Operational Risk Management
HSW-EL03

OBJECTIVE

To detail the context, purpose and expectations related to Health, Safety and Wellbeing (HSW) processes relating to the RMIT Community.

By actively aligning with the requirements and expectations of this element and supporting processes, RMIT will achieve:

- A consistent method for identifying, assessing and managing HSW risk across RMIT
- Appropriate levels of oversight of contractors, who are procured, engaged and monitored with careful consideration of HSW performance
- A collaborative working relationship with third parties who understand the importance of maintaining high levels of HSW at RMIT
- A comprehensive system for reporting and following up on incidents, hazards and other HSW events, focussing on appropriate notification, communication, investigation, corrective action and preventive action
- An excellent standard of HSW management when addressing operational risks because of the implementation of efficient operational processes
- The safe design of equipment, processes, structures and systems by consideration of HSW at all stages of the lifecycle.
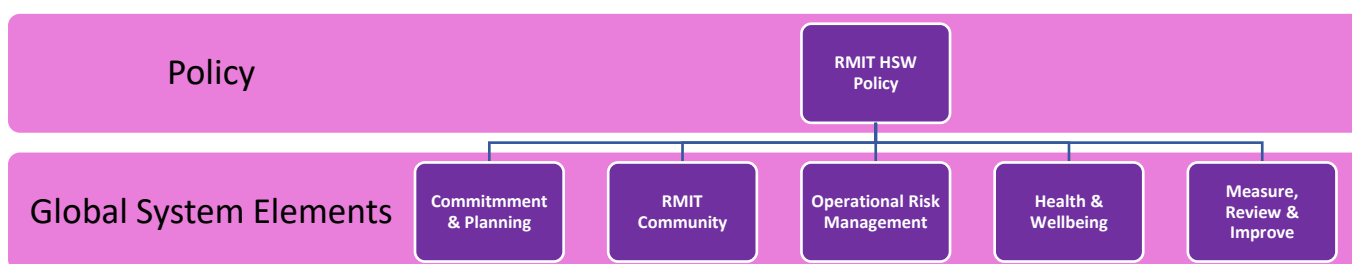
BACKGROUND

SCOPE

The Operational Risk Management element applies to RMIT globally.

PROCEDURE

1. Context

The Operational Risk Management element is one of five Global System elements, which make-up RMIT's Global Safety Model (GSM), as graphically shown below:

The element represents the 'Do' component of the Plan-Do-Check-Act cycle, because it focuses on:

- How we identify, assess and control HSW risks of the RMIT community
- How we operate safely with known hazardous activities, areas, substances and equipment at RMIT
- HSW requirements for engaging, managing and controlling third parties at RMIT
- The safe design of equipment, processes, structures and systems
- Our response to and the investigation of incidents, injuries and emergency situations
- Systematic management of change to address any risks that arise as a result of change.

Prepared by:

Health, Safety & Wellbeing

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2.   Purpose

The purpose of this system element is to describe and prescribe the minimum requirements expected of RMIT as a whole in order to meet our legal and moral obligations to:

- Ensure the HSW risks to our RMIT community are identified, assessed and controlled, as far as reasonably practicable
- Respond to and investigate incidents and injuries in order to implement corrective and preventive actions to continue to reduce HSW risks.

3.   Behaviours and Actions Expected of Leaders

To ensure the active implementation and demonstration of the Operational Risk Management element and the supporting processes, Leaders are expected to exhibit the following behaviours:

Executive leaders

- Acquire, and keep up-to-date their understanding of the HSW risks faced by the RMIT community across RMIT globally, and how those risks are managed
- Consider HSW implications when making decisions around organisational or process changes
- Ensure that appropriate resources and processes are engaged to eliminate or minimise risks to HSW from work carried out on behalf of RMIT.
- Be accountable for the effectiveness of the RMIT's HSW systems.

Senior leaders

- Enable the implementation of HSW operational risk management processes at RMIT (e.g. permit time and allocation of resources to risk management activities)
- Actively question whether HSW operational risk management activities have been completed
- Ensure that our people are aware of the HSW operational risk management processes and are provided with appropriate training commensurate to their role
- Actively demonstrate senior leadership by engaging in and attending HSW operational risk management discussions, workshops and assessments
- Ensure that operational processes are being implemented as designed and, if not, understand why.

Operational leaders

- Ensure HSW operational risk management processes are implemented effectively
- Ensure that our people are aware of the HSW operational risk management processes and are provided with appropriate training commensurate to their role
- Actively demonstrate operational leadership by engaging in and attending HSW operational risk management discussions, workshops and assessments
- Question our leaders and people about the adoption of the HSW operational risk management process and how it has been implemented
- Assess the effectiveness of controls implemented to manage HSW risks

4.   Supporting Processes to enable delivery of element

The Operational Risk Management element of the GSM consists of the following processes:

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HSW Risk Management

The **HSW-PR09 - HSW Risk Management** process details the HSW risk management practices that are expected to be implemented at RMIT. The process specifically walks through how hazards are identified and the risk assessment process that is applied to them in order to apply appropriate controls to reduce the risk levels to as low as reasonably practicable.

The process also details how RMIT regularly re-assess risks and mitigating controls.

The **HSW Risk Management** process is arguably the most essential component of the GSM because it gives us a means to systematically gather and prioritise risks and apply controls to mitigate the risk of harm to the RMIT community.

Third Party management

The **Third Party Framework** describes the mechanism used by RMIT to consider HSW at all stages of a contract or project. We need to ensure that we effectively engage, induct, monitor and control third parties, and that those third parties work to a high standard of HSW when conducting work at, or on behalf of RMIT.

The **Third Party Framework** process is an important component of this element as it establishes some control in an area where there can be many unknowns. RMIT sees third parties as staff (commensurate with the expectations of legislation), and we have the same duty of care to reduce risk to them as we do for our own staff.

Workplace Inspections

The **HSW-PR12 - Workplace Inspections** details the proactive processes for identifying HSW hazards through regular workplace inspections and constant hazard reporting. These processes allow RMIT to be proactive about identifying hazards and dealing with them before anyone is harmed.

The process describes the requirements for implementing and following up on action as a result of each hazard identified. It is an essential part of this element as it provides a mechanism for identifying risk before an incident occurs, and feeding that risk through the risk management process in order to minimise the potential for harm, thus continually improving the standard to which we manage HSW.

Safety in Design

The **HSW-PR14 - Safety in Design** process is an important process as it outlines the steps that must be followed in the design, manufacture or construction of new structures, areas or work/study processes. There are important considerations that must be made during the design process to eliminate the risks of harm to the RMIT community.

Management of HSW Change

The **HSW-PR11 - Management of HSW Change** process is designed to provide a structured approach to change, in order to identify, assess, and control potential risk exposures that could be associated with new or changed processes, plant & equipment and/ or materials with the potential to adversely affect the HSW of the RMIT community.

Change constantly occurs at RMIT as it is a dynamic work and learning environment. It is therefore paramount that we have a systematic process to ensure that we handle that change in a way that helps us to look for, understand and address any risk to our people.

Incident Management and Investigation

HSW-PR10 - Incident Management & Investigation sets out the method we use at RMIT to report, manage and investigate incidents to uncover the root causes and take action to prevent recurrence. Such processes are essential

because appropriate management of incidents and near misses gives us a fuller understanding of how risks impact our operations and our people, thereby helping us to improve our management of HSW for the benefit of everyone at RMIT.

Operational Safety Processes

Operational Safety processes are detailed operational procedures that have been identified as requiring specific management to control risks of harm to members of the RMIT community, including third parties and visitors. There are numerous operational safety processes in the GSM, which is evolving as our processes change or new ways of work, study or research are discovered and implemented.

5. Definitions

Defines any key terms and acronyms relating to the process where they apply.

Term / acronym	Definition
Executive Leaders	Leaders on RMIT council and in the highest positions of influence at RMIT, including Directors, Deputy Directors, COO, VP, VC and Deputy VCs.
Global Safety Model (GSM)	RMIT's Health Safety & Wellbeing Management System
HSW	Health Safety & Wellbeing
Operational Leaders	Any staff member of RMIT who: • Plans, organises or supervises the activities of other staff, contractors, students or visitors on behalf of RMIT; or • Designs or organises the design, maintenance or refurbishment of facilities on behalf of RMIT This includes all managers, senior accountants, senior administrators, course coordinators, team leaders, industry fellows, research fellows, teachers, senior educators and lecturers.
Senior Leaders	This includes leaders within schools and department, and includes senior school managers, heads, deans and their deputies, program director, assistant directors, discipline heads, senior managers, professors and associate professors.

6. Supporting Documents

Lists the supporting and related Processes and Guidance Material, Legislative references, Australian and International Standards etc. that may be useful references for process users

- RMIT Health Safety & Wellbeing Policy
- HR - HSW-PR09 - HSW Risk Management
- HR - HSW-PR10 - Incident Management & Investigation
- HR - HSW-PR11 n- Management of HSW Change
- HR - HSW-PR12 - Workplace Inspections
- HR - HSW-PR14 - Safety in Design
- Third Party Framework (In development)