

## HSW Structure, roles and responsibilities

### Contents

The intent of this document is to assist with bringing some clarity regarding structure, roles and responsibilities in relation to implementation of the HSW function.

This document provides:

- Section 1 – key components of the structure and overview of roles
- Appendix A - high level view of the HSW responsibilities of Faculty staff
- Appendix B - matrix to assist with understanding Faculty service delivery
- Appendix C - high level view of the HSW responsibilities of Divisional staff
- Appendix D - matrix to assist with understanding Divisional service delivery
- Appendix E - high level view of the HSW responsibilities of HR HSW Team staff
- Appendix F - matrix to assist with understanding HR HSW Team service delivery
- Appendix G - information on Controlled Entities

### Section 1 – Key components of the structure

Within the HSW structure the following key components are expected to be in place and the new HSW System (including HSW Handbook Chapters) will be redesigned on that basis.

#### 1.1 Faculty based HSW structures

Faculty HSW Teams will provide services and advice to all the various units within the Faculty, either through a portfolio split or through a split based on the specialisation of individual HSW Officers within the Team. The Faculty Team is the point of contact for all Faculty based staff for all HSW issues within the Faculty.

Faculty based teams are expected to consult and seek advice internally with each other and with their direct line manager - in most cases the Faculty Technical Operations Manager (STEM Faculties) or the Faculty HR Manager (Arts and Professions).

The Faculty based team, through the Faculty Manager mentioned above will seek higher level support and advice through the Senior HSW Advisor on those matters that need clarification, a higher level of safety expertise or strategic HSW advice.

#### 1.2 Community of Practice

An HSW community of practice will regularly bring together those responsible for the provision of professional HSW services across the University. The community of practice is designed to ensure that all HSW professionals across the organisation have a consistent understanding of current University HSW practice and responsibilities.

The community of practice provides the opportunity for in-service information to be provided, and to consult on matters related to University HSW Systems and their implementation. The community of practice also provides a networking forum for HSW professionals within the University.

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## 1.3 HSW Core and Shared Services

### 1.3.1 Senior HSW Advisors

The Senior HSW Advisors operate as a hub sharing responsibility for supporting two portfolio groups; one being the Faculty group and the other being the Divisional group.

For the Faculty group the Senior HSW Advisors will provide advice to the Technical Operations Manager (or equivalent) across the five Faculties in addition to undertaking quality assurance on incident investigations. It is envisioned that a Senior HSW Advisor will meet regularly with the Faculty Technical Services Managers/Faculty HR Managers to discuss the implementation of HSW systems and processes within the Faculty, and any emerging issues.

A Senior HSW Advisor will meet with Executive Deans and Heads of School periodically to understand any emerging issues from the perspective of these responsible officers.

The Senior HSW Advisors will involve themselves, as time permits, in supporting safety projects across the Faculties where they believe specialist HSW advice may assist the Faculty.

For the Divisional group the Senior HSW Advisors will provide advice to the Branch Directors (or equivalent) across the Divisions in addition to undertaking quality assurance on incident investigations.

It is envisioned that a Senior HSW Advisor will meet periodically with Branch Directors (or equivalent) including the key line managers of those Branches retaining their own HSW staff (Infrastructure and Laboratory Animal Services) to discuss the implementation of HSW systems and processes within the Branch, and any emerging issues.

A Senior HSW Advisor will meet with Divisional Senior Executives periodically to understand any emerging issues from the perspective of these responsible officers.

The Senior HSW Advisors will involve themselves, as time permits, in projects across the Divisions where specialist HSW advice may assist the Division.

### 1.3.2 A Divisional HSW Officer

The Divisional HSW Officer will provide services and advice to all the various units within the Divisions. Working closely with staff within Branches the Divisional HSW Officer will support the required HSW activities of each Branch and liaise with the Branch Directors (or equivalent).

*(Note: That this position is presently on hold pending budget outcomes)*

### 1.3.3 Human Resources HSW Team

The remaining Human Resources HSW Team members (5FTE) will be involved in a range of core and shared services that support and shape the University's HSW Management System. The core activities of the Human Resources HSW Team involve the managing of the University wide HSW frameworks (including internal HSW audit) to ensure effective and helpful processes, and to meet the requirements of the ReturnToWork SA self-insurance performance standards. A number of shared services are also provided where it makes sense to have the service delivered by centralised experts, this includes injury management services, workers compensation case management, wellbeing services, HSW systems support and the provision of general HSW information through online information sessions.

More detail on the roles and services provided by the Human Resources HSW Team is provided in appendix E.

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## HSW Responsibilities - Faculties

In addition to the various HSW roles and services described above it is important to understand the responsibilities held by key stakeholders.

Note these are in addition to any responsibilities specifically called out in the HSW Handbook.

### A1 Executive Dean

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The Executive Dean provides leadership to the Heads of School, the Faculty Executive Manager/Director and others within the Faculty. It is important that the Executive Dean sets the Faculty's safety expectations, ensures that Heads of School are aware of their responsibilities, appropriately recognises and rewards good HSW initiatives, and when required holds individuals accountable for poor safety performance.

The Executive Dean would be seen as an '**Officer**'<sup>1</sup> under the Work Health and Safety Act and therefore would have a clear duty to undertake due diligence with respect to the management of safety within their Faculty.

Due Diligence includes:

- Acquiring and keeping up-to-date knowledge of work, health and safety matters,
- Gaining an understanding of the hazards and risks associated with the Faculty's activities,
- Ensuring that appropriate resources and processes are used to eliminate or minimise safety risks within the Faculty,
- Ensuring appropriate Faculty processes to receive, consider and respond to HSW related information,
- Monitoring compliance by the Faculty/Schools with HSW Handbook requirements, and taking appropriate action where non-compliance occurs.

### A2 Head of School

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The Head of School provides leadership to the academic staff and others within the School. It is important that the Head of School sets the School's safety expectations, ensures that school staff (including academic staff) are aware of their responsibilities, appropriately recognises and rewards good HSW initiatives, and when required holds individuals accountable for poor safety performance.

It is possible that a Head of School may be seen as an '**Officer**'<sup>1</sup> under the WHS Act and therefore would have a clear duty to undertake due diligence with respect to the management of safety within their School.

Due Diligence includes:

- Acquiring and keeping up-to-date knowledge of work, health and safety matters,
- Gaining an understanding of the hazards and risks associated with the School's activities,
- Ensuring that appropriate resources and processes are used to eliminate or minimise safety risks within the School,
- Ensuring appropriate School processes to receive, consider and respond to HSW related information,
- Monitoring compliance by the School with HSW Handbook requirements, and taking appropriate action where non-compliance occurs.

<sup>1</sup> '**Officer**' – *under the Work Health and Safety Act 2012* an Officer in the operational context is a person with the authority to make decisions that affect the whole, or a substantial part, of the business of the University.

The term officer in a person's title does not make them an 'Officer' in the context of the WHS Act, for example an HSW Officer will not be an 'Officer' in the context of the WHS Act. (Note that there is also a governance context to the WHS Act term 'Officer' that applies to University Council members and other key governance roles with authority to participate in making key decisions.)

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### A3 Faculty Executive Manager/Director

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This position is both an Area Manager/Director role and it has oversight of the provision of safety services within the Faculty and direct line management responsibility for the Technical Services Manager/HR Manager role. It is important that the Faculty Executive Manager/Director is monitoring and managing the performance of the Technical Services Manager/HR Manager and their HSW team appropriately.

The Faculty Executive Manager/Director provides leadership to a large number of Faculty Professional staff. It is important that the Faculty Executive Manager/Director sets the safety expectations for the Faculty based professional staff, ensures that staff are aware of their responsibilities, appropriately recognises and rewards good HSW initiatives, and when required holds individuals accountable for poor safety performance.

It is possible that a Faculty Executive Manager/Director may be seen as an '**Officer**'<sup>1</sup> under the WHS Act and therefore would have a clear duty to undertake due diligence with respect to the management of safety within their Faculty based teams.

Due Diligence includes:

- Acquiring and keeping up-to-date knowledge of work, health and safety matters,
- Gaining an understanding of the hazards and risks associated with the areas activities,
- Ensuring that appropriate resources and processes are used to eliminate or minimise safety risks within the areas they control,
- Ensuring appropriate processes to receive, consider and respond to HSW related information,
- Monitoring compliance with HSW Handbook requirements, and taking appropriate action where non-compliance occurs.

### A4 Technical Services Manager (STEM Faculties)/ HR Manager (non-STEM Faculties)

*NOTE: title may vary across Faculties*

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This position has control of the HSW resources within the Faculty and is responsible for the delivery of HSW services within the Faculty. The responsibilities would include:

- Application of resources to best achieve the required HSW outcomes,
- Providing direction and advice to the HSW Officers within their team, facilitate the sharing of information/skills within the team,
- Ensuring appropriate leave coverage for critical processes (incident investigation, advice, reporting),
- Ensuring where appropriate the consistency of HSW processes within the Faculty,
- Ensuring Faculty processes are compliant with the HSW Handbook,
- Ensuring effective reporting to Heads of School and Senior Faculty Management,
- Understanding of the hazard profile of the Faculty,
- Ensuring appropriate advice on HSW matters within the Faculty,
- Taking an active role within the HSW Community of Practice.

<sup>1</sup> '**Officer**' – under the Work Health and Safety Act 2012 an Officer in the operational context is a person with the authority to make decisions that affect the whole, or a substantial part, of the business of the University.

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**A5 HSW Officer / HSW Coordinator***NOTE: title varies across Faculties*

This position provides support and advice in the delivery of the HSW services for the School's and the Faculty. The responsibilities would include:

- Ensuring that the investigation of HSW related incidents is unbiased, appropriately comprehensive and leads to effective actions to reduce reoccurrence,
- Actively monitoring the safety implementation in higher risk areas (e.g. laboratories, workshops) and higher risk activities (e.g. off campus activities, diving, boating, etc),
- Providing sound and well considered advice on the management of hazards, HSW processes and procedures, applicable codes of practice and components of legislation,
- Maintaining HSW records, evidence and related documents in a manner that ensures documents can be retrieved as and when required,
- Ensuring that HSW reports reflect the true state of HSW matters such that Officers can rely on their accuracy when determining any due diligence actions required,
- Supporting and consulting with others within the Faculty HSW team especially where there are opportunities to assist colleagues to learn from the capability/experience of other team members,
- Actively participating in the HSW Community of Practice.

**A6 Supervisor (Academic or professional staff that supervise others)**

Supervisors play a very important role in ensuring that their staff and students are aware of any safety requirements related to any activity that will be undertaken.

In the context of HSW responsibilities, the role of the "supervisor" has two meanings.

1. The line manager of a staff member or the principle supervisor of a higher degree research student.
2. Any other individual who (separate to the line manager/principle supervisor) has control of a laboratory, clinic, workshop, field activity or other activity in which the worker is participating or working. For example a workshop manager who has control of what is undertaken and/or who determines which workers may/may not work within the workshop they control. (Note: Control means that these individuals have the right to deny access to or stop any activity until they are satisfied that the activity can occur safely.)

A supervisor's responsibilities would include:

- Determining the level of information, instruction, training and supervision each staff member or student needs, to protect them from risks to their health and safety,
- Ensuring that an appropriate level of hazard management is undertaken prior to any hazardous work being commenced under your control,
- Considering safety issues associated with hazardous plant/equipment or chemicals prior to purchase and use,
- Monitoring and ensuring staff and students comply with any local safety rules and/or hazard controls in areas under the supervisor's control,
- Reporting HSW incidents, hazards or near misses in accordance with University procedures,
- Addressing any inappropriate behaviours or failure to follow safety work instructions by staff and students under the supervisor's control,
- Ensuring that the Head of School is aware of any safety issues that need their attention.

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## FACULTY HSW roles and service delivery

The following document captures an easy to reference snapshot of who should be involved in the delivery of specific HSW services/activities. The aim of the document is to provide a level of clarity around the range of activities required to ensure appropriate management and maintenance of the HSW System and whom has a key role in what activities.

This document is colour coded against the HR Service Catalogue, the key to this is:

	Safety culture
	HSW policy & procedure
	Self-insurance status
	Safety support
	Staff wellbeing
	HSW information, instruction and training
	Management of injured workers
	Hazard management and incident investigation
	HSW reporting
	HSW internal audit

This information is indicative rather than exhaustive, it was designed to complement the HR Service Catalogue (dated 5/9/2016) and provides a guide as to how the University of Adelaide HSW System should function from a service delivery perspective.

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## HSW Roles and Service Delivery – FACULTIES

Key: ✓ Normally undertaken by this role ✗ Not normally undertaken by this role

	Exec Dean	HoS	FEM/ FED	TSM/ HRM	HSWC/ HSWO	Supervisors	Staff
Lead a safety culture	✓	✓	✓	✗	✗	✓	✗
Due diligence (as per WHS Act)	✓	✓	✓	✗	✗	✗	✗
Schedule of Programmable Events							
- Document the activities that need to be completed in a clear plan	✗	✗	✗	✓	✗	✗	✗
- Maintain SPE (if not done elsewhere)	✗	✗	✗	✗	✓	✗	✗
- Monitor SPE and provide a report to the Exec Dean where planned activities have not been met.	✗	✗	✗	✓	✗	✗	✗
Chemical, Biological, Radiological, Plant/Equipment							
- Consider safety pre-purchase	✗	✗	✗	✗	✗	✓	✓
- Store appropriately	✗	✗	✗	✗	✗	✓	✓
- Label appropriately	✗	✗	✗	✗	✗	✓	✓
- Risk assess if required	✗	✗	✗	✗	✗	✓	✓
- Monitor compliance	✗	✗	✗	✗	✓	✓	✗
- Advice as required	✗	✗	✗	✓	✓	✓	✗
- Hold staff accountable	✓	✓	✓	✓	✗	✓	✗
Contractor							
- Check Contractor vs employee	✗	✗	✗	✗	✗	✓	✗
- CSA in place	✗	✗	✗	✗	✗	✓	✗
- Risk assess (SWMS) if required	✗	✗	✗	✗	✗	✓	✗
- Advice as required	✗	✗	✗	✓	✓	✓	✗
- Monitor safety compliance	✗	✗	✗	✗	✗	✓	✗
- Hold contractor accountable	✗	✓	✓	✗	✗	✓	✗
Off campus, Events, Noise							
- Consider safety issues	✗	✗	✗	✗	✗	✓	✓
- Risk assess if required	✗	✗	✗	✗	✗	✓	✓
- Advice as needed	✗	✗	✗	✗	✓	✓	✗
First Aid / Emergency Management							
- Seek volunteers/nominate	✗	✓	✓	✓	✗	✓	✗
- Attend training as required	✗	✗	✗	✗	✗	✗	✓
- Follow up/debrief events/drills	✗	✓	✓	✓	✓	✗	✗
Training Plan							
- Maintain Training Plan	✗	✗	✗	✗	✗	✓	✗
- Monitor Training Plan	✗	✗	✗	✗	✗	✓	✗
Wellbeing							
- Promote EAP service	✓	✓	✓	✓	✓	✓	✗
Information, Instruction & Training							
- Determine training needs	✗	✗	✗	✗	✗	✓	✗
- Undertake instruction & training	✗	✗	✗	✗	✗	✗	✓
- Advise on instruction & training options	✗	✗	✗	✓	✓	✗	✗
- Provide local safety information	✗	✗	✗	✗	✗	✓	✗

Note: where the TSM or HRM is not appointed the responsibilities are undertaken by the FED/FEM.

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### HSW Roles and Service Delivery – FACULTIES continued

Key: ✓ Normally undertaken by this role ✗ Not normally undertaken by this role

	Exec Dean	HoS	FEM/ FED	TSM/ HRM	HSWC/ HSWO	Supervisors	Staff
Incident/Hazard Reporting							
- Incident/safety issue reporting	✓	✓	✓	✓	✓	✓	✓
- Investigate	✗	✗	✗	✗	✓	✗	✗
- Determine system failures	✗	✗	✗	✗	✓	✗	✗
- Review controls	✗	✗	✗	✗	✓	✓	✗
- Determine actions	✗	✗	✗	✗	✓	✓	✗
- Review incident outcomes	✗	✓	✓	✓	✓	✓	✗
- Monitor for trends	✗	✗	✗	✓	✓	✗	✗
- Undertake corrective actions	✗	✓	✓	✗	✓	✓	✓
Workplace Monitoring							
- Identifying hazards	✗	✗	✗	✗	✗	✓	✓
- Day to day monitoring of controls	✗	✗	✗	✗	✗	✓	✗
- Planning review of higher risk areas	✗	✗	✓	✓	✓	✗	✗
- Conduct review of higher risk areas	✗	✗	✗	✗	✓	✓	✗
- Inspection of new workspaces	✗	✗	✗	✗	✗	✓	✗
- Recording corrective actions	✗	✗	✗	✓	✓	✗	✗
- Monitor and report on outcomes to HoS/ED	✗	✗	✓	✓	✓	✗	✗
- Take appropriate action	✓	✓	✗	✗	✗	✓	✓
Hazard Management							
- Write Risk assessments	✗	✗	✗	✗	✗	✓	✓
- Advice on hazard management	✗	✗	✗	✗	✓	✓	✗
- Implement controls	✗	✗	✗	✗	✗	✓	✓
- Sign off student risk assessment	✗	✗	✗	✗	✗	✓	✓
- Sign off High Risk	✗	✓	✓	✗	✗	✗	✗
- Refer Very High Risk to VC	✓	✗	✗	✗	✗	✗	✗
- Review controls after incident	✗	✗	✗	✗	✓	✓	✗
Reporting (Governance)							
- Review Traffic Light Report	✓	✓	✓	✓	✗	✗	✗
- Sign off on Traffic Light Report	✓	✓	✓	✗	✗	✗	✗
- Prep Faculty report to HSW Committee (Equiv)	✗	✗	✗	✓	✗	✗	✗
Audit Corrective actions							
- Ensure corrective actions attended to within timeframes	✓	✓	✓	✓	✓	✓	✗

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## HSW Responsibilities - Divisions

In addition to the various HSW roles and services described in section 1 above it is important to understand the responsibilities held by key stakeholders.

Note these are in addition to any responsibilities specifically called out in the HSW Handbook.

### C1 Divisional Head (VC&P, DVC/COO)

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The Divisional Head provides leadership to the Directors/Branch Heads within the Division. It is important that the Divisional Head sets the Division's safety expectations, ensures that Directors/Branch Heads are aware of their responsibilities, appropriately recognises and rewards good safety initiatives, and when required holds individuals accountable for poor safety performance.

The Divisional Head would be seen as an **'Officer'**<sup>1</sup> under the WHS Act and therefore would have a clear duty to undertake due diligence with respect to the management of safety within their Division.

Due Diligence includes:

- Acquiring and keeping up-to-date knowledge of work, health and safety matters,
- Gaining an understanding the hazards and risks associated with the Division's activities,
- Ensuring that appropriate resources and processes are used to eliminate or minimise safety risks within the Division,
- Ensuring appropriate Divisional processes to receive, consider and respond to HSW related information,
- Monitoring compliance by the Division/Branches with HSW Handbook requirements, and taking appropriate action where non-compliance occurs.

### C2 Director/Branch Head

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The Director/Branch Head provides leadership to the staff within the Branch. It is important that the Director/Branch Head sets the safety expectations for the Branch, ensures that Branch staff are aware of their responsibilities, appropriately recognises and rewards good safety initiatives, and when required holds individuals accountable for HSW poor safety performance.

It is possible that a Director/Branch Head may be seen as an **'Officer'**<sup>1</sup> under the WHS Act and therefore would have a clear duty to undertake due diligence with respect to the management of safety within their Branch.

Due Diligence includes:

- Acquiring and keeping up-to-date knowledge of work, health and safety matters,
- Gaining an understanding the hazards and risks associated with the Branches activities,
- Ensuring that appropriate resources and processes are used to eliminate or minimise safety risks within the Branch,
- Ensuring appropriate Branch processes to receive, consider and respond to HSW related information,
- Monitoring compliance by the Branch with HSW Handbook requirements, and taking appropriate action where non-compliance occurs.

<sup>1</sup> **'Officer'** – under the Work Health and Safety Act 2012 an Officer in the operational context is a person with the authority to make decisions that affect the whole, or a substantial part, of the business of the University.

The term officer in a person's title does not make them an 'Officer' in the context of the WHS Act, for example an HSW Officer will not be an 'Officer' in the context of the WHS Act.

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**C3 Manager of the safety staff in Infrastructure and Laboratory Animal Services***NOTE: titles will vary*

This position has control of the HSW resources within the Branch and is responsible for the delivery of HSW services within the Branch. The responsibilities would include:

- Application of resources to best achieve the required HSW outcomes,
- Providing direction and advice to the safety staff within their team,
- Ensuring appropriate leave coverage for critical processes (incident investigation, advice, reporting),
- Ensuring Branch processes are compliant with the HSW Handbook,
- Ensuring effective reporting to the Branch and Divisional Head,
- Understanding of the hazard profile of the Branch,
- Taking an active role within the HSW Community of Practice.

**C4 HSW Officer**

*NOTE: This section covers four positions; two in Infrastructure Branch, one in Laboratory Animal Services and the other a position being a HSW Officer to support the remainder of the Divisional Branches. The latter role is proposed in the PSR final change plan for Human Resources and it is intended to replace the part-time HSW activity of many staff with one full time HSW Officer when budget becomes available. Until then the role is filled by staff who act as an HSW Officer periodically on top of their normal role.*

These positions provides support and advice in the delivery of the HSW services for various Branches and the Divisional Offices. The responsibilities would include:

- Ensuring that the investigation of HSW related incidents is unbiased, appropriately comprehensive and leads to effective actions to reduce reoccurrence,
- Actively monitoring the safety implementation in higher risk areas and higher risk activities,
- Providing sound and well considered advice on the management of hazards, HSW processes and procedures, applicable codes of practice and components of legislation,
- Maintaining HSW records, evidence and related documents in a manner that ensures documents can be retrieved as and when required,
- Ensuring that HSW reports reflect the true state of HSW matters such that '**Officers**'<sup>1</sup> can rely on their accuracy when determining any due diligence actions required.
- Actively participating in the HSW Community of Practice.

NOTE: When the full time HSW Officer is appointed to look after the Divisions (other than Infrastructure and Laboratory Animal Services) they will become a member of the HSW Community of Practice as a professional safety officer. Until then only the professional safety officers within Infrastructure and Laboratory Animal Services will be included in the Community of Practice.

<sup>1</sup> '**Officer**' – under the Work Health and Safety Act 2012 an Officer in the operational context is a person with the authority to make decisions that affect the whole, or a substantial part, of the business of the University.

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## Divisional HSW roles and service delivery

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This document is colour coded against the HR Service Catalogue, the key to this is:

	Safety culture
	HSW policy & procedure
	Self-insurance status
	Safety support
	Staff wellbeing
	HSW information, instruction and training
	Management of injured workers
	Hazard management and incident investigation
	HSW reporting
	HSW internal audit

This information is indicative rather than exhaustive, it was designed to complement the HR Service Catalogue (dated 5/9/2016) and provides a guide as to how the University of Adelaide HSW System should function from a service delivery perspective.

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HSW Roles and Service Delivery – DIVISIONS

Key: ✓ Normally undertaken by this role ✗ Not normally undertaken by this role

	DVC/VP/COO/V C&P	Branch Head	HSWO	Supervisors	Staff
Lead a safety culture	✓	✓	✗	✓	✗
Due diligence (as per WHS Act)	✓	✓	✗	✗	✗
Schedule of Programmable Events					
- Document the activities that need to be completed in a clear plan	✗	✓	✗	✗	✗
- Maintain SPE (if not done elsewhere)	✗	✗	✓	✗	✗
- Monitor SPE and provide a report to the Divisional Head where planned activities have not been met.	✗	✓	✗	✗	✗
Chemical, Biological, Radiological, Plant/Equipment					
- Consider safety pre-purchase	✗	✗	✗	✓	✓
- Store appropriately	✗	✗	✗	✓	✓
- Label appropriately	✗	✗	✗	✓	✓
- Risk assess if required	✗	✗	✗	✓	✓
- Monitor compliance	✗	✗	✓	✓	✗
- Advice as required	✗	✗	✓	✓	✗
- Hold staff accountable	✓	✓	✗	✓	✗
Contractor					
- Check Contractor vs employee	✗	✗	✗	✓	✗
- CSA in place	✗	✗	✗	✓	✗
- Risk assess (SWMS) if required	✗	✗	✗	✓	✗
- Advice as required	✗	✗	✓	✓	✗
- Monitor safety compliance	✗	✗	✗	✓	✗
- Hold contractor accountable	✗	✓	✗	✓	✗
Off campus, Events, Noise					
- Consider safety issues	✗	✗	✗	✓	✓
- Risk assess if required	✗	✗	✗	✓	✓
- Advice as needed	✗	✗	✓	✓	✗
First Aid / Emergency Management					
- Seek volunteers as required	✗	✓	✗	✓	✗
- Attend training as required	✗	✗	✗	✗	✓
- Follow up/debrief events/drills	✗	✓	✓	✗	✗
Training Plan					
- Maintain Training Plan	✗	✗	✓	✗	✗
- Monitor Training Plan	✗	✓	✗	✗	✗
Wellbeing					
- Promote EAP service	✓	✓	✓	✓	✗
Information, Instruction & Training					
- Determine training needs	✗	✗	✗	✓	✗
- Undertake instruction & training	✗	✗	✗	✗	✓
- Advise on instruction & training options	✗	✗	✓	✗	✗
- Provide local safety information	✗	✗	✗	✓	✗

## Section 2.3 HSW – DIVISIONS continued

Key: ✓ Normally undertaken by this role ✗ Not normally undertaken by this role

	DVC/VP/COO/V C&P	Branch Head	HSWO	Supervisors	Staff
Incident/Hazard Reporting					
- Incident/safety issue reporting	✓	✓	✓	✓	✓
- Investigate	✗	✗	✓	✗	✗
- Determine system failures	✗	✗	✓	✗	✗
- Review controls	✗	✗	✓	✓	✗
- Determine actions	✗	✗	✓	✓	✗
- Review incident outcomes	✗	✓	✓	✓	✗
- Monitor for trends	✗	✗	✓	✗	✗
- Undertake corrective actions	✗	✓	✓	✓	✓
Workplace Inspections					
- Identifying hazards	✗	✗	✗	✓	✓
- Day to day monitoring of controls	✗	✗	✗	✓	✗
- Planning review of higher risk areas	✗	✓	✓	✗	✗
- Conduct review of higher risk areas	✗	✗	✓	✓	✗
- Inspection of new workspaces	✗	✗	✗	✓	✗
- Recording corrective actions	✗	✗	✓	✗	✗
- Report outcomes to Branch Head	✗	✗	✓	✗	✗
- Take appropriate action	✓	✓	✗	✓	✓
Hazard Management					
- Write Risk assessments	✗	✗	✗	✓	✓
- Advice on hazard management	✗	✗	✓	✓	✗
- Implement controls	✗	✗	✗	✓	✓
- Sign off student risk assessment	✗	✗	✗	✓	✓
- Sign off High Risk	✗	✓	✗	✗	✗
- Refer Very High Risk to VC	✓	✗	✗	✗	✗
- Review controls after incident	✗	✗	✓	✓	✗
Reporting (Governance)					
- Review Traffic Light Report	✓	✓	✗	✗	✗
- Sign off on Traffic Light Report	✓	✓	✗	✗	✗
- Prep Divisional report to HSW Committee (Equiv)	✓	✗	✗	✗	✗
Audit Corrective actions					
- Ensure corrective actions attended to within timeframes	✓	✓	✓	✓	✗

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In addition to the various HSW roles and services described in section 1 above it is important to understand the responsibilities held members of the HSW Team in Human Resources.

Note these are in addition to any responsibilities specifically called out in the HSW Handbook.

### HSW Shared Services

#### E1 Senior HSW Advisor (Faculties/Divisions)

This position provides high level advice to Faculty HSW teams, Heads of School and Executive Deans and Divisional Senior Executive Managers and Branch Directors/Heads.

The responsibilities would include:

- Providing sound and timely HSW advice to the 5 Faculty Managers/the Branch Directors/Heads responsible for the delivery of HSW services within the Faculties/Branch,
- Effectively monitoring the quality of all Faculty/Divisional incident investigations prior to formally closing them out, and where required providing feedback to the responsible Faculty Manager/Branch Director/Head,
- Supporting the alignment the Heads of School with the Faculty HSW Team,
- Ensuring that the Human Resources HSW Team is aware of any issues/problems being encountered by the Faculties/Divisions or Schools/Branches with the HSW Management System,
- Actively participating in the HSW Community of Practice.

#### E2 Injury Management and Wellbeing Advisor

This position provides advice and support to staff and managers regarding injury management, rehabilitation and return to work, and assists with ensuring that the University's Workers Compensation processes are fair, equitable and compliant. This position also supports activities under the wellbeing framework including assisting staff and managers with return to work after a non-work related injury.

The responsibilities would include:

- Ensuring that staff injured at work understand how the University's workers compensation processes work including how to make a claim,
- Ensuring that managers are kept informed regarding lost time and any return to work process,
- Ensuring staff feel appropriately supported through any return to work process,
- Effectively and securely managing records and information related to return to work processes.

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**E3 HSW Officer (Divisions)**

*NOTE: This role is currently on hold pending available budget. Until then the role is filled by staff who act as an HSW Officer periodically on top of their normal role.*

This position provides support and advice in the delivery of the HSW services for the Branches within the Divisions, with the exception of Infrastructure or Laboratory Animal Services.

The responsibilities would include:

- Ensuring that the investigation of HSW related incidents is unbiased, appropriately comprehensive and leads to effective actions to reduce reoccurrence,
- Actively monitoring the safety implementation in higher risk areas and higher risk activities,
- Providing sound and well considered advice on the management of hazards, HSW processes and procedures, applicable codes of practice and components of legislation,
- Maintaining HSW records, evidence and related documents in a manner that ensures documents can be retrieved as and when required,
- Ensuring that HSW reports reflect the true state of HSW matters such that '**Officers**'<sup>1</sup> can rely on their accuracy when determining any due diligence actions required,
- Actively participating in the HSW Community of Practice.

(Noting that these responsibilities in Infrastructure and Laboratory Animal Services are undertaken by safety staff appointed to those respective branches).

**HSW Core (HSW Centre of expertise)****E4 Associate Director HSW**

This position oversees the University's HSW Framework and has direct line management of the core HSW function and a range of shared services. Responsibilities would include:

- Effectively monitoring the University HSW System to ensure it is effective and efficient,
- Managing the performance of the Human Resources HSW Team to deliver desired service outcomes,
- Providing organisational thought leadership on HSW Strategy,
- Ensuring the maintenance of appropriate external relationships with regulators and key service providers,
- Ensuring the effectiveness of the HSW Community of Practice,
- Liaising with University Senior Managers regarding the performance of controlled entities.

**E5 Manager HSW Policy and Injury Management**

This position leads the development of HSW policy, procedures and online information that is crucial in assisting staff to understand the requirements of the HSW System. This position also manages the workers compensation and injury management processes of the University and the Wellbeing Framework. Responsibilities would include:

- Ensuring that HSW policy and procedure are fit for purpose and compliant with the University Policy Framework,
- Ensuring that the HSW website provides information in a manner that is customer centric and compliant with the University Web Framework,
- Ensuring the compliance, effectiveness, equity and fairness of return to work processes,
- Maintaining effective external relationships with regulators and key service providers,

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**E6 Manager HR Audit & Compliance**

This position leads the delivery of the HSW Internal Audit Program, the management of reporting systems, and HSW online information sessions. This position also leads the management of corporate HSW licences, HSW reporting, and the management of radiation and chemical compliance. Responsibilities would include:

- Ensuring effective HSW internal audit processes,
- Clear and accurate reporting to key committees;
- Maintaining a useful suite of online HSW courses that assist staff and students to understand components of the HSW System,
- Effective and efficient management of corporate licences,
- Ensuring the University radiation waste stores are compliant with EPA and ARPANSA requirements.

**E7 HSW Officers x 2**

These positions support the activities of the Core HSW Team through a range of important activities including:

- the maintenance of systems,
- researching legislation, codes and standards,
- creating tools and templates,
- drafting communications,
- conducting audits,
- writing on-line information sessions and provision of face-to-face information sessions,
- preparing papers and documents, and
- supporting and attending the HSW Community of Practice.

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## Human Resources HSW Team roles and service delivery

The following document captures an easy to reference snapshot of who should be involved in the delivery of specific HSW services/activities. The aim of the document is to provide a level of clarity around the range of activities required to ensure appropriate management and maintenance of the HSW System and whom has a key role in what activities.

This document is colour coded against the HR Service Catalogue, the key to this is:

	Safety culture
	HSW policy & procedure
	Self-insurance status
	Safety support
	Staff wellbeing
	HSW information, instruction and training
	Management of injured workers
	Hazard management and incident investigation
	HSW reporting
	HSW internal audit

This information is indicative, was designed to complement the HR Service Catalogue (dated 5/9/2016) and provides a guide as to how the University of Adelaide HSW System should function from a service delivery perspective.

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## HSW Roles and Service Delivery – Human Resources HSW Team

Key: ✓ Lead ○ Backup/Key Involvement □ Consulted/Involved (where appropriate) \*No key role

	AD HSW (GB)	M P&IM (DC)	M A&C (JK)	IM&W A (LD)	HSWO (RS)	HSWO ( )	SHSWA (AR/PR)
HSW Strategy - Management	✓	○	○	✗	✗	✗	□
HSW Planning - Management	✓	○	○	✗	✗	✗	✗
- Action Plan design	□	✓	□	✗	□	✗	□
- Reporting	□	✓	○	✗	□	□	□
HSW Policy - Management	○	✓	□	✗	✗	✗	✗
- Drafting/Research	✓	✓	✓	✓	✓	✓	□
- Framework Admin	✗	✓	✗	✗	○	□	✗
External Liaison - RTWSA	○	✓	○	○	✗	✗	□
- SafeWork/OTR	○	○	○	✗	✗	✗	✓
- EPA	✗	✗	✓	✗	✗	○	✗
- SA Health CDC	○	✗	✓	✗	✗	✗	✗
- PWC	○	✗	✓	✗	✗	✗	✗
- AG	○	✗	✓	✗	✗	✗	✗
- SISA	✓	□	□	✗	✗	✗	✗
- Lawsons	□	✓	✗	○	✗	✗	✗
- Unisafe	□	✗	✓	✗	✗	○	✗
- Chemwatch	✗	✗	✓	✗	✗	○	✗
- BUPA	○	○	✗	✓	✗	✗	✗
- CHG	□	○	✗	✓	✗	✗	✗
- ASNO	✗	✗	✓	✗	✗	○	✗
HSW Communications - Management	○	✓	✗	✗	✗	✗	□
- Drafting	✓	✓	✓	✓	✓	✓	✓
- Web Dev.	✗	□	✗	✗	✓	○	✗
- Lists (1stA, HSR, etc)	✗	□	✗	✗	✓	○	✗
- Strategy CoP	✓	✓	✓	○	○	○	✓
- Support CoP	□	□	□	□	✓	○	✗
- Attend CoP	✓	✓	✓	✓	✓	✓	✓
HSW Advice - Advice (IM)	□	○	✗	✓	✗	✗	✗
- Advice (Fac/Div)	□	✗	✗	✗	✗	✗	✓
- Advice (Strategic)	✓	✓	✓	□	✗	✗	✓
- Inter. HSW Team	✓	✓	✓	✓	✓	✓	✓
Projects - HSW led	✓	✓	✓	✓	✓	✓	□
- Fac/Div projects	✗	✗	✗	✗	✗	✗	○

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**HSW Roles and Service Delivery – Human Resources HSW Team continued**

**Key:** ✓ Lead ○ Backup/Key Involvement □ Consulted/Involved (where appropriate) ✗ No key role

	AD HSW (GB)	M P&IM (DC)	M A&C (JK)	IM&W A (LD)	HSWO (RS)	HSWO ( )	SHSWA (AR/PR)
<b>Fair Treatment</b>							
- FTCO liaison	□	✗	✗	✗	✗	✗	✓
- Triage	□	✗	✗	✗	✗	✗	✓
- Report	○	✗	✗	✗	✗	✗	✓
<b>Wellbeing</b>							
- Framework	□	✓	✗	✓	✗	✗	✗
- Annual Plan	□	○	✗	✓	✗	✗	✗
- Rehab NWR	□	○	✗	✓	✗	✗	✗
- Ergo (complex)	✗	□	✗	✓	○	✗	✗
<b>HSW Information sessions</b>							
- Framework	○	□	✓	✗	✗	✗	✗
- management	□	□	✓	✗	✗	○	✗
- course design	□	□	□	□	✓	✓	□
- System maint.	✗	✗	✗	✗	○	✓	✗
- Data	✗	✗	✗	✗	○	✓	✗
- 1on1, F2F. JIT	✓	✓	✓	✓	□	□	✓
<b>Injury Management/ Workers Comp</b>							
- Liaise workers	✗	○	✗	✓	✗	✗	✗
- Claim lodgement	✗	○	✗	✓	✗	✗	✗
- Claim determine	✓	✓	✗	□	✗	✗	✗
- Rehab support	✗	○	✗	✓	✗	✗	✗
- RTW plans	✗	○	✗	✓	✗	✗	✗
- Manager liaison	✗	○	✗	✓	✗	✗	✗
- File storage	✗	○	✗	✓	✗	✗	✗
- Registrations	✓	○	✗	✗	✗	✗	✗
- Rem returns	✓	○	✗	✗	✗	✗	✗
- Actuarial data	✓	○	✗	○	✗	✗	✗
- Claim meetings	✓	✓	✗	✓	✗	✗	✗
- HR Case Meetings	✓	✓	✗	✓	✗	✗	✗
- Finance/Account	✓	○	✗	✓	✗	✗	✗
<b>Radiation</b>							
- Management	□	✗	✓	✗	✗	✗	✗
- Plan	□	✗	✓	✗	✗	✗	✗
- Stores maint.	✗	✗	○	✗	✗	✓	✗
- Data management	✗	✗	○	✗	✗	✓	✗
- Reporting	✗	✗	✓	✗	✗	○	✗
- RSO engagement	□	✗	✓	✗	✗	✗	✗
- Dosimeter mgmnt	✗	✗	○	✗	✗	✓	✗
- Invoices	✗	✗	✗	✗	✗	✗	✗
- Investigations	✗	✗	○	✗	✗	○	✗
- Advice	✗	✗	○	✗	✗	○	✓

## HSW Roles and Service Delivery – Human Resources HSW Team continued

Key: ✓ Lead ○ Backup/Key Involvement □ Consulted/Involved (where appropriate) ✗ No key role

	AD HSW (GB)	M P&IM (DC)	M A&C (JK)	IM&W A (LD)	HSWO (RS)	HSWO ( )	SHSWA (AR/PR)
Chemical							
- Licencing	✗	✗	✓	✗	✗	○	✗
- Data	✗	✗	○	✗	✗	✓	✗
Biological							
- IBC	✗	✗	✓	✗	✗	✗	✗
HSW Incidents							
- Invstgte (std)	✗	✗	✗	✗	✗	✗	✗
- QA (Unisafe report)	✗	✗	✗	✗	✗	✗	✓
- Support key invstg	□	○	○	□	✗	✗	✓
- QA (notifiable)	○	□	□	✗	✗	✗	✓
- Safework liaison	○	○	○	✗	✗	✗	✓
- IMTG	✓	○	✗	✗	✗	✗	✗
- Wellbeing	✗	○	✗	✓	✗	✗	□
- EIG	□	□	✗	□	✗	✗	□
Systems <small>Unisafe, Chemwtch</small>							
- Management	□	□	✓	✗	✗	✗	□
- System maint.	✗	✗	○	✗	✗	✓	✗
- Troubleshooting	✗	✗	○	✗	✗	✓	✗
- Data reporting	✗	✗	○	✗	✗	✓	✗
- OSIT	✓	✗	○	✗	✗	✗	✗
HSW Reporting							
- DD Report (draft)	□	✗	✓	✗	○	○	□
- ACR W/C Cost	□	✗	✓	□	○	○	✗
- COO notes	□	✗	✓	✗	○	○	□
HSW Audit							
- Management	□	✗	✓	✗	✗	○	□
- Audit scoping	□	✗	✓	✗	✗	○	□
- Auditing	✗	✓	✓	✓	✓	✓	✗
- Audit write up	✗	✓	✓	✓	✓	✓	✗
- Reporting	□	✗	✓	✗	✗	○	✗
Supervision	✓	✓	✓	✗	✗	✗	✗
HRLT	✓	✓	✗	✗	✗	✗	✗
HR Exec	✓	✗	✗	✗	✗	✗	✗

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## HSW Roles and Service Delivery – Human Resources HSW Team continued

Key: ✓ Lead ○ Backup/Key Involvement □ Consulted/Involved (where appropriate) ✗ No key role

	AD HSW (GB)	M P&IM (DC)	M A&C (JK)	IM&W A (LD)	HSWO (RS)	HSWO ( )	SHSWA (AR/PR)
HR Compliance							
- HR Framework	○	✗	✓	✗	✗	✗	✗
- SPE/Plan	✗	✗	✓	✗	✗	✗	✗
- Audit coordination	□	✗	✓	✗	✗	✗	✗
- Draft responses	□	✗	✓	✗	✗	✗	✗
- HR Leg. Complnce	○	✗	✓	✗	✗	✗	✗
- HR Risk Register	○	✗	✓	✗	✗	✗	✗
- URMC	✓	✗	□	✗	✗	✗	✗
- HR Audits	□	✗	✓	✗	✗	✗	✗

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## HSW Responsibilities – Controlled Entities

The University of Adelaide has a number of controlled entities that are separate companies/businesses that are controlled by the University of Adelaide. Within South Australia controlled entities of a workers compensation self-insurer must form part of the self-insured group licence and conform to the same performance standards for the primary group member or main company. This gives rise to two key effects:

- The employees of a controlled entity are covered for workers compensation by the primary company, in our case the University of Adelaide, and
- The controlled entities must establish safety systems that demonstrate conformance with all the elements of the five ReturnToWork SA performance standards for self-insurers.

The roles within Controlled Entities will vary in title but essentially can be described in the following way:

### G1 University Senior Manager (DVC/COO)

---

Each controlled entity has a University Senior Manager responsible for monitoring the activities and outcomes of the controlled entity. Where a controlled entity fails to report or to meet HSW requirements the University Senior Manager ensures that the Controlled Entity Board addresses the issue appropriately.

### G2 Controlled Entity Board Members

---

The Controlled Entity Board Members provide governance of the Controlled Entity and each member of the Board would be seen as an **‘Officer’**<sup>2</sup> under the WHS Act and therefore would have a clear duty to undertake due diligence with respect to the management of safety within the Controlled Entity.

Due Diligence includes:

- Acquiring and keeping up-to-date knowledge of work, health and safety matters,
- Gaining an understanding the hazards and risks associated with the Controlled Entity’s activities,
- Ensuring that appropriate resources and processes are used to eliminate or minimise safety risks within the Controlled Entity,
- Ensuring appropriate processes to receive, consider and respond to HSW related information,
- Monitoring compliance by the Controlled Entity’s with the Controlled Entity’s HSW Policy, and taking appropriate action where non-compliance occurs.

The Controlled Entity Board is also responsible for providing to the Associate Director, HSW a quarterly report regarding conformance with the ReturnToWork SA performance standards for self- insurers.

<sup>2</sup> **‘Officer’** – under the Work Health and Safety Act 2012 an Officer in the controlled entity governance context is a director or a board member who makes or participates in making decisions that affect the whole, or a substantial part, of the business of the Controlled Entity.

The term officer in a person’s title does not make them an ‘Officer’ in the context of the WHS Act, for example an HSW Officer will not be an ‘Officer’ in the context of the WHS Act.

(Note that there is also an operational management context to the WHS Act term ‘Officer’ that applies to the CEO, COO or and other key operational roles with authority to make key decisions.)

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### G3 Entity CEO/COO

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The Controlled Entity CEO/COO provides leadership to the staff within the Controlled Entity. It is important that the Controlled Entity CEO/COO sets the safety expectations for the Controlled Entity, ensures that the Controlled Entity are aware of their responsibilities, appropriately recognises and rewards good safety initiatives, and when required holds individuals accountable for poor safety performance.

The Controlled Entity CEO/COO will be seen as an **'Officer'**<sup>1</sup> under the WHS Act and therefore would have a clear duty to undertake due diligence with respect to the management of safety within their Controlled Entity.

Due Diligence includes:

- Acquiring and keeping up-to-date knowledge of work, health and safety matters,
- Gaining an understanding the hazards and risks associated with the Controlled Entity's activities,
- Ensuring that appropriate resources and processes are used to eliminate or minimise safety risks within the Controlled Entity,
- Ensuring appropriate processes to receive, consider and respond to HSW related information,
- Monitoring compliance by the Controlled Entity with the Controlled Entity's HSW Policy and Procedures, and taking appropriate action where non-compliance occurs.

### G4 HSW Officer or equivalent

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This position provides support and advice in the delivery of the HSW services for the Controlled Entity.

The responsibilities would include (but not limited to):

- Ensuring that HSW policy and procedure are fit for purpose and compliant with the WHS Legislation and Self-Insurance Performance Standards,
- Ensuring that the investigation of HSW related incidents is unbiased, appropriately comprehensive and leads to effective actions to reduce reoccurrence,
- Actively monitoring the safety implementation,
- Providing sound and well considered advice on the management of hazards, HSW processes and procedures, applicable codes of practice and components of legislation,
- Maintaining HSW records, evidence and related documents in a manner that ensures documents can be retrieved as and when required,
- Ensuring that HSW reports reflect the true state of HSW matters such that **'Officers'**<sup>1</sup> can rely on their accuracy when determining any due diligence actions required.

<sup>1</sup> **'Officer'** – under the Work Health and Safety Act 2012 an Officer in the operational context is a person with the authority to make decisions that affect the whole, or a substantial part, of the business of the controlled entity.

The term officer in a person's title does not make them an 'Officer' in the context of the WHS Act, for example an HSW Officer will not be an 'Officer' in the context of the WHS Act.

(Note that there is also a governance context to the WHS Act term 'Officer' that applies to the members of the controlled entity board and any other key governance roles with authority to participate in making key decisions.)

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