvenience of the injured staff member and their immediate family
- The stress and emotional strain of fellow staff members who have witnessed the accident
- Reduction in service standards due to staff shortages
- The loss of customer confidence
- The financial costs associated with medical treatment, replacement of staff, sick pay, rehabilitation, overtime payments for other staff and loss of productivity
- The negative publicity associated with accidents in the workplace.



Legal requirements

In most countries managers are legally required to arrange regular health checks for any employees who work with lead, asbestos, noise, or certain hazardous substances.

They are also required to keep a record of these checks. It's vital for the health of employees and the information can also be used to improve organisational safety management.

It is common practice that staff notify any injury, illness or incident, via written format. Regardless of how small the incident may be, a written record must be maintained for many reasons including:

- Recognition incident has taken place
- The reasoning for the accident has been identified
- Is a record that can be used at a later stage to investigate the matter, to help seek solutions
- Requirement for police, medical and insurance purposes.



Types of written 'notifications'

OHS records relating to injury, illness or incident include:

- Records relating to the health and safety of the employees – including the results of monitoring activities where legislation or organisational policies require such records to be kept. These include:
 - Sick leave form
 - Doctor's certificate
- Injury register – a 'Register of Injuries' or an 'Injury Report Book' must be maintained to keep track of all workplace injuries must contain details of any accidents or injury including:
 - Worker's name and job details
 - Time and date of injury
 - Exact location where injury or illness occurred
 - How it happened
 - The nature of the injury or illness and the body parts affected
 - Names of any witnesses
 - Name of person entering details in the register
 - Date employer was notified



- Incident notification – where accident or injury occurs in the workplace of a certain severity or type such as death, or serious injury (referred to as a 'notifiable incident', or similar) there is a need to complete, forward to the authorities and maintain official forms/records.

Serious injury may include anything requiring:

- Medical treatment within 48 hours of exposure to a substance
- Immediate treatment as an in-patient in a hospital
- Immediate medical treatment for:
 - Amputation
 - Serious head injury
 - Serious eye injury
 - Separation of skin from underlying tissue (for example de-gloving or scalping)
 - Electric shock
 - Spinal injury
 - Loss of bodily function
 - Serious lacerations
- Results of investigations in workplace OHS events (including 'near misses') – which may include photographs, witness statements, medical reports
- Reports from WorkCover/WorkSafe inspectors
- Documentation relating to the insurance of workers to cover them for workplace accidents or injury – including claims made
- Return to Work documentation – detailing the plan devised to assist the injured worker to return to work after an accident or incident
- Records from suppliers stating that the products they supply to you are safe and compliant with all legislated requirements.



Benefits of records

It is advisable to keep all OHS documents that are generated as part of your efforts to create a safe workplace, even though there may not be a legislated requirement to do so.

These documents may be of use at a later stage for reference purposes, or to help demonstrate your on-going efforts at attempting to create safe workplace.

In the event that an incident occurs, these records can serve as mitigating factors and assist in providing you took your OHS responsibilities seriously.



6.2 Investigate injuries, illnesses or incidents

Introduction

By having a comprehensive documentation system of any injuries, illnesses or incidents that take place in a hospitality organisation it makes it easier to investigate possible causes and appropriate solutions.

Purpose of investigation

The primary purpose of investigation is to try to learn from actions that have taken place that have caused injuries, illnesses or incidents.

The process of investigation is to not lay blame on an individual or operational system, but to try to identify the causes of the problem. In the next section, a list of common types and causes of hospitality injuries has been identified as an example.

Investigations should be focused on factual examination, removing any emotion from the process. By having clear and concise data which identifies causes, it makes the process of finding suitable solutions and remedies easier.

By first we must collect information through an investigation.



Methods of investigation

As mentioned, the purpose of investigation is to collect information to determine causes of injuries, illnesses or incidents. It then begs to reason that a range of activities can be used to collect information from persons who may have information to give.

Methods of investigation include:

- Interviewing witnesses
- Interviewing medical personnel
- Inspecting the location and equipment
- Reviewing reports and documents
- Reviewing policies and procedures
- Reviewing job descriptions
- Reviewing training.



By conducting a thorough investigation, using a combination of different methods it will hopefully not only reduce the chance of a similar accident happening again, but may also highlight potential problems associated with this type of accident.

Who should investigate

The extent and number of people involved in an investigation will vary depending on the seriousness of the accident.

Generally a member of the Health and Safety Committee and the representative from the department in which the accident occurred should lead any investigation, provided an impartial and unbiased decision can be reached. No-one directly related to the accident should be involved in leading an investigation.

The seriousness of an accident can be simply broken down into three categories of priority:

- Low priority – cuts, burns, knocks, bumps, bruising and scrapes
- Medium priority – strains and sprains
- Top priority – broken bones, lacerations, severe burns and concussions.



Low and medium priority accidents are lead and managed by the above mentioned internal persons from within the organisation.

Top priority accidents, not considered life threatening may be investigated internally, with senior executives involved in the process. For any life threatening or illegal activities associated with the accident, external investigators such as medical staff, police or other authorities may lead an investigation. In this case, the Health and Safety Committee must provide help and support where required.

6.3 Identify causes of injuries, illnesses or incidents

Introduction

Most injuries, illness or incidents in the hospitality industry are similar amongst related organisations as the type of roles and duties are similar.

It is important to understand the types and causes of injuries, illness or incidents in order to find solutions to reduce their occurrence.

WorkSafe Victoria, a health and safety specialist division of the Victorian government, has provided a list of common types and causes of injuries relating specifically to the hospitality industry.

Types and causes of injuries, illness or incidents

WorkSafe Victoria states the types of causes of injuries, illness and incidents include:

Manual handling

Manual handling risks include lifting, carrying, pushing and pulling. The risk of injury is highest when the work is heavy (e.g. carrying several plates or lifting bags of laundry and rubbish), repetitive (e.g. mopping floors, chopping vegetables or stirring large pots) or awkward (making beds and reaching high or low for supplies).

When assessing kitchens, look for frequently used items kept in hard to reach places or large containers being moved frequently.

Also look at the way that heavy products (e.g. kegs and coins from pokies) are moved and consider whether there is a better way.



Slips, trips and falls

Slips, trips and falls cause or contribute to most injuries in the hospitality industry. When looking for these hazards, check out floors, steps and transitions from one type of floor covering to another. These hazards are most common in kitchens, laundries and bar areas.

Slips typically occur on wet, oily or greasy floors, while people tend to trip over rubbish, uneven floor surfaces or power leads. Multi-tasking, poor lighting and unexpected (or unseen) steps are the most frequent causes of falls.

The risk of slips, trips and falls is highest when there are several risk factors present (e.g. walking down dimly lit stairs while carrying several plates that interfere with their view of the stairs).



Prolonged or repetitive work

Cleaning, hotel services and laundry workers are particularly at risk of back injuries and muscle strains from repetitive forceful activities such as vacuuming, scrubbing and moving wet laundry from the washer to the dryer. Some injuries also result from reaching far from the body (e.g. stripping and making beds, folding bed sheets or cleaning high areas).

Most hospitality workers stand or walk for long periods of time and this can cause back and leg pain.



Cuts and burns

Cuts and burns are very common injuries for staff working in food areas. Check whether machines (e.g. slicers and fryers) have appropriate guards and are de-energised before being cleaned or maintained.



Workplace stress and occupational violence

Hospitality workers may experience work-related stress if work demands are too high or if they are required to deal with difficult customers.

Occupational violence includes assault, sexual harassment, threatening language and robberies. Staff who handle money, work alone, handle people who are under the influence of drugs and alcohol or provide security services are particularly at risk of occupational violence.

Bullying

Bullying is repeated, unreasonable behaviour directed toward an employee or group of employees that creates a risk to health and safety. Examples of bullying include: verbal abuse; intimidation; excluding or isolating employees; using work systems to undermine employees; pressure to do extra shifts or work for the same pay; and threats of dismissal.

Workplace chemicals

Many common cleaning products used in workplaces are hazardous substances or dangerous goods, and exposure to these products can cause serious injuries. Workers who do not know how to safely use chemicals are at risk of injury and long-term illness.



Noise

Working in noisy areas such as nightclubs and bars or using loud equipment such as vacuum cleaners for long periods of time may affect hearing.

Infectious diseases

Cleaning toilets, stripping beds, working with raw meat and handling sharps may expose workers to infectious diseases.

The above information has been derived from the WorkSafe Victoria website.

6.4 Implement remedial action

Introduction

It is no point conducting investigation into the causes of injuries, illness or incidents unless action is taken to try to prevent its reoccurrence.

Any action, regardless of how large or small, should be implemented at the earliest possible time which will also have minimal impact on operations and customer satisfaction.

Remedial action steps

Once an investigation has been completed, the following action may take place:

- Prepare new policies and procedures where required
- Purchase equipment or supplies associated with operational changes
- Communicate any changes and any related processes with staff
- Provide appropriate training to help reduce the chance of accidents happening again
- Actively manage any new changes and implement any revisions where required
- Review and compare the effect of new changes against past levels of injuries, illness or incidents.



Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

- 6.1 To fulfil the requirements of this Work Project you are asked to identify how to notify injury, illness or incident including:
 - Types of written 'notifications' to be used.
 - 6.2 To fulfil the requirements of this Work Project you are asked to identify how investigate injuries, illnesses or incidents including:
 - Purpose of investigation
 - Methods of investigation
 - Who should investigate.
 - 6.3 To fulfil the requirements of this Work Project you are asked to identify how to identify causes of injuries, illnesses or incidents including:
 - Types and causes of injuries, illness or incidents.
 - 6.4 To fulfil the requirements of this Work Project you are asked to identify how to implement remedial action to reduce further accidents.
-

Summary

Investigate injuries, illnesses and incidents

Describe how to notify injury, illness or incident

- Impacts of injury and accidents
- Legal requirements
- Types of written 'notifications'
- Benefits of records.

Investigate injuries, illnesses or incidents

- Purpose of investigation
- Methods of investigation
- Who should investigate?

Identify causes of injuries, illnesses or incidents

- Types and causes of injuries, illness or incidents.

Implement remedial action

- Remedial action steps.

Element 7:

Evaluate the organisation's health, safety and security effectiveness

7.1 Review and assess the effectiveness of the systems that have been put in place

Introduction

A formal review of health and safety performance within a hospitality organisation is essential.

It enables management and the Health and Safety Committee to determine whether the essential health and safety systems, including the role of leadership, staff involvement, implementation, assessment and review, has been successfully incorporated and followed in the workplace. More importantly it indicates the effectiveness of the current system. It tells you whether your system is effective in managing risk and protecting people.

Having an effective health, safety and security system is a competitive advantage and a reflection of management strength. By conducting a comprehensive review of current systems and performance, informed decisions can be made, actions prioritised and resources allocated. Furthermore, regular reviews of safety performance will lead to a culture of continuous improvement.

As with all systems, just because control or management systems have been put into place, doesn't mean it will remain effective or require updating.

Like all operations, there are many influences, whether created internally within the organisation or by external parties including governments and policy makers that will require changes to an organisation's health and safety plan.

Reasons for system review

There are many reasons why systems should be reviewed including:

- Scheduled reviews
- Change in management or key health and safety staff
- Company direction has changed
- New products and services have been introduced
- Injuries, illness or incidents have taken place
- Policies and procedures may be outdated
- New equipment and technology has been introduced
- New health and safety legislation and regulation have been introduced



- Feedback from staff and customers
- Actions by competitors requiring an organisation to compete or create a new competitive advantage.

There are endless reasons why an organisation's health and safety system should be reviewed. Regardless of whether a reason exists or not, a systematic review should take place on a regular basis to ensure that the systems in place are current, valid and effective.

Organisations should be proactive in assessing their health and safety management systems using audits. Generally auditing of health, safety and security systems is not a legal requirement except however it should be commonplace in all hospitality organisations.

Actions in system review

The Health and Safety Committee should conduct an annual review of the organisation's health, safety and security systems and current performance at least once a year. The review process should:

- Examine whether the health and safety policy reflects the organisation's current priorities, plans and targets
- Examine whether risk management and other health and safety systems are current and effective. This normally looks at three areas:
 - Appropriate workplace precautions are in place
 - Adequate risk control systems exist which both reflect the hazard profile of the organisation and are properly implemented
 - Appropriate management arrangements are in place
- Ensure health, safety and security reporting is accurate, reflects actual performance and is given in a timely manner
- Identify and report health and safety shortcomings
- Discuss and decide actions to address any weaknesses
- Develop a system to monitor their implementation
- Schedule reviews of changes.



Most local government bodies will have a range of audit and evaluation tools that can be used by hospitality organisations to ensure adequate health, safety and security systems are in place.

7.2 Implement improvements, where necessary

Introduction

An effective health, safety and security system is an essential part of an active, preventive approach to Occupational Health and Safety.

Any recommended changes that arise from a systems evaluation and audit should be implemented in a timely manner.

Areas for improvement

Any changes must lead to current, appropriate and effective:

- Health and safety committees, representatives and departmental safety groups
- Hazard identification
- Policies and procedures
- Job descriptions
- Communication channels
- Documentation and reporting systems
- Training
- Equipment and resources
- Management support.



It is important to remember that the best system in the world is no use unless it is implemented, understood, followed and reviewed by all people in the organisation.

7.3 Assess compliance with legislated and internal requirements

Introduction

Put simply, every organisation must follow the legal requirements that apply in their country and to their specific industry.

This is no different when it comes to following health, safety and security laws. Ignorance is no excuse. Therefore it is essential that every hospitality organization understands and implements systems to ensure compliance.



Legislative requirements

Each country will have their own legal requirements in terms of health, safety and security. In addition different industries will also individual laws and regulations that apply.

It is essential that all organisations comply with any legislative requirements.

Laws, Regulations and Codes

Most countries will have one overriding laws and regulations which covers most issues relating to health, safety and security within the hospitality industry.

As an example 'Workplace health and Safety Queensland' provides an explanation of different types of legislation and how they must be followed. This example and the requirements identified, whilst not identical, will be similar in most countries around the world.

'Workplace Health and Safety Queensland' states:

'To understand their obligations and safety requirements, hospitality organisations must have a comprehensive understanding of the following legislation as applies to their country:

- Workplace Health and Safety Act - which imposes obligations on people at workplaces to ensure workplace health and safety
- Workplace Health and Safety Regulations - describes what must be done to prevent or control certain hazards which cause injury, illness or death
- Codes of practices – these are designed to give practical advice about ways to manage exposure to risks common to industry.

It is a requirement of most 'Acts' that risks must be assessed and control measures then implemented and reviewed to prevent or minimise exposure to the risks.

If the regulation describes how to prevent or minimise a risk at your workplace you **must** do what the regulation says. If there is a code of practice that describes how to prevent or minimise a risk at your workplace you **must** do what the code says or adopt and follow another way that gives the same level of protection against the risk.

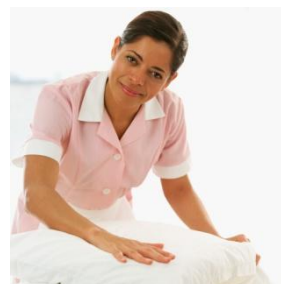
If there is no regulation or code of practice about a risk at your workplace you **must** choose an appropriate way to manage exposure to the risk. People must, where there is no regulation or code of practice about a risk, take reasonable precautions and exercise proper diligence against the risk.'

For further information visit the 'Workplace Health and Safety Queensland' website 'www.deir.qld.gov.au'

Topics included in legislation, regulations and codes

These include, but are not limited to:

- Obligations, rights and responsibilities of employers
- Obligations, rights and responsibilities of employees
- Codes of practice
- Work health and safety duties
- Role of Health and Safety Committees and representatives
- Provision of first aid
- Personal protective equipment
- Training of Health and Safety Representatives
- Incident notification
- Issue resolutions
- Recruitment and training of staff
- Protection from discrimination, coercion and misrepresentation
- Right of entry
- Role of inspectors in compliance and enforcement
- Role of the regulator in compliance and enforcement
- Food Management
- Management and service of alcohol
- Handling of intoxicated persons.



Normally the health and Safety Committee is responsible for ensuring that the organisation is compliant with legal obligations.

They will then ensure all management and staff understand their requirements in ensuring laws are followed.

Internal requirements

As well as legislative requirements, each organization will have their own internal requirements and standards that must be maintained.

These may be set by Head office, executive managers, departmental managers or respective Health and Safety Committees and their representatives.

Internal requirements may relate to implementing, following or achieving standards relating to:

- Health and Safety KRA and KPI's
- Health and safety committees, representatives and departmental safety groups
- Hazard identification
- Policies and procedures
- Job descriptions
- Communication channels
- Documentation and reporting systems
- Training
- Equipment and resources
- Management support.



Conclusion

This manual has detailed a comprehensive list of obligations, laws and requirements associated in ensuring a sound foundation of safe and secure work practices are put in place.

There is nothing more important in any business, than having people enter, enjoy, work and leave a hospitality establishment alive and uninjured.

Work Projects

It is a requirement of this Unit you complete Work Projects as advised by your Trainer. You must submit documentation, suitable evidence or other relevant proof of completion of the project to your Trainer by the agreed date.

- 7.1 To fulfil the requirements of this Work Project you are asked to identify how to review and assess the effectiveness of the systems that have been put in place including:
- Reasons for system review
 - Actions in system review.
- 7.2 To fulfil the requirements of this Work Project you are asked to identify areas of improvement and how to implement them.
- 7.3 To fulfil the requirements of this Work Project you are asked to assess compliance with legislated and internal requirements including:
- Legislative requirements
 - Internal requirements.
-

Summary

Evaluate the organisation's health, safety and security effectiveness

Review and assess the effectiveness of the systems that have been put in place

- Reasons for system review
- Actions in system review.

Implement improvements, where necessary

- Areas for improvement.

Assess compliance with legislated and internal requirements

- Legislative requirements
- Internal requirements.

Presentation of written work

1. Introduction

It is important for students to present carefully prepared written work. Written presentation in industry must be professional in appearance and accurate in content. If students develop good writing skills whilst studying, they are able to easily transfer those skills to the workplace.

2. Style



Students should write in a style that is simple and concise. Short sentences and paragraphs are easier to read and understand. It helps to write a plan and at least one draft of the written work so that the final product will be well organised. The points presented will then follow a logical sequence and be relevant. Students should frequently refer to the question asked, to keep 'on track'. Teachers recognise and are critical of work that does not answer the question, or is 'padded' with irrelevant material. In summary, remember to:

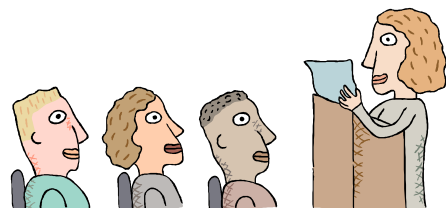
- Plan ahead
- Be clear and concise
- Answer the question
- Proofread the final draft.

3. Presenting Written Work

Types of written work

Students may be asked to write:

- Short and long reports
- Essays
- Records of interviews
- Questionnaires
- Business letters
- Resumes.



Format

All written work should be presented on A4 paper, single-sided with a left-hand margin. If work is word-processed, one-and-a-half or double spacing should be used. Handwritten work must be legible and should also be well spaced to allow for ease of reading. New paragraphs should not be indented but should be separated by a space. Pages must be numbered. If headings are also to be numbered, students should use a logical and sequential system of numbering.

Cover Sheet

All written work should be submitted with a cover sheet stapled to the front that contains:

- The student's name and student number
- The name of the class/unit
- The due date of the work
- The title of the work
- The teacher's name
- A signed declaration that the work does not involve plagiarism.

Keeping a Copy

Students must keep a copy of the written work in case it is lost. This rarely happens but it can be disastrous if a copy has not been kept.

Inclusive language

This means language that includes every section of the population. For instance, if a student were to write 'A nurse is responsible for the patients in her care at all times' it would be implying that all nurses are female and would be excluding male nurses.

Examples of appropriate language are shown on the right:

Mankind	<i>Humankind</i>
Barman/maid	<i>Bar attendant</i>
Host/hostess	<i>Host</i>
Waiter/waitress	<i>Waiter or waiting staff</i>

Recommended reading

Burstein, H; 1980 (1st edition); *Management of Hotel and Motel Security*; CRC Press

Dalton, Alan; 1998 (1st edition); *Safety, Health and Environmental Hazards at the Workplace*; Cengage Learning EMEA

Goetsch, David L; 1999 (1st edition); *The Safety and Health Handbook*; Prentice Hall

Gordon-Davis, Lisa; 1999 (1st edition); *Hospitality Industry Handbook on Hygiene and Safety*; Juta Academic

Hotel & Catering Training Board; 1990 (1st edition); *Mastercraft: Health, Hygiene and Safety in the Hotel and Catering Industry*; Palgrave Macmillan

O'Fallon, Michael J; 2010 (5th edition); *Hotel Management and Operations*; Wiley

Nash, Claire; 1986 (1st edition); *Health and safety in hotels and Catering*; Hotel & Catering Training Board

Satin, Morton; 2008 (2nd edition); *Food Alert!: The Ultimate Sourcebook for Food Safety*; Facts on File

Wilks, Jeff; 2003 (1st edition); *Managing Tourist Health and Safety in the New Millennium*; Pergamon

Trainee evaluation sheet

Establish and maintain a safe and secure workplace

The following statements are about the competency you have just completed.

Please tick the appropriate box	Agree	Don't Know	Do Not Agree	Does Not Apply
There was too much in this competency to cover without rushing.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Most of the competency seemed relevant to me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The competency was at the right level for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I got enough help from my trainer.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The amount of activities was sufficient.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The competency allowed me to use my own initiative.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My training was well-organised.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My trainer had time to answer my questions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I understood how I was going to be assessed.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
I was given enough time to practice.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
My trainer feedback was useful.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Enough equipment was available and it worked well.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The activities were too hard for me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

The best things about this unit were:

The worst things about this unit were:

The things you should change in this unit are:
