Business Management of WHS Risk  
GBAT9112

Course Overview  
Semester 2 2014
Important Notice

The material contained in this study guide is in the nature of general comment only and is not advice on any particular matter. No one should act on the basis of anything contained in this guide without taking appropriate professional advice upon the particular circumstances. The Publisher, the Editors, and the Authors do not accept responsibility for the consequences of any action taken or omitted to be taken by any person, whether a subscriber to this guide or not, as a consequence of anything contained in or omitted from this guide.
Contents

Semester 2 2014 course schedule ................................................................. 2

Course staff .......................................................................................... 3
  Course Coordinator ........................................................................... 3
  Class Facilitator .............................................................................. 4
  Course authors ............................................................................... 4

Course information ............................................................................ 5
  Aims ................................................................................................. 5
  Learning outcomes ......................................................................... 8
  Skills and experience you will need .............................................. 8
  Resources ....................................................................................... 8
  Relationship to other courses in the MBT program ......................... 8

Assessment .......................................................................................... 9

Continual course improvement .......................................................... 10
  Student evaluations from the last presentation of the course ........... 10
  Coordinator's response .................................................................. 10
### Semester 2 2014 course schedule

#### w/c Monday

<table>
<thead>
<tr>
<th>Week</th>
<th>Date</th>
<th>Unit</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Week 1</strong></td>
<td>28 July</td>
<td>Unit 1</td>
<td>Introduction to BWHS (WHS)</td>
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<tr>
<td><strong>Week 2</strong></td>
<td>4 August</td>
<td>Unit 2</td>
<td>Resources and sources in WHS, WC and WIM</td>
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<tr>
<td><strong>Week 3</strong></td>
<td>11 August</td>
<td>Unit 3</td>
<td>WHS legislative frameworks and structures</td>
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<tr>
<td><strong>Week 4</strong></td>
<td>18 August</td>
<td>Unit 4</td>
<td>WC, WIM and rehabilitation</td>
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<tr>
<td><strong>Week 5</strong></td>
<td>25 August</td>
<td>Unit 5</td>
<td>Managing loss, uncertainty and WHS risks</td>
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<tr>
<td><strong>Week 6</strong></td>
<td>1 September</td>
<td>Unit 6</td>
<td>Managing hazardous events</td>
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<tr>
<td><strong>Week 7</strong></td>
<td>8 September</td>
<td>Unit 7</td>
<td>Managing high risk and other hazards</td>
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<tr>
<td><strong>Week 8</strong></td>
<td>15 September</td>
<td>Unit 8</td>
<td>Managing psychosocial hazards and risks</td>
</tr>
<tr>
<td><strong>Week 9</strong></td>
<td>22 September</td>
<td>Unit 9</td>
<td>Managing risks of emerging hazards and issues</td>
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**Mid-term recess:** Friday 26 September – Tuesday 7 October

| Week 10 | 7 October* | Unit 10 | Systematic management and integration of WHS |
| Week 11 | 13 October | Unit 11 | WHS performance measurement               |
| Week 12 | 20 October | Unit 12 | Evaluating effectiveness of WHS management systems |
| Week 13 | 27 October | Examination week 1 |
| Week 14 | 3 November | Examination week 2 |

*Monday 6 October is a public holiday in NSW
Course staff

Course Coordinator

Each course has a Course Coordinator who is responsible for the academic leadership and overall academic integrity of the course. The Course Coordinator selects content and sets assessment tasks, and takes responsibility for specific academic and administrative issues related to the course when it is being offered. Course Coordinators oversee Class Facilitators and ensure that the ongoing standard of facilitation in the course is consistent with the quality requirements of the program.

The Course Coordinator is:

Kerry Borthwick  
BA (Psychology) DipEd (Hons)  
email: k.borthwick@unsw.edu.au

Kerry is the Director of Quality of Working Life Pty Ltd, a WHS management systems consultancy organisation. Kerry has worked in the WHS management consultancy field since 1981, originally while employed at Macquarie Graduate School of Management.

Kerry is a Registered Psychologist (Australia), a member of the Australian Psychological Society, the Human Factors and Ergonomics Society of Australia, and the Australian Epidemiological Association. She has held the Gladys Pattison Fellowship in Occupational Stress and Cancer; been a National Health & Medical Research Council assessor; a member of the NSW Public Service Board Working Party to oversee and provide technical advice for the management of RSI (OOS) in the NSW Public Service; convenor or the NSW RSI Researchers’ Group; and acted as the NSW Health representative on the Welfare and Women’s Committees of the NSW WHS & Rehabilitation Council.

Kerry has presented papers at numerous conferences and has more than 20 publications (including the scripting of four corporate videos on WHS) in the areas of occupational health and organisational behaviour. She is also a co-author of *WHS: A Management Guide*. 
Class Facilitator

The role of your Class Facilitator is to support the learning process by encouraging interaction amongst participants, providing direction in understanding the course content, assessing participant progress through the course and providing feedback on work submitted. MBT Class Facilitators comprise both academics and industry practitioners with relevant backgrounds.

You will be notified of your Class Facilitator’s name and contact details in your class confirmation email sent by MBT Student Services. Details will also be available in the gallery section of your online class for both face-to-face and distance classes.

Course authors

Kerry Borthwick, BA (Hons) (Psychology) DipEd.

The course was substantially rewritten by the Course Coordinator, Kerry Borthwick. See Kerry’s details on the previous page.

Acknowledgements

We wish to acknowledge the valuable contribution of Richard Archer, who acted as the reviewer for the development of this course.

We also wish to acknowledge the work by Dr John Toohey, former Course Coordinator and Director of the MBT, author of the original course.
Course information

Aims

This course has been specifically designed to assist contemporary business managers in meeting managerial and business objectives through strategic decision making, to fulfil their WHS-related responsibilities and prevent insured and uninsured WHS-related productivity losses.

The increasing human, financial and community costs of workplace injury have made the management of risk associated with WHS issues crucial for all managers. The protection of employees, conservation of corporate resources and containment of losses is a responsibility across the organisation – not solely the concern of those specifically designated as health and safety or risk managers.

The course addresses the national generic WHS competencies for the management of WHS risk in Australia (these principles are also relevant for other jurisdictions).

Competency 1: Establish and maintain a framework for the occupational health and safety system in the area of managerial responsibility.

Competency 2: Establish and maintain participative arrangements for the management of occupational health and safety.

Competency 3: Establish and maintain procedures for identifying hazards.

Competency 4: Establish and maintain procedures for assessing risks.

Competency 5: Establish and maintain procedures for controlling risks.

Competency 6: Establish and maintain organisational procedures for managing hazardous events.

Competency 7: Establish and maintain an occupational health and safety training program.

Competency 8: Establish and maintain a system for occupational health and safety records.

Competency 9: Evaluate the organisation’s occupational health and safety system and related policies, procedures and programs.

(www.safeworkaustralia.gov.au/AboutSafeWorkAustralia/WhatWeDo/Publications/Documents/517/GuidelinesForIntegratingOHS.pdf)
In keeping with a business management focus, we explore how WHS can be integrated into the organisation’s general management systems in order to prevent system duplication. We adopt a continuous improvement approach to the application of risk-management strategies, the development and implementation of appropriate management techniques and effective management systems.

The course has been designed to assist a broad range of private and public-sector managers, including general managers, human-resource managers and those involved in production, information technology, quality and environment in effectively fulfilling their management responsibilities.

The course references official documentation of the Australian Safety & Compensation Council (ASCC) and that of various Australian WHS state and territory jurisdictions. Links to regional and key international jurisdictions and source material are listed mainly in Unit 2.

When WHS incidents occur (as they inevitably do), it is important to reduce the human and economic risks deriving from workers’ compensation, workplace-injury management and rehabilitation. Accordingly, we address the effective business management of these functions, however our main focus is prevention of losses due to work-related injury and illness.

We use the phrase business management of WHS risk. This is particularly apt, as the course has not been designed to provide training in the technical aspects of WHS; rather, where technical matters are discussed, they have been included to underpin the business-management focus. As such, the course combines concepts of management practice, corporate culture and human behaviour with WHS problems, and seeks solutions through effective business-management strategies.

Structure

Unit 1, Introduction to BWHS, provides an overview of the concept of occupational health and safety, the development of modern practices of the management of WHS risks, and the corporate implications for proper management of people and property. It also considers injury and the potential for loss within the community, the organisation and for the individual, together with highlighting the benefits of the effective management of WHS, workers’ compensation and workplace injury.

Unit 2, Resources and sources in WHS, WC and WIM, outlines the resources available to assist managers in effective general management, and WHS risk management in particular. Comprehensive information is provided on legislative and compliance authorities, major stakeholders, hazard and industry databases, and roles and responsibilities of professionals.

Unit 3, WHS Legislative frameworks and structures, examines the administrative and legal structures for WHS across Australian jurisdictions. The differences between Acts, Regulations, Standards and
Codes of Practice are clarified and the key principles of WHS legislation outlined. The roles and legislative responsibilities of managers and others in the organisation are also explored.

Unit 4, *WC, WIM and rehabilitation*, describes relevant legislation, frameworks and structures across various jurisdictions in relation to workers’ compensation, workplace-injury management and rehabilitation. The role of Common Law is also explained. The key principles are highlighted and the processes involved are outlined.

Unit 5, *Managing loss, uncertainty and WHS risks*, introduces and explains the concepts of loss, and uncertainty and risk, and considers why managing claims is not equivalent to managing risk. The risk-management process of hazard identification, risk assessment and risk control are discussed, together with their link to the Australian Standard for Risk Management.

Unit 6, *Managing hazardous events*, identifies hazardous events in general, and those relevant to students’ own workplaces. We provide the opportunity to explore a variety of potential hazardous events and make recommendations on strategies for their risk management.

Unit 7, *Managing high risk and other hazards*, targets the most costly workplace hazards in terms of prevalence and outflow. It also looks at hazards associated with specific industries, manual tasks and plant, and discusses ergonomic and occupational hygiene approaches to mitigating these.

Unit 8, *Managing psychosocial hazards and risks*, deals with risks associated with people and their management in the workplace. Workplace stress, its causes and management are explained, together with the causes and management of workplace violence and aggression.

In Unit 9, *Managing risks of emerging hazards and issues*, a number of emerging and sometimes controversial issues and hazards are identified and considered, including the risks arising from nanotechnology, terrorism/bioterrorism, long working hours and fatigue, risks associated with the labour-hire industry and contract workers from overseas, and implications of the ageing workforce. We also consider the question, ‘What about lifestyle?’

Unit 10, *Systematic management and integration of WHS*, looks at WHS systems and the reasons why they can fail. We also outline requirements for the design and implementation of an effective WHS management system in relation to the Australian Standard.

Unit 11, *WHS performance measurement*, discusses the rationale for measuring WHS performance and investigates the broad organisational benefits deriving from implementing positive WHS key performance indicators rather than the traditional negative. We also explore the concepts of WHS climate and culture, and introduce measurement tools to assess an organisation’s cultural maturity.
Unit 12, *Evaluating effectiveness of WHS management systems*, investigates current initiatives and what best practice and benchmarking mean in WHS. We explore continuous quality improvement in regard to WHS, and discuss its integration into general management systems. Ways of evaluating the WHSMS’s effectiveness and appropriate tools and methodology to do this are also dealt with.

**Learning outcomes**

When you have completed this course you should be able to:

- analyse your working environment and design an appropriate occupational health and safety management system (WHSMS) for the successful business management of WHS risk
- facilitate the implementation of an effective WHSMS
- develop strategies for integrating your organisation’s WHSMS into its general business systems
- evaluate the effectiveness of your organisation’s WHSMS
- discuss your organisation’s workers’ compensation and workplace-injury-management program (WC and WIM)
- analyse the operation of your organisation’s WC and WIM programs and develop options for continuous improvement
- apply sound management practice to the management of WHS risk.

**Skills and experience you will need**

There are no prerequisites for this course.

**Resources**

**Book**


**Relationship to other courses in the MBT program**

This course, *Business Management of WHS Risk*, addresses a critical risk and managerial responsibility in organisations – the health and safety of its staff and others involved with the organisation. It is best taken after you have some basic knowledge and skills in managing people.
There are two assignments and an examination for GBAT9112 Business Management of WHS Risk. Note that assignments must be received by 9.30am Sydney time on the due dates.

<table>
<thead>
<tr>
<th>Participation</th>
<th>Throughout the semester</th>
<th>10%</th>
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<tbody>
<tr>
<td>Assignment 1</td>
<td>Monday 8 September 2014</td>
<td>20%</td>
</tr>
<tr>
<td>Assignment 2</td>
<td>Monday 13 October 2014</td>
<td>35%</td>
</tr>
<tr>
<td>Examination*</td>
<td>Friday 7 November 2014</td>
<td>35%</td>
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*Examination is 2 hours; open book
Continual course improvement

MBT courses are revised each time they run, with updated course overviews and assessment tasks. All courses are reviewed and revised every two years and significant course updates are carried out in line with industry developments, and also when new editions of prescribed textbooks are published.

The MBT surveys students via the UNSW CATEI system each time a course is offered. The data collected provides anonymous feedback from students on the quality of course content and materials, class facilitation, student-support services and the MBT Program in general. This student feedback is taken into account in all course revisions.

The Australian School of Business (ASB) also monitors the quality of students’ learning experiences in all its programs. A random selection of completed assessment tasks may be used for quality-assurance purposes. This information will be aggregated and used:

- to determine the extent to which program learning goals are being achieved for accreditation purposes
- to improve the quality of ASB programs.

All material used will be treated as confidential and these processes will have no bearing on course grades.

Student evaluations from the last presentation of the course

The response to the course was very positive, being regarded as relevant, interesting, practical, useful and applicable to participants’ work situations. There were minimal course-specific suggestions for improvement. These included a request for increased group work as part of the weekly activities, and increased focus on the link between strategy and business planning.

Coordinator’s response

In the interest of continuous improvement, the coordinator reviewed the course to update all references to ensure links, legislation etc. are current and any broken links were updated. Additional editing for formatting and/or typographical errors was conducted.

Legislation (Acts and Regulations) is a basic foundation of the course. Legislative changes arising from national WHS harmonisation are still ongoing resulting in difficulties in maintaining currency of Acts,
Regulations and Codes of Practice. Accordingly, the course was updated to reflect the current status of the legislative changes at the time of writing. Changes during course delivery will be monitored and communicated to the students when they occur.

Following suggestions, planned changes in the course for Semester 2, 2014 include increased incorporation of relevant breaking-news topics in weekly activities, using multi-media (such as YouTube) where possible. Planned changes long term (in the next major course rewrite) include exploration of increased links with strategy and business planning via liaison with other relevant MBT course authors and cross-referencing with other relevant MBT courses.