Australian Government

The Treasury

Healthy minds:

Our mental wellbeing strategy

2022–2025

AUDIENCE

CATEGORY

All Treasury staff

Human Resources Strategy

For further information or questions, contact the Performance and Wellbeing Section on (02) 6263 2257 or email orgwellbeing@treasury.gov.au

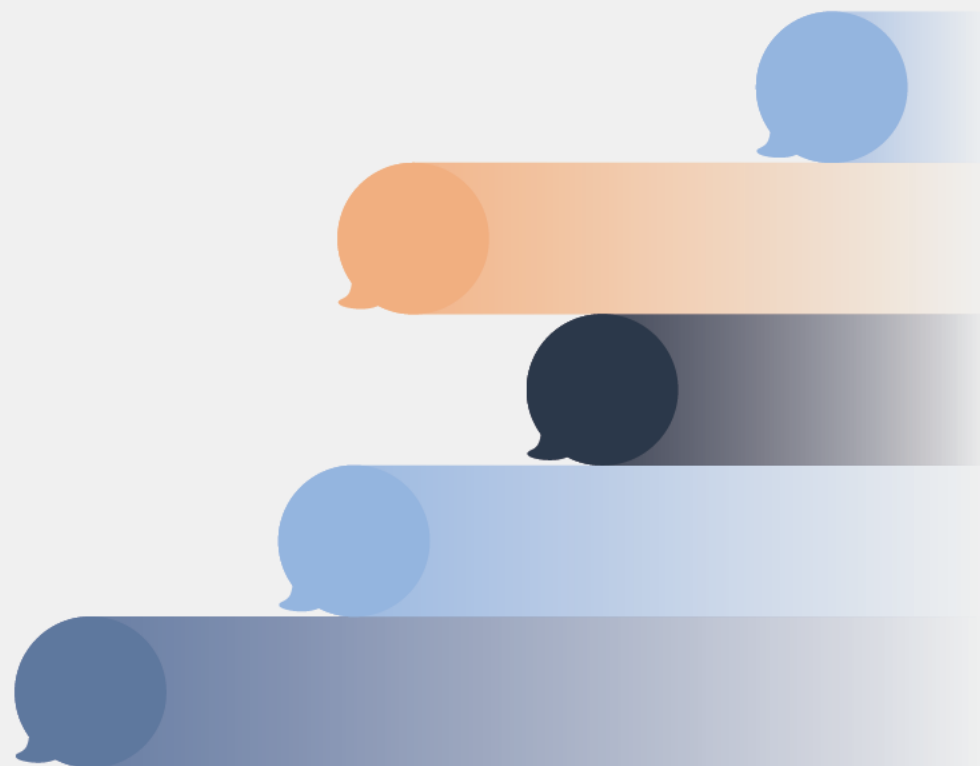**If you or a colleague are experiencing distress and need immediate assistance, contact:**

Benestar – 1300 360 364
Lifeline – 13 11 14
Beyond Blue – 1300 22 4636

Contents

Message from the Secretary

I am pleased to launch **Healthy minds: Our mental wellbeing strategy 2022–2025**.

This strategy demonstrates my commitment, and that of the Treasury Executive, to the mental health and wellbeing of all Treasury staff.

Mental health and wellbeing have always been a personal and professional priority for me. I am pleased that the conversation in the public service and society more generally around mental health has changed significantly over the years. This strategy will focus us on continuing to evolve and mature the conversation, integrating the many lessons learned through our individual and collective experiences of the COVID-19 pandemic. I recognise we all need to increase our comfort and confidence in the thinking and talking about mental health and psychological safety in the workplace.

To ensure that we can continue to deliver our vital work in support of the Australian economy and the community, we must look out for our own wellbeing, and the wellbeing of our colleagues. Our people are passionate about their work. At times this commitment can create a risk to our wellbeing if it is not managed deliberately by taking regular breaks to refresh our minds and bodies. A key focus of embedding this strategy will be to foster a culture at Treasury which enables our people to thrive professionally and personally and offering the tools to identify and respond effectively to mental health issues in the workplace.

This strategy outlines a comprehensive range of initiatives and commitments which provide the foundation for creating and sustaining a positive mental health culture and providing access to support and assistance for people when they need it.

I encourage each of you to consider how you can contribute to bringing this strategy to life and how you can engage in more sophisticated conversations about mental health with your colleagues and in your workplace.

Dr Steven Kennedy PSM

Secretary
7 September 2022

Vision

Treasury has a mentally healthy workplace that **enables our people to thrive** while doing their best work.

This will assist in Treasury **delivering on its purpose** of providing advice to Government and implementing policies and programs that achieve strong and sustainable economic and fiscal outcomes for Australians.

Overview and purpose

Treasury's employees are our most valuable asset. Treasury values its people and is committed to supporting them to thrive in a mentally healthy workplace.

We are focused on building and sustaining a culture based on positive behaviours that will enable us to grow and thrive organisationally through:

- ensuring our work aligns with our purpose,
- creating and sustaining productive relationships,
- developing high performing teams, and
- rewarding an inclusive culture.

The World Health Organisation notes that good mental health is much more than the absence of a diagnosed condition: 'Mental health is defined as a state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community'.[1]

Across Australian society – and within Treasury's workforce – people's mental health can be described along a spectrum from positive healthy functioning to severely impacted by mental illness which is impacting on everyday functioning. Mental health is not fixed or in a static state. We can move back and forth along this scale at different times during our lives (Heads Up, 2021).

Working at Treasury provides opportunities to contribute to high-profile work in a fast-paced, and at times, high-pressure environment.

This environment offers great explicit and intrinsic rewards but is not without risk. The rapidly changing environment brought about by the COVID-19 pandemic created additional risks to mental health across the community. This strategy is reflective of Treasury's evolving wellbeing journey and is focused on managing identified risks and preventing harm through boosting wellbeing, intervening early, and supporting recovery.

Treasury is focused on enabling and supporting employees to thrive professionally and personally, and to achieve their potential by:

- placing a priority on developing and sustaining a mentally healthy workplace, and
- building upon existing resources, support, and practices to create a positive environment.

Through this strategy, we aim to build a shared aspiration of positive mental health and demonstrate a clear commitment to strengthening a positive mental health culture. This includes supporting employees, managers, and Senior Executive Service (SES) to speak openly about mental health, without fear of stigma or discrimination.
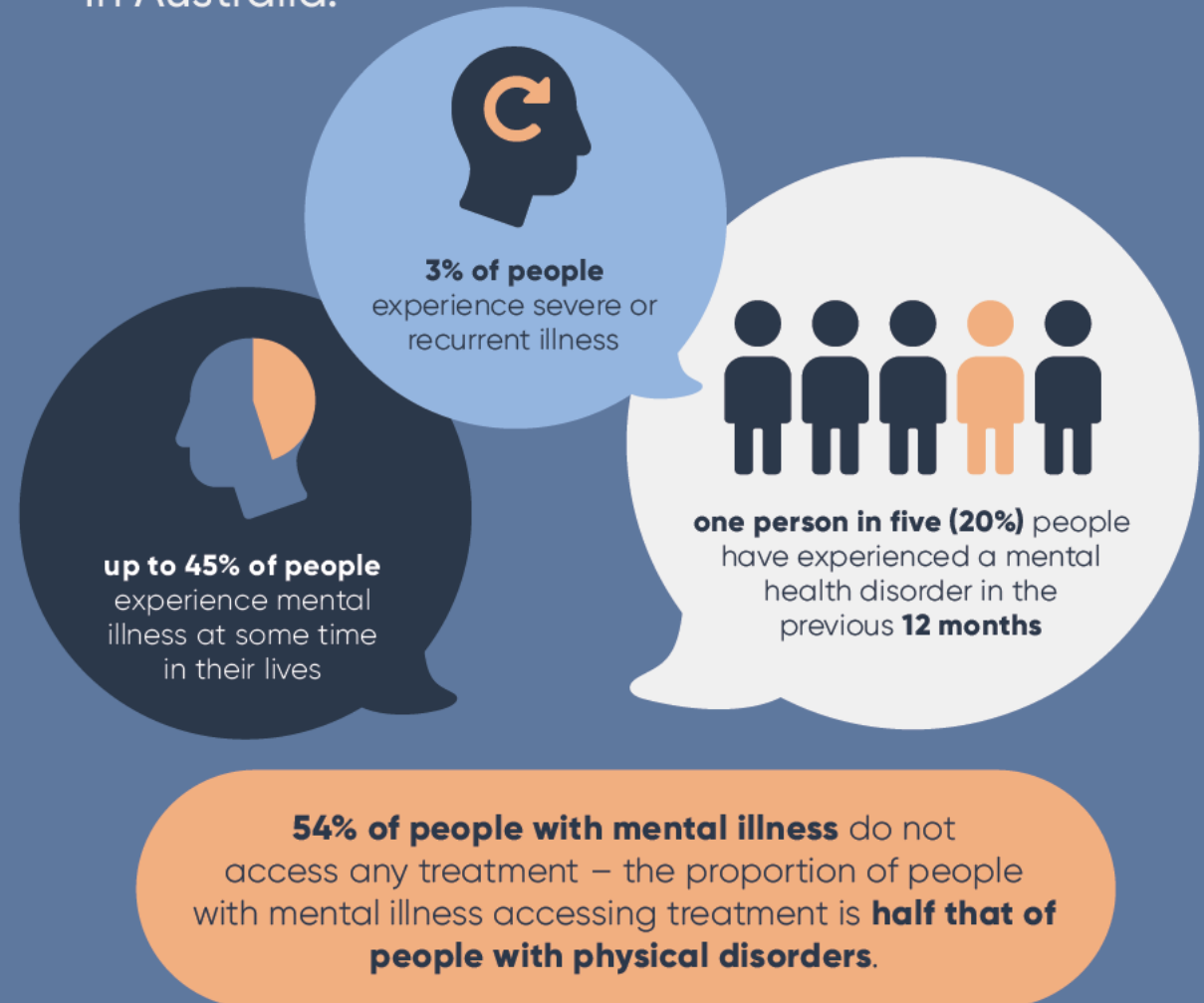
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1   World Health Organisation 2011. Mental Health: A state of wellbeing

The business imperative

Organisations that actively support mentally healthy workplaces are more productive, have higher levels of employee engagement and attract and retain top talent. They're better places to work!

A PwC, Beyond Blue and National Mental Health Commission report from 2014 showed businesses that implemented effective mental health strategies produced an average return on investment of $2.30 for every dollar invested, due to lower absenteeism and presenteeism and fewer claims.

In Australia:

3% of people experience severe or recurrent illness

up to 45% of people experience mental illness at some time in their lives

one person in five (20%) people have experienced a mental health disorder in the previous **12 months**

54% of people with mental illness do not access any treatment – the proportion of people with mental illness accessing treatment is **half that of people with physical disorders**.

Strategic priorities

This strategy is aligned to the Australian Public Service Mental Health Capability Framework and takes a whole-of-system approach to developing and sustaining mental health and wellbeing.

Our strategy focuses on three priority areas:

- Boosting wellbeing
- Intervening early, and
- Supporting recovery.

Boosting wellbeing

Creating and sustaining a positive mental health culture in our workplace by preventing harm through strengthening our sense of community within our teams and branches, promoting mental health and wellbeing initiatives, building our literacy and developing capability.

We will do this by:

- Creating and sustaining a positive mental health culture by working with Branches and Divisions to strengthen the sense of community within teams, promote behaviours and practices that support good mental health, and identify and manage risks,

- Making reasonable adjustments for employees in the workplace to ensure that jobs fit with employee's skills, capacity and capabilities,

- Raising and sustaining awareness of best practices in developing mentally healthy workplaces and building the capability of employees, managers and the SES to have conversations about mental health,

- Providing support and resources for employees to practice self-care and build individual and collective resilience,

- Providing managers and SES with support to sustain healthy work practices and workplaces, and

- Using data to inform regular risk assessments of mental health risk factors and tracking and reporting on the effectiveness of our approaches.

Key actions:

- Establishing principles for job design that assess and mitigate psychosocial risks (such as work demand, fatigue management and appropriate job fit)

- Establishing a baseline assessment of our Mental Health Capability using the Australian Public Service Commission's Maturity Scale Assessment tool

- Providing access to online learning modules, Mental Health Awareness and Mental Health First Aid training for individuals and managers

- Developing a Manager's toolkit for better practice tips on supporting workload management, and supporting employees during peak workload periods

- Equipping managers and employees to engage in quality conversations about mental health

Intervening early

Supporting our people to recognise risks to mental health, identify symptoms of mental ill health, discuss concerns and enabling referrals to appropriate support.

We will do this by:

- Building the capability of employees and managers to recognise risks to mental health, and to identify early signs of mental ill health which will enable them to reach out individually or refer colleagues for appropriate support,

- Supporting people to build their confidence and capability to raise and respond to mental health concerns in the workplace,

- Encouraging and supporting our people to have open conversations about their mental health and supporting managers to take the lead in identifying and managing mental health risks, supporting early intervention strategies and implementing reasonable adjustments,

- Providing professional expertise from the Wellbeing Team and/or external professionals to enable employees, managers and SES to act early and resolve emerging issues, and

- Being proactive in managing emerging crisis events to support and reassure employees.

Key actions:

- Educating employees and managers to recognise early warning signs and providing information on how to reach out for help

- Developing and implementing a comprehensive range of resources that enable managers and employees to act on emerging issues

- Consolidating educational and support resources in a WellbeingHub on the Treasury Intranet that is accessible remotely

- Enhancing access to EAP support services, including the Coaching for People Leaders offering and other specialist external support services

Supporting recovery from episodes of mental ill health

Working with individuals and managers to ensure sustainable and effective return to work or stay at work plans that are supported by professional expertise and resources.

We will do this by:

- Developing structured stay at work or return to work plans to support the recovery of our people,

- Working in partnership to ensure appropriate external medical and professional resources and information form the basis for the development and implementation of plans, and

- Making appropriate adjustments to support people and enable recovery.

Key actions:

- Ensuring resources, including counselling, coaching and rehabilitation support are readily available to assist and enable recovery

- Working with individuals and their manager to determine the best, fit for purpose program or plan, tailored to their needs and circumstances

- Enhancing the development of professional skills and knowledge within the Wellbeing Team

Our overall strategy emphasises the importance of prevention over intervention. Our immediate focus is therefore on our first strategic priority, **Boosting wellbeing**. Success in this area will help minimise the requirement for early intervention and support recovery as required.

All priority areas have a key focus on building and enhancing the capability of employees, managers, SES and HR professionals through raising awareness, training and coaching.

Further details on each strategic priority, including actions and responsibilities are included in **Attachment A**.

Roles and responsibilities

Our SES, managers, employees, and the Wellbeing Team have key and defined roles and responsibilities in creating and sustaining a positive mental health culture and ensuring there is early intervention and recovery is supported.

- **SES** create an environment that promotes mental wellbeing as well as demonstrating a positive, inclusive and respectful culture in the workplace.
- **People** look after their own mental health; recognise the early signs of mental health concerns for themselves and for colleagues and feel supported to take action and ask for help where they need.
- **Managers** recognise the signs of mental health concerns, feel empowered to act and know how to access advice and support for their teams.
- **The Wellbeing Team** has the professional expertise to provide advice and access to resources for our people and are able to connect them with tailored and targeted support.

Evaluation and continuous improvement

We will regularly evaluate and report on the implementation and outcomes of our strategy. We will report quarterly to the People and Inclusion Committee on implementation progress and initial outcomes. We will report bi-annually to the Executive Board on the outcomes the strategy is achieving.

To establish a baseline measure for our strategy we will engage with the Australian Public Service Commission's Mental Health and Wellbeing onboarding process to access practical implementation support and coaching and ensure that our practices align with the APS Mental Health Capability Framework. The first step of this process will be the completion of a baseline maturity scale assessment to measure the maturity of Treasury's mental health and wellbeing activities to inform our future work plan. Annual maturity assessments will inform continuous improvement.

Our evaluation and reporting will be informed by APS Census information, specific wellbeing pulse surveys, take up rates of proactive interventions, training undertaken, access to support services provided, and case management experiences.

Attachment A
Strategic priorities, actions, responsibilities and timeframes

Four **time horizons** (calendar years from 2022 to 2025) have been used to identify deliverable actions though to the end of life of the Strategy. The delivery of the Strategy will be an iterative process, with key points between Horizons to review, reflect and revise our approach and initiatives.

Strategic priority 1: Boosting wellbeing

Boosting wellbeing – creating and sustaining a positive mental health culture in our workplace by preventing harm through strengthening our sense of community within our teams and branches, promoting mental health and wellbeing initiatives, building our literacy and developing capability.

Actions, responsibilities and timeframes

EMPLOYEES, MANAGERS AND SES ESTABLISH AND SUSTAIN MENTALLY HEALTHY WORKPLACES	RESPONSIBILITIES	TIMEFRAMES
Establish a baseline for our Mental Health Capability and review annually	POSB	Horizon one (2022)
Educate SES and managers in identifying and managing potential psychosocial hazards (e.g. job demand, interpersonal conflicts, personal issues and challenges outside of the workplace)	POSB and managers	Horizon one (2022) Horizon two (2023)
Establish and promote work design principles across Treasury (in line with POSB strategic workforce planning, manager and SES development)	POSB, SES and managers	Horizon one (2022) Horizon two (2023)
Strengthen the sense of community within teams and branches and build collective resilience across our workforce	POSB, SES, managers and employees	Horizon two (2023)
Strengthen the capability of individuals and managers through targeted programs and access to resources including self-care, development of resilience to adversity, and employee support	POSB, ISB and CB	Horizon one (2022) Horizon two (2023)
Promote the positive correlation between physical and mental health, overall wellbeing and individual benefits	POSB and CB	Horizon one (2022) Horizon two (2023)

EMPLOYEES, MANAGERS AND SES ESTABLISH AND SUSTAIN MENTALLY HEALTHY WORKPLACES	RESPONSIBILITIES	TIMEFRAMES
Agree flexible work approaches where appropriate to enable a sustainable work life integration to be achieved by employees	POSB and CB	Ongoing
Managers ensure regular planned leave is encouraged and taken to refresh and recuperate	POSB and managers	Ongoing
Identify development goals through the Performance Development System (PDS) which include core soft skills that assist in managing mental health wellbeing, for example, self-awareness, adversity resilience and coping with pressure	POSB, managers and employees	Ongoing
Enable reasonable adjustments for employees where appropriate, throughout the employee life cycle from entry to separation	POSB, managers and employees	Ongoing
Enhance our risk management methodology to include the identification, monitoring and management of wellbeing risks, including psychosocial risks	POSB, ECGB, Assistant Secretaries and First Assistant Secretaries	Ongoing review and reporting
Ensure change management approaches and plans include positive mental health initiatives and actions	POSB, managers and employees	Ongoing
Strengthen our capability to assess and manage psychosocial risks through the effective design of work and roles	POSB	Horizon one (2022) Horizon two (2023)
Enhance analytical capability through the development and implementation of advanced analytic tools that draw on quantitative and qualitative data, including those data sources that are primary or secondary risk indicators	POSB, managers and employees	Horizon two (2023) Horizon three (2024)

Strategic priority 2:
Intervening early

Intervening early – supporting employees to recognise risks to mental health, identify symptoms of mental ill health, discuss concerns and enabling referrals to appropriate support.

Actions, responsibilities and timeframes

EMPLOYEES, MANAGERS AND SES RECOGNISE SYMPTOMS EARLY AND TAKE ACTION	RESPONSIBILITIES	TIMEFRAMES
Educate our people to recognise and understand the early signs of emerging or escalating issues	POSB, managers and employees	Ongoing
Improve access to resources and support to take action on emerging issues	POSB, CB, SES, managers and employees	Ongoing
Increase individuals' participation in mental health awareness, mental health first aid training and other adversity resilience courses	POSB and managers	Horizon two (2023) Ongoing
Monitor, manage and provide reassurance to employees in crisis events where it is anticipated employee mental health wellbeing will be adversely impacted	ECGB, POSB, CB	Horizon two (2023) Horizon three (2024) Ongoing
Evaluate and report on the effectiveness of interventions	POSB	Ongoing review and reporting

Strategic priority 3:
Supporting recovery from episodes of mental ill health

Supporting recovery from episodes of mental ill health – working in partnership with individuals and managers to create structured return to work or stay at work plans supported by professional expertise and resources.

Actions, responsibilities and timeframes

EMPLOYEES, MANAGERS AND SES WORK TOGETHER IN SUPPORTING RECOVERY	RESPONSIBILITIES	TIMEFRAMES
Establish and resource clear plans to support recovery	POSB	Ongoing
Enhance professional HR capability and accessibility by employees and managers	POSB	Ongoing
Expert and professional assistance is accessed and contributes to effective recovery	POSB	Ongoing

Contacts

For advice, please contact the Performance and Wellbeing Team, People and Organisational Strategy Branch (02) 6263 2257 (option 4), who are also responsible for updating and maintaining this Strategy.

Version control

DATE MODIFIED	VERSION	SECTION OF DOCUMENT	AUTHOR OF CHANGE	SUMMARY OF CHANGE
07/09/2022	1	–	Performance and Wellbeing Team	Creation of document

Australian Government

The Treasury

AUDIENCE	CATEGORY
All workers who undertake work for Treasury	Work Health and Safety

Policies and procedures

Incident Reporting and Investigation Procedure

treasury.gov.au

Contents

Contents

Overview

Under the *Work Health and Safety Act 2011*, Treasury has a duty of care to ensure a healthy and safe environment for workers and others that come on to Treasury premises. One of the mechanisms Treasury uses to proactively ensure this is by establishing an incident and investigation procedure which enables the monitoring and analysis of any trends, or upcoming risks that need to be looked at further. This procedure provides direction to staff on the processes and steps to take in the event of an incident and explains their roles and responsibilities.

Purpose

The purpose of this policy and procedure is to:

- Foster an active reporting culture at Treasury,

- Ensure all incidents, hazards and near misses are reported to Treasury and the regulator where required, within the required timeframes, and,

- Outline the procedure for incident and hazard investigations.

Scope

This procedure applies to all Treasury employees, contractors and visitors (workers) to the department.

How does this policy and/or procedure relate to me?

If you are a/an:	Then your responsibility is:
Executive	• Ensuring that there is an effective procedure in place for the immediate response to and management of incidents, • Ensuring that all workers are provided training around how to report an incident, • Ensuring that the relevant authority (regulator) is notified immediately after becoming aware that a notifiable incident has occurred.
Performance, Health and Safety Team	• Maintaining and reviewing the Incident Reporting and Investigation Procedure as required, • Reviewing and monitoring of all incidents until they are closed, • Assisting managers and workers to follow the procedure,

	• Informing and consulting with the Executive regarding incidents, in particular, notifiable incidents, • Notifying Comcare of any notifiable incidents within the prescribed timeframes, • Ensuring so far as is reasonably practicable, that the workplace where a serious incident has occurred is not disturbed until an inspector arrives at the workplace, • Maintaining records required by legislation relating to incidents, • Conduct informal or formal investigations as required, • Educate and work with stakeholders to consider what additional controls could be implemented to prevent future incidents from occurring.
Manager	• Informing and encouraging workers and others (where applicable) about the requirement to report incidents and hazards promptly, • Complying with the Incident Reporting and Investigation Procedure, • Providing instruction to workers to enable the effective use of Delphi, • Assessing risks associated with reported hazards and incidents and implementing appropriate controls to address these to prevent reoccurrence. • Input reports on behalf of any workers that do not have access to Delphi or are unable to report themselves due to injury / illness. • Sharing lessons learnt with workers and others as required from incident investigations findings and preventative controls measures.
Health and Safety Representative (HSR)	• Participating in the incident investigation process in consultation with the workplace manager and/or Performance, Health and Safety team as required, • Conducting annual workplace inspections to support in the prevention of incidents and near misses occurring, • Sharing lessons learnt with their designated work groups and any preventative control measures in response to incident investigation findings as required.
Workers (employees, contractors, sub-contractors, volunteers, visitors)	• Reporting all workplace hazards, incidents and near misses within 48 hours or as soon as reasonably able, • Where it is a notifiable incident, effort should be made to report within 24 hours, if possible, • Co-operating with informal and formal investigations where required, • Complying with any reasonable instruction and follow safe work procedures and instructions,

	• Working with their manager in determining additional controls to prevent incidents or near misses from reoccurring, • Implementing controls and reporting back on the suitability of these in reducing risk, • Contractors (including sub-contractors) are required to report any hazards, near misses or incidents in Delphi. If access has not been provided, they are required to report to their manager / project manager in the first instance and then followed up by written notification. • Volunteers undertaking any activities with Treasury must report any hazards, incidents and near misses to their Volunteer Coordinator who must report into Delphi. If access is not available, the Volunteer Coordinator must report to Diversity and Inclusion who are then to report into Delphi. • Visitors to Treasury are to be escorted throughout the building, and any incidents, near misses or hazards must be reported by the person escorting them into Delphi.

Contacts

In the first instance, employees should review this policy and speak with their manager, or manager once removed, for advice or support

People and Organisational Strategy Branch can provide guidance as required. Contact Performance, Health and Safety at performancehealthsafety@treasury.gov.au.

Guidance on incidents and hazards

The Treasury has established an incident reporting process to ensure that all workers are aware of their responsibilities and obligations around incident reporting. All near misses, incidents, illnesses and hazards must be reported via Delphi within 48 hours of the incident occurring, or 24 hours if the incident is notifiable (see "Notifiable incidents" for more information). If it is not possible to report within the timeframe, the individual involved should phone or email their manager and/or the Performance, Health and Safety (PHS) team if they are able.

Definitions:
Near miss: an incident that could have resulted in an injury or illness to people, danger to health, and / or damage to property or the environment.

Incident: any unplanned event resulting in, or having a potential for injury, ill health, damage or other loss.

Hazard: an object or situation that has the potential to harm a person, the environment or cause damage to property.

Information relating to first aid and emergencies can be found on TERI under the Emergency and First Aid tab.

If there is doubt about if what occurred is reportable, contact the PHS team for guidance.

Incident reporting and investigation provide a basis for:

- determining the appropriate corrective action,

- developing prevention strategies based on systematic risk assessment and management practices,

- recording a history of incidents in the workplace to facilitate data analysis and inform management reporting, and,

- determining if an incident should be notified to Comcare.

Notifiable incidents

A notifiable incident is defined as:

- The death of a person,

- A serious injury or illness of a person,

- A 'dangerous incident.'

The definitions of serious injury and dangerous incidents are outlined below:

Serious Injury/illness	Dangerous incident

Serious injury or illness of a person means an injury or illness requiring the person to have:
 	
a) immediate treatment as an inpatient in a hospital; or
 	
b) immediate treatment for:
 	
  i. the amputation of any part of his or her body; or
 	
  ii. a serious head injury; or
 	
  iii. a serious eye injury; or
 	
  iv. a serious burn; or
 	
  v. the separation of his or her skin from an underlying tissue (such as de-gloving or scalping); or
 	
  vi. a spinal injury; or
 	
  vii. the loss of a bodily function; or
 	
  viii. serious lacerations; or
 	
a) medical treatment within 48 hours of exposure to a substance;
and any other injury or illness prescribed by the regulations but does not include an illness or injury of a prescribed kind.
	A **dangerous incident** means an incident in relation to a workplace that exposes a worker or any other person to a serious risk to a person's health or safety emanating from an immediate or imminent exposure to:
	
	a) an uncontrolled escape, spillage or leakage of a substance; or
	
	b) an uncontrolled implosion, explosion or fire; or
	
	c) an uncontrolled escape of gas or steam; or
	
	d) an uncontrolled escape of a pressurised substance; or
	
	e) electric shock; or
	
	f) the fall or release from a height of any plant, substance or thing; or
	
	g) the collapse, overturning, failure or malfunction of, or damage to, any plant that is required to be authorised for use in accordance with the regulations; or
	
	h) the collapse or partial collapse of a structure; or
	
	i) the collapse or failure of an excavation or of any shoring supporting an excavation; or
	
	j) the inrush of water, mud or gas in workings, in an underground excavation or tunnel; or
	
	k) the interruption of the main system of ventilation in an underground excavation or tunnel;

	or
	l) any other event prescribed by the regulations
	but does not include an incident of a prescribed kind.

Treasury will notify the regulator (Comcare) immediately after becoming aware that a notifiable incident arising out of Treasury's conduct or undertaking has occurred.

In the event of a notifiable incidents, follow the below steps:

1. Follow the relevant emergency and first aid response process to care for the injured person/s this includes ensuring the area is cleared of onlookers and is safe prior to entering. Secure the area to prevent any bystanders from entering, and further incident from occurring. Where possible take note of the following:

    a. Time and date of the incidents,

    b. Details of those involved / injured,

    c. Details of witnesses,

    d. Photographs of the area if safe and reasonable to do so.

2. Report the incident immediately after becoming aware that a notifiable incident has occurred to the PHS Team who will then contact Comcare in the first instance to report the incident. If the PHS Team is not contactable for any reasons, contact the Chief People Officer, who will then contact Comcare via phone on 1300 366 979 and report the notifiable. The Comcare notifiable report form must be completed regardless of if the notification was made by phone and can be made via this link.

3. So far as is reasonably practicable, the incident site should not be disturbed until an inspector arrives at the site or any earlier time that an inspector directs. This does not apply should there be a need to assist an injured person or to make the area safe.

    a. The requirement to preserve the site should not prevent any action:

        i. To assist an injured person, or

        ii. To remove a deceased person, or

        iii. That is essential to make the site safe or to minimise the risk of a further notifiable incident, or

        iv. That is associated with a police investigation, or

        v. For which an inspector or the regulator has given permission.

4. Person involved must complete an incident report via Delphi. Where the person involved is not able to complete the incident form, their Manager or Director will complete it on their behalf, in consultation with the involved person if possible.

5. A copy of the incident report may be forwarded to relevant third parties as needed, such as Comcare.

6. Once the incident report is completed, a member of the PHS team will complete Comcare's notifiable incident form and retain a record.

7. Throughout the process, updates will be provided to the Chief People Officer / other members of staff as needed to keep them informed.
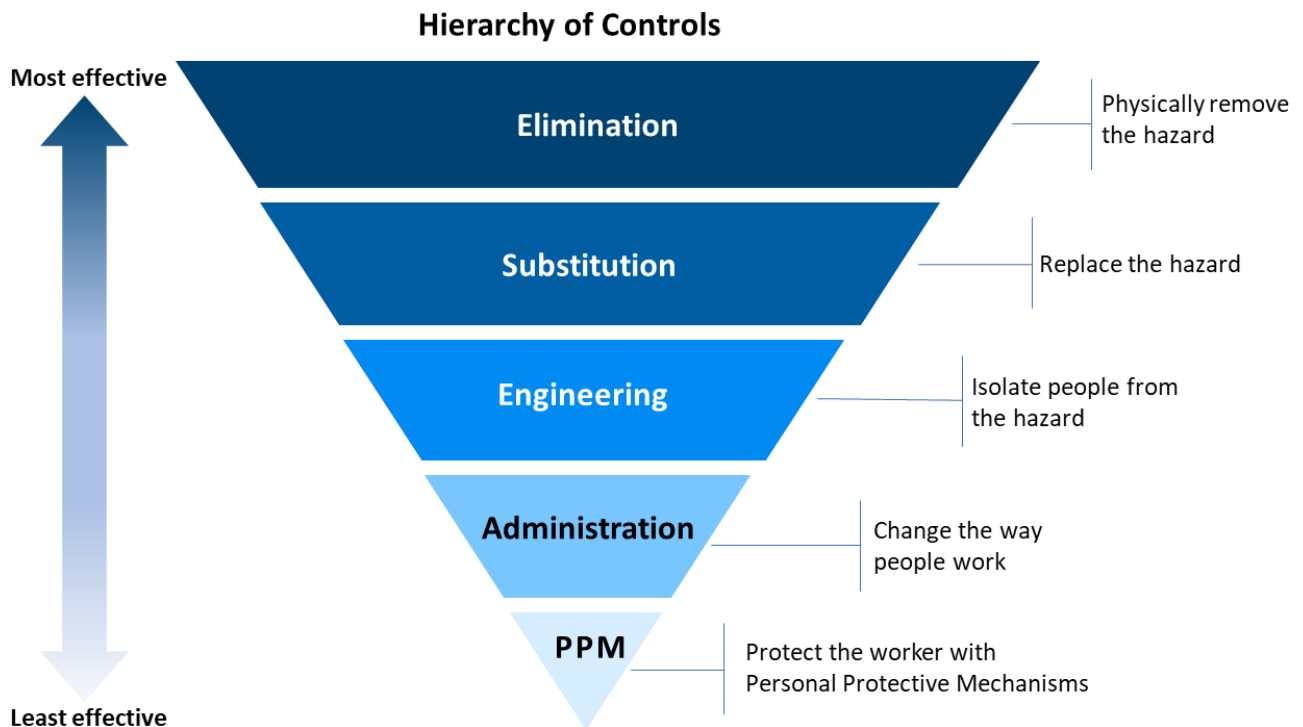
Incident and hazard investigations

All incidents, illnesses, hazards and near misses will be reviewed by a member within the PHS team. This may include involvement from other stakeholders, such as workers and managers or technical experts as needed, noting these investigations are informal and may require minimal intervention. In some instances, a formal investigation may be required due to the nature and severity of the incident. This may involve larger stakeholder engagement from:

- Ventia,
- Contractors,
- Managers and Directors,
- Property and Security,
- Comcare's Inspectorate,
- HSRs.

Formal incident investigations must only be undertaken by those trained in incident investigator training, and will:

- Focus on what failures occurred within the WHS Management System, rather than focussing primarily on the actions of the worker or persons involved. It is acknowledged that that behaviours of individuals are influenced by a variety of factors including design of systems and workplaces, work pressures and other environmental factors.

- Identify root causes of incidents. This involves using a systematic approach to identify issues, problems and/or gaps that lead to the incident occurring and then responding with possible solutions and controls.

- Include corrective actions which are determined with consideration of the concepts of reasonably practicable and the WHS hierarchy of controls (see figure 1. below)

- Be conducted in conjunction with this procedure and the incident investigation report template.

Figure 1. Hierarchy of control:

Hierarchy of Controls

Level	Description
Elimination	Physically remove the hazard
Substitution	Replace the hazard
Engineering	Isolate people from the hazard
Administration	Change the way people work
PPM	Protect the worker with Personal Protective Mechanisms

Most effective ↑ — Least effective ↓

Corrective actions

The implementation of corrective actions is critical to the success of reducing health and safety risks in the workplace. Following an investigation of an incident, hazard or near miss, corrective actions may need to be implemented to eliminate or reduce the risk to an acceptable level. Depending on what the corrective action is, will determine who is responsible.

For example, if the investigation found that there was a gap in this procedure, then PHS would be responsible for updating it, whereas if it was an action related to the area, then the injured person, or manager of the area would be responsible for implementing it.

Once corrective actions have been determined, including responsibilities and timeframes, the details are to be documented. If corrective actions are not completed by their due date, the responsible parties must provide new timeframes to the relevant stakeholders. Stakeholders may include:

• Executive Leadership

• Branch/Group Managers and Directors

• Relevant Managers

• People and Organisational Strategy Branch

• Health and Safety Committee

• Workers

Monitoring and review

The responsible parties must ensure implemented controls and corrective actions are reviewed and monitored. The way in which this occurs will be dependant on the severity of the matter and outcomes from the investigation. Additionally, the responsible parties will be determined as part of the investigative process. The responsible parties must consider the following:

- Are there sufficient resources in place to ensure controls and corrective actions are implemented, maintained and reviewed?

- Have the corrective actions as identified been implemented?

- Have the implemented controls and corrective actions been effective in reducing the risk of injury and/or illness?

- Have the corrective actions introduced new hazards to the work area?

Training

- Personnel leading **formal** incident investigations require training and/or the appropriate qualifications, such as Lead Investigator Training.

- Information on how to report incidents is provided during the Treasury WHS induction, and the WHS mandatory online training.

Review

This procedure will be reviewed every three years or where an internal or external event triggers a review.

Resources, related legislation and standards

Legislation can be accessed via www.legislation.gov.au

Treasury's regulator is Comcare, and guidance material can be obtained from www.comcare.gov.au

Model codes of practice, guides and publication can be accessed from www.safeworkaustralia.gov.au

Legislation

- Work Health and Safety Act 2011
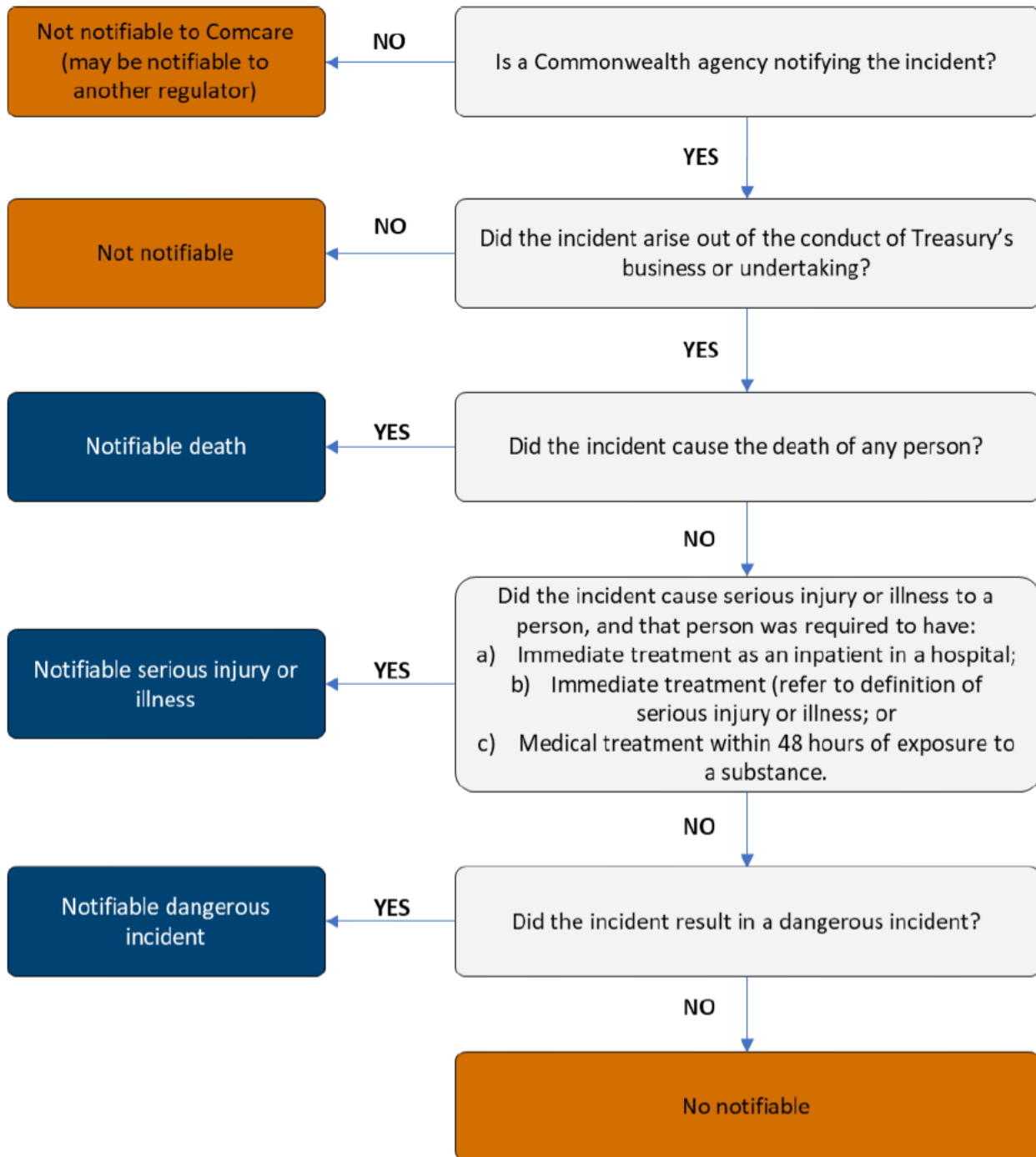
- Work Health and Safety Regulation 2011

Related documents

- [Work Health and Safety Management System](#)

- [First Aid Policy](#)

- [Emergency Procedures](#)

- [Incident Investigation Report Template](#)

Version control

Date Modified	Version	Section of document	Author of change	Summary of change
13/09/2023	V1	New document	Performance and Wellbeing	New document
27/8/2023	V2	Reviewed	Performance and Wellbeing	Comments added
7/01/2025	V3	Reviewed	People and Organisational Strategy Branch	Update to team name

Appendix A – Notifiable Incident Flowchart

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┌─────────────────────────┐      NO    ┌──────────────────────────────────────┐
│ Not notifiable to Comcare│◄───────────│ Is a Commonwealth agency notifying    │
│ (may be notifiable to    │            │ the incident?                         │
│ another regulator)       │            └──────────────────────────────────────┘
└─────────────────────────┘                           │ YES
                                                       ▼
┌─────────────────────────┐      NO    ┌──────────────────────────────────────┐
│ Not notifiable          │◄───────────│ Did the incident arise out of the     │
│                         │            │ conduct of Treasury's business or     │
│                         │            │ undertaking?                          │
└─────────────────────────┘            └──────────────────────────────────────┘
                                                       │ YES
                                                       ▼
┌─────────────────────────┐     YES    ┌──────────────────────────────────────┐
│ Notifiable death        │◄───────────│ Did the incident cause the death of   │
│                         │            │ any person?                           │
└─────────────────────────┘            └──────────────────────────────────────┘
                                                       │ NO
                                                       ▼
┌─────────────────────────┐     YES    ┌──────────────────────────────────────┐
│ Notifiable serious      │◄───────────│ Did the incident cause serious injury │
│ injury or illness       │            │ or illness to a person, and that      │
│                         │            │ person was required to have:          │
│                         │            │ a) Immediate treatment as an inpatient│
│                         │            │    in a hospital;                     │
│                         │            │ b) Immediate treatment (refer to      │
│                         │            │    definition of serious injury or    │
│                         │            │    illness; or                        │
│                         │            │ c) Medical treatment within 48 hours  │
│                         │            │    of exposure to a substance.        │
└─────────────────────────┘            └──────────────────────────────────────┘
                                                       │ NO
                                                       ▼
┌─────────────────────────┐     YES    ┌──────────────────────────────────────┐
│ Notifiable dangerous    │◄───────────│ Did the incident result in a          │
│ incident                │            │ dangerous incident?                   │
└─────────────────────────┘            └──────────────────────────────────────┘
                                                       │ NO
                                                       ▼
                                       ┌──────────────────────────────────────┐
                                       │ No notifiable                         │
                                       └──────────────────────────────────────┘
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WORKING HERE

Managing bullying and harassment

Treasury is committed to creating a safe and inclusive workplace for all employees

Managers have a responsibility to make sure, as reasonably practicable, that their staff and others are not exposed to health and safety risks while working at Treasury.

Bullying and harassment are unacceptable and pose a potential risk to the mental and physical health of staff.

Workplace bullying and harassment

Workplace bullying is repeated, and unreasonable behaviour directed towards a worker or group of workers that creates a risk to physical and mental health and safety.

Harassment involves unwelcome behaviour that intimidates, offends or humiliates a person possessing a particular personal characteristic such as:
- race
- age
- gender
- disability
- religion or
- sexual orientation.

Some examples of workplace bullying are:
- abusive, insulting, or offensive language
- unjustified criticism or complaints
- humiliating others through sarcasm, belittling someone's opinions, or practical jokes
- excessive scrutiny at work
- deliberately excluding someone from workplace activities.

What isn't bullying

A reasonable management request action taken in a reasonable way, and low-level work conflict (including a difference of opinion or a spirited, respectful debate).

Reasonable management action can include:
- setting reasonable performance expectations, standards, and deadlines
- deciding not to select a staff member for promotion, where a reasonable process is followed and documented
- informing a staff member about unsatisfactory work performance when undertaken in a reasonable manner and/or in accordance with workplace policies or agreements such as the performance development system
- informing a staff member about inappropriate behaviour in an objective, respectful and confidential way.

Complaint process

Staff can access informal or formal processes for dealing with complaints of bullying and harassment.

These processes are outlined in the policy.

Policy - preventing and managing bullying,...

Workplace harassment contact officer

If a staff member feels that they have been exposed to bullying or harassment, they can a workplace harassment contact officer (WHCO).

WHCOs can give information on the options available to resolve the harassment and provide support during the resolution process.

They can also accompany a staff member to meet with the alleged harasser and/or their manager, but it is not their role to resolve harassment and bullying grievances, nor advocate for the complainant in any context.

Find and contact:

Practical tips

Managers should consider the following:
- be proactive in communicating standards of expected behaviour
- create an inclusive workplace where everyone is treated with dignity and respect
- remain neutral and impartial in handling bullying and harassment complaints raised by staff and do so effectively and expeditiously
- pass the matter on to your manager if the reported behaviour involves you personally
- only disclose information concerning complaints to those with a role in resolving the complaint
- for information on how best to meet with an affected staff member, visit Difficult conversations with staff.

Performance and Wellbeing

≡ **On this page**

Related pages

Mental wellbeing at work	Workplace harassment contact officers
Managing peak workloads	Mental health awareness for managers
Reducing stress and fatigue	Psychosocial safety

Email

performanceandwellbeing@treasury.gov.au

Call

x2222 (option 4)

Content due for review

19/08/2025

WORKING HERE

Mental health awareness for managers

Everyone has a responsibility under the *Work Health and Safety Act 2011* to look after the physical and psychological health and safety of staff.

Recognising and promoting mental health is an essential part of creating a safe and healthy workplace.

Mental illness

Mental illness is a health issue that can significantly affect how a person feels, thinks, behaves and interacts with other people.

One in five people suffer from some form of common mental illness including depression, anxiety and/or substance use disorder.

What a manager can do

As a manager, the earlier you notice that someone is experiencing potential signs and symptoms of a mental health problem, the sooner you can take steps to help them.

Managers who respond appropriately to mental health conditions can help reduce sickness absence and incapacity for work through early intervention and support.

Practical tips

Get to know your staff

Have regular, private conversations with your staff to talk about any issues they may be experiencing.

Recognise early warning signs

Common early warning signs may include:
- **excessive distress reactions** – for example, being frequently irritable, easily upset and distressed, and disproportionate emotional reactions to minor issues/situations
- **decline in performance** – such as reduced output, missing deadlines, erratic performance, and working longer hours without expected output being achieved
- **disengagement** – for example, increased unplanned leave/excessive absenteeism, poor communication/avoidance of engaging in discussion, and not engaging in meetings
- **frequent fluctuating mild medical symptoms** – such as recurrent headaches, abdominal discomfort, aches and pains, dizziness and fatigue/low energy
- **increased use of critical language** – for example, cynical and negative comments
- **changes in physical appearance** – such as appearing tired and dishevelled.

Respond to early warning signs

If someone is behaving differently to usual, ask if they are ok.

Staff on leave

As a manager, you are the contact point for staff on leave.

If you are concerned about the wellbeing of your staff member on leave, you should contact them to offer assistance and support.

Recommend the employee assistance program (EAP)

Encourage your staff to contact our EAP provider.

EAP provides free, short-term, independent, and confidential counselling and support for all staff, their immediate family members, and other people who they share a close relationship with.

The EAP also offers a Manager Hotline, which can help you support and manage your staff with injury or illness.

More information can be found on the EAP page.

Performance, Health and Safety

☰ On this page

Mental illness

What a manager can do

Practical tips

    Get to know your staff

    Recognise early warning signs

    Respond to early warning signs

Related pages

Mental wellbeing at work	Workplace harassment contact officers
Managing bullying and harassment	Managing peak workloads
Reducing stress and fatigue	Psychosocial safety

Email

performancehealthsafety@treasury.gov.au

Call

x2222 (option 4)

Content due for review

31/03/2025

Help and contacts

People search

Phone lists

Floor plans

Delphi service portal

Intranet feedback

Emergency and first aid

Mental wellbeing at work

Everyone has a responsibility under the *Work Health and Safety Act 2011* to look after the physical and psychological health and safety of staff.

Recognising and promoting mental health is an essential part of creating a safe and healthy workplace.

Mental wellbeing strategy

Working at Treasury provides opportunities to contribute to high-profile work in a fast-paced, and at times, high-pressure environment.

This environment offers great explicit and intrinsic rewards but is not without risk.

The Mental Wellbeing Strategy - Healthy minds is reflective of our evolving wellbeing journey. It is focused on managing identified risks and preventing harm through boosting wellbeing, intervening early, and supporting recovery.

We aim to build a shared aspiration of positive mental health and demonstrate a clear commitment to strengthening a positive mental health culture.

This includes supporting employees and leaders to speak openly about mental health, without fear of stigma or discrimination.

For full details, read:

Mental wellbeing strategy

Mindfulness

Mindfulness meditation is a technique that can be used to help stay grounded in stressful situations.

It helps you to take off auto-pilot when making a transition into a new situation, such as entering an important meeting.

Look out for others

It's hard to tell how everyone is feeling all the time, so it's a good idea to ask.

These conversations are really important and can help others feel safe about talking through what they are experiencing.

Prepare for conversations

If you feel comfortable in leading these discussions then it is important to be prepared.

To help you prepare for these conversations, call TELUS Health or see:

Difficult conversations with staff

Mental illness

Mental illness is a health issue that can significantly affect how a person feels, thinks, behaves and interacts with other people.

One in five people suffer from some form of common mental illness including depression, anxiety and/or substance use disorder.

Recognise early warning signs

Common early warning signs may include:

- **excessive distress reactions** – such as being frequently irritable, being easily upset and distressed, and disproportionate emotional reactions to minor issues/situations
- **decline in performance** – such as reduced output, missing deadlines, erratic performance, and working longer hours without expected output being achieved
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in meetings
- **frequent fluctuating mild medical symptoms** – such as recurrent headaches, abdominal discomfort, aches and pains, dizziness and fatigue/low energy
- **increased use of critical language** – such as cynical and negative comments
- **changes in physical appearance** – such as appearing tired and dishevelled.

Respond to early warning signs

For advice, assistance and support, contact the Performance, Health and Safety team.

If someone is behaving differently to usual, ask if they are ok.

Access or encourage staff to contact our employee assistance program (EAP) provider.

Support services

Organisation	Support offered
EAP	24-hour, 7 days a week, confidential counselling. Appointr be face-to-face, virtual or via live chat through the app.
Lifeline Australia 13 11 14	24-hour telephone counselling
Beyond Blue 1300 224 636	Information about anxiety and depression
Heads up	Heads up is a joint initiative by the Mentally Healthy Work Alliance and Beyond Blue to support Australian workplace become more mentally healthy. It aims to highlight the benefits of mentally healthy workp give individuals and businesses free tools and resources to action.
Blackdog Institute	Information and online tools relating to the diagnosis, trea and prevention of mood disorders such as depression and disorder.
ProQOL	The ProQOL website is a free resource where you can mea professional quality of life and use suggested methods on managing self-care at a personal level.
Mind health	A range of evidence-based treatment programs for a wide anxiety-depression related problems.

Organisation	Support offered
ANU Mood Gym	A long running self-paced cognitive-behaviour therapy pr[...] for mood related problems.

![Profile icon] **Performance, Health and Safety**

☐ For managers

☐ TELUS Health – EAP provider

Related Pages

Email

performancehealthsafety@treasury.gov.au

Call

x2222 (option 4)

Content due for review

24/12/2025

Australian Government

The Treasury

AUDIENCE	CATEGORY
All staff	People

Policies and procedures

Preventing and managing bullying, harassment and discrimination in the workplace

This document was endorsed by the Chief People Officer.

It was last reviewed on 20 April 2023.

For further information or questions, email orgwellbeing@treasury.gov.au.

treasury.gov.au

Contents

Statement of Commitment

Inclusion and diversity are priorities for Treasury and essential to having a workplace culture that values everyone. The Treasury is committed to actively preventing bullying, harassment and discrimination in the workplace. The Treasury will not tolerate any form of discrimination, exclusion, vilification and inappropriate behaviour toward our people based on their ethnicity, culture, religion, race, sexual orientation, health, age, family and caring responsibilities, gender identity or disability.

The Treasury will continue to value, respect and celebrate diversity and strive for high standards of safety and inclusion for all staff. The Treasury will review this policy annually to address improvements.

Overview

This policy provides Treasury employees and managers with information and guidance on workplace bullying, harassment and discrimination including preventing, identifying and addressing behaviours to promote a productive and cooperative workplace.

Purpose

The purpose of the Policy is to explain expectations of Treasury, its managers and staff in relation to their behaviour at work, examples if bullying, harassment and discrimination and what bullying and harassment is and is not. The policy also provides staff with information on support available to if they experience or witness bullying and harassment in the workplace including how to report inappropriate behaviour.

Scope

The policy provides information on the responsibilities of all Treasury employees and outlines the Department's workplace harassment and bullying complaint resolution process.

How does this policy relate to me?

If you are a/an:	Then your responsibility is:
Employees and workers	To understand your obligations in relation to workplace behaviour and reporting.
A manager	To model appropriate workplace behaviour and address instances of inappropriate workplace behaviour reported to you by your staff.

Contacts

For advice, please contact the Performance and Wellbeing Team, People and Organisational Strategy Branch, who are also responsible for updating and maintaining this policy.

To provide feedback on this policy, please email orgwellbeing@treasury.gov.au.

Definition of Workplace Bullying

For the purposes of this policy, **workplace bullying** is defined as 'repeated and unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety' (*Dealing with Workplace Bullying – A Worker's Guide, Safe Work Australia*).

Repeated refers to persistent behaviour and it can involve a range of behaviours over time.

Unreasonable behaviour means 'behaviour that a reasonable person, having considered the circumstances, would see as unreasonable, including behaviour that is victimising, humiliating, intimidating or threatening' (*Dealing with Workplace Bullying – A Worker's Guide, Safe Work Australia*).

Risk to health and safety includes the risk to the emotional, mental or physical health of the person(s) in the workplace.

Health is defined in the [Work Health and Safety Act 2011](#) as both physical and psychological health.

Monitoring and Evaluation

People and Organisational Strategy Branch engages with Workplace Harassment Contact Officers (WHCO) to discuss issues that arise and processes/ strategies to provide a bullying and harassment free workplace.

Questions relating to workplace harassment and bullying have been included in departmental surveys to provide an additional means of identifying and monitoring any systemic issues. Aggregated information on workplace harassment and bullying is provided to the Executive Board as part of regular reporting on employee wellbeing.

Exit surveys also provide an opportunity for separating employees to provide feedback on their experience in the Treasury. Exit survey results referring to bullying, harassment or discrimination are addressed on a case-by-case basis by People and Organisational Strategy Branch and managers, as appropriate.

Roles and responsibilities

Employees, contractors and visitors

All employees, contractors and visitors should:

- take reasonable care of their own health and safety at work;
- take reasonable care that their behaviour does not adversely affect the health and safety of other people;

- speak out about bullying and harassment when they witness it occurring;

- at all times behave in a way that upholds the Australian Public Service (APS) values and the integrity and good reputation of the APS; and

- treat everyone with respect and courtesy and without harassment.

Employees should also familiarise themselves with this policy, including the complaint resolution process, individual responsibilities and legislative requirements.

Managers

In addition to the responsibilities above, managers should model positive behaviours, understand the complaint resolution process and deal promptly with any complaints that are raised.

Managers and Team leaders should:

- promote and advocate this policy in their work areas as appropriate;

- take matters raised under this policy seriously;

- remain neutral and impartial in handling complaints raised under this policy;

- pass the matter on to their manager, if the reported behaviour involves them personally;

- only disclose information concerning complaints to those with a role in resolving the complaint;

- deal with complaints in an effective and expeditious manner for the benefit of all involved; and

- where necessary deal with a bullying or harassment complaint as a public interest disclosure in accordance with the *Public Interest Disclosure Act 2013.*

Division Heads and Deputy Secretaries should ensure so far as is reasonably practicable, that employees and others are not exposed to health and safety risks in the course of working for the Treasury.

Workplace harassment contact officer

The role of a WHCO is to:

- provide information to employees on workplace harassment and bullying (this can be sought by employees regardless of whether a formal complaint has been made);

- raise awareness of acceptable behaviour in the workplace;

- provide information to employees on options available to resolve alleged cases of harassment; and

- support employees during the resolution process, including listening empathetically and accompanying them to see the alleged harasser or their manager. They may also accompany the employee to attend hearings, inquiries or mediation sessions, if required.

It is not the role of the WHCO to resolve harassment and bullying grievances, nor advocate for the complainant in any context. The same WHCO is also not able to support both the alleged bully/harasser and the complainant.

WHCO may seek support or advice from other WHCO, Benestar (Treasury's employee assistance provider) or the Performance and Wellbeing Team. WHCO need to be mindful of maintaining employee confidentiality.

Workplace bullying

Bullying can take place between anyone in the workplace, including managers, co-workers, contractors and volunteers. Workplace bullying can occur between individuals, or a group where a number of people can also be responsible for targeting an individual or another group.

Examples of possible behaviours

Examples of behaviours which may be considered workplace bullying if they are repeated, unreasonable and create a risk to health and safety include:

- abusive, insulting or offensive language;

- displaying offensive material;

- unjustified criticism or complaints;

- behaving in a way that frightens or intimidates;

- humiliating others through sarcasm, belittling someone's opinions, or practical jokes;

- deliberately intruding on a person's space by pestering, spying or tampering with their work equipment or personal effects;

- spreading misinformation or malicious rumours;

- excessive scrutiny at work;

- setting tasks that are unreasonably below or beyond a person's known skill level;

- changing work arrangements, such as rosters and leave, to deliberately inconvenience a particular worker or workers;

- participating in 'collective bullying' which is characterised by passive aggressive group behaviour used as a deliberate strategy to drive an individual from the workplace;

- setting unreasonable timelines or constantly changing deadlines;

- deliberately excluding someone from workplace activities;

- assigning meaningless tasks or unfairly assigning unpleasant tasks; and/or

- deliberately withholding information or resources necessary for effective work performance.

Other types of workplace bullying

Some types of workplace bullying can constitute a criminal offence. In such cases the police should be contacted for advice and assistance. Behaviours which may be a criminal offence include obscene communications (telephone calls, mail, email, and IT applications), stalking, indecent exposure and actual or attempted physical or sexual assault.

Workplace bullying can be intended or unintended. Intentional bullying is where the actions are intended to humiliate, intimidate, offend or distress, whether or not the behaviour has the intended effect or not. Unintended bullying is behaviour which, although not intended to humiliate, offend, intimidate or distress, did cause, and should reasonably be expected to cause, the intended effect.

Determining what constitutes bullying and harassment

When determining whether bullying or harassment has occurred it is important to understand that perceptions of what behaviour is disrespectful or harassing can differ. The key factor in determining what behaviour constitutes bullying and harassment is determined by what a reasonable person would conclude about the behaviour.

It is also important to have regard for the differing views and expectations of employees from different cultural and religious backgrounds. Managers and employees should be sensitive to how they are perceived by others and take care when communicating concerning difficult or sensitive matters.

What is not workplace bullying

There are a number of situations that although they may feel unpleasant, are not considered to be bullying. Examples of these situations include a single incident of unreasonable behaviour, reasonable management action taken in a reasonable way, and low level work conflict, including a difference of opinions or a spirited policy debate.

Reasonable management action

Reasonable management action taken in a reasonable way can include:

- setting reasonable performance goals, standards and deadlines;
- rostering and allocating working hours where the requirements are reasonable;
- transferring a worker for operational reasons;
- deciding not to select a worker for promotion where a reasonable process is followed and documented;
- informing a worker about unsatisfactory work performance when undertaken in a reasonable manner and/or in accordance with workplace policies or agreements such as performance management guidelines;
- informing a worker about inappropriate behaviour in an objective and confidential way;
- implementing organisational changes or restructuring; and
- termination of employment.

Low level work conflict

Low level work conflict is generally not considered to be workplace bullying because not all conflicts or disagreements have negative health effects. When conflict is at a low level and is task based, it can be a benefit to the workplace by generating debate that leads to new ideas and innovative solutions.

Low level work conflict does not always pose a risk to health and safety. However, in some cases conflict that is persistent and not managed can escalate to a point where it meets the definition of workplace bullying and harassment.

Distinguishing between reasonable management action and workplace bullying or harassment

It is important to distinguish between a person reasonably exercising their legitimate authority at work and an instance of bullying or harassment. Managers may be required to direct and control how work is performed and are responsible for monitoring workflow and providing feedback to employees on their work performance.

Feedback provided with the intention of assisting employees to improve their performance or work-related behaviour does not constitute bullying. However, care should be taken to ensure that any performance problems are identified and dealt with in an objective and constructive way that is neither humiliating nor threatening.

Discrimination

Discrimination generally occurs when someone is treated less favourably than others because they have a particular characteristic/appearance or belong to a particular group of people such as race or perceived gender. If discrimination has occurred in the workplace, employees should report this to the Performance and Wellbeing Team immediately on x2222 (Option 4).

Examples:

Racial discrimination	An area refuses to hire a suitably qualified person because they are Aboriginal and hires a less qualified person of a different racial background
Indirect discrimination	A policy that articulates that only full-time workers will be considered for a role; discriminating against women or individuals that have caring responsibilities and who are more likely to work part-time to accommodate family responsibilities.

Discrimination can be against the law if decisions or actions that are made in the work environment are based on a person's:

- age;
- disability;
- race, including colour, national or ethnic origin;
- sex, pregnancy, marital or relationship status, family circumstances/responsibilities or breastfeeding; or
- sexual orientation, gender identity or intersex status.

Harassment

Harassment generally involves unwelcome behaviour that intimidates, offends or humiliates a person possessing a particular personal characteristic/appearance such as race, age, perceived gender, disability, religion or sexual orientation. It is possible for a person to be bullied, harassed and discriminated against at the same time, but unlike bullying, discrimination and harassment may be based on a single incident and on some characteristic of the affected person. Workplace harassment and discrimination may still be a risk to health and safety and should not be tolerated. It may be a warning sign of bullying and steps should be taken to prevent its occurrence.

Examples of harassment

Racial harassment	Attributing stereotypical or extreme behaviour to a particular racial group, jokes about religious practices or social customs, and insults or taunts based on race.
Sexual harassment	Sexist jokes, unwelcome requests for sexual favours, pornographic or nude pictures displayed in the workplace or via email, and obscene phone calls or email.
Disability harassment	Making jokes at the expense of a person with a disability, overbearing or abusive behaviour towards people with intellectual disabilities and disparaging remarks about malingering to people who, as a result of a disability, require time off for particular needs.
Other forms of harassment	Offensive physical contact, invasion of personal space, insulting or threatening gestures or language – overt or implied.

If possible, the employee who experienced harassment should speak to the person who has acted unreasonably. If the employee does not feel comfortable or safe doing so, they can discuss the matter with their manager, team leader, manager-once-removed, WHCO or the Performance and Wellbeing Team. Workplace harassment, whether a single incident or repeated occurrences, may breach the APS Code of Conduct.

Guidance for making a bullying or harassment complaint

All workplace harassment or bullying complaints are taken seriously and action to facilitate resolution should be undertaken promptly. There are two forms of resolution available: informal and formal.

Regardless of which approach is used, it is recommended that the complainant document their complaint (for example, details of the incident/s, including dates and witnesses). Documenting the complaint can assist with recollecting the events in the future and it can also assist the complainant to decide on the seriousness of the behaviour and whether or not they want the incident/s to be investigated.

Employees wishing to lodge a complaint about alleged bullying and harassment should include the following:

- name, title and location of the person who has been bullied or harassed;

- a statement from any witness to the alleged behaviour including the witness's title and contact details;

- incident details including the date and the location at which the incident took place;

- details of whether medical treatment was sought from a doctor or hospital within 48 hours of the incident occurring;

- an explanation of what about the behaviour was unfair, unlawful or inappropriate;

- what action has been taken to try to resolve this behaviour;

- what outcome is expected by raising this complaint;

- details on the complainant's preferred method of contact; and

- with whom the complaint has been raised so far (for example, team leader, manager, manager-once-removed, WHCO, the Performance and Wellbeing Team or Health and Safety Representative).

Informal process

The Department's informal process for managing harassment and bullying has two stages: early intervention and initial review.

Early intervention efforts are designed to resolve the issue before it becomes repetitive and severe and where no investigation or disciplinary action is taken against the accused employee. Where early intervention has commenced and the complainant does not feel that the behaviour in question has discontinued, they can consider requesting an initial review. An initial review is an independent review usually undertaken by the People and Organisational Strategy Branch or an external provider.

Formal process

Where possible it is preferable to resolve issues through an informal process to allow the accused employee (where bullying has occurred) the opportunity to take positive action to correct or alter their behaviour. The complainant, however, may decide to lodge a formal complaint. The formal process will involve investigations which could take the form of a Code of Conduct investigation or Public Interest Disclosure investigation.

Employees not involved in an incident considered to be harassment or bullying are also encouraged to report their observations of the behaviour to any of the contacts listed above.

Attachment A outlines the stages of an informal and formal process.

Workers' compensation

Where bullying or harassment allegations are made through a workers' compensation claim, the Head People and Organisational Strategy Branch will initiate either an initial review or a formal review appropriate to the nature of the allegations. Any information gathered in the course of the review may be submitted to Comcare to assist with the determination of the claim.

Investigation without consent of complainant

The Treasury can investigate any complaints raised without the consent of the complainant. The outcome of the investigation will be informed by the information gathered as part of the investigation. The complainant may be asked to participate in the investigation. However, they may choose not to participate. The investigation may be in the form of an initial review.

An alternative option for dealing with bullying and harassment

A worker who has been bullied can apply to the Fair Work Commission for an order to stop the bullying. This application may be made as an alternative to the Treasury informal/formal processes or following the conclusion of a Treasury process, if the issue is not resolved. There are no limits for making an anti-bullying application, but the worker must still be working for the employer where the bullying occurred at the time of the application. Workers who have been dismissed are not able to apply for an order, but they may still be able to pursue an unfair or lawful termination claim.

When the issue is not resolved

If reasonable efforts have been made to resolve the reported workplace bullying behaviour and the issue/s have not been resolved, any party involved in the incident may request that the matter be investigated by Comcare, the Work Health and Safety Regulator. Comcare may appoint an inspector to determine whether further investigation is required.

There does not have to be agreement about whether reasonable efforts have been made to resolve the issue in order for an inspector to be requested. An inspector can be requested as long as one party considers that reasonable efforts have been made.

The inspector may provide advice, investigate contraventions or issue an improvement notice. The Performance and Wellbeing Team on +61 2 6263 2222 or email orgwellbeing@treasury.gov.au.

If the complainant considers that the issue has not been resolved satisfactorily, a review of action under Section 33 of the *Public Service Act 1999* may also be available.

If the alleged harassment involves discrimination covered by legislation, a complaint may be lodged with the Australian Human Rights Commission, which has a complaint handling service which may investigate and resolve such complaints.

Support and advice

For personal support, the Treasury's employee assistance provider, Benestar, offers free and confidential counselling services independent of the Treasury. More information is available here.

Records and procedural fairness

Recordkeeping

Records assist in identifying patterns of behaviour or continuing problems. Adequate records are essential if the matter leads to formal disciplinary action or to a request for information under the *Freedom of Information Act 1982*. Any formal action taken should be documented. Where an issue has been satisfactorily resolved through informal processes, the retention of records may not be necessary.

Confidentiality of records

Confidentiality of all complaints will be maintained in accordance with Treasury procedures and the *Privacy Act 1988*.

Procedural fairness

All allegations will be treated in accordance with the rules of procedural fairness. In summary this means:

- decision makers must act fairly and without actual or perceived bias;

- decision makers must not make decisions about complaints that involve them;

- employees whose interests may be adversely affected by a decision must be given a reasonable opportunity to present their case. They must be informed of the nature and content of the material which is being considered in relation to their actions;

- a decision made in relation to bullying or harassing behaviour must be substantiated by credible and relevant evidence; and

- where possible, the complainant's permission will be sought before information about the allegations is disclosed to third parties and before the allegations are referred to external authorities.

Where appropriate, information may also be disclosed to the alleged harasser's manager and/or to the Executive. In respect of very serious allegations, it may be necessary for the Department to refer the allegations to the appropriate authorities, for example criminal behaviour will be reported to the Australian Federal Police.
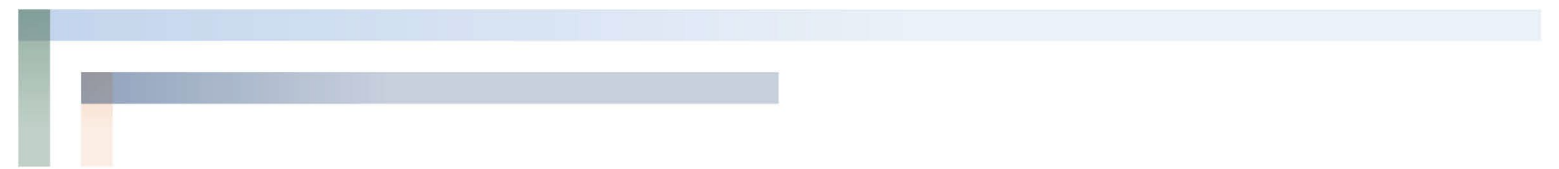
Outcome of an investigation

Where an investigation has been carried out, the complainant will be advised of the outcome of the investigation. The Department may not disclose the contents of a report prepared by an investigator. Any decision by the Department to disclose the contents of the investigator's report will depend on:

- whether there is any legal requirement to disclose the report;

- whether there is any legal requirement not to disclose the report;

- the extent to which the report contains personal information about the complainant;

- the alleged harasser and any third parties;

- any undertakings of confidentiality given by the investigator on behalf of the Department; and

- the public interest in the release or non-release of the report.

Freedom of Information Act 1982

The *Freedom of Information Act 1982* may provide individuals (including employees) access to documents which may contain personal information about themselves held by the Department.

Where a person requests access to documents which contain personal information about a third party, the third party must be consulted before information is released.

Further information and support

Further information on workplace harassment and bullying can be found at the following locations:

- Fair Work Commission

- Australian Human Rights Commission

- Australian Public Service Commission

- Comcare

- Treasury Workplace Harassment Contact Officers

- Promoting Mental Health and Wellbeing at Work

- Workplace Bullying and Harassment Fact Sheet

For personal support, the Treasury's employee assistance provider, Benestar, offers free and confidential counselling services independent of the Treasury. More information is available here.

Procedure for Informal and Formal Bullying and Harassment Complaints

BULLYING AND HARASSMENT INCIDENT OCCURS	
Informal Process	**Formal Process*** *Public Interest Disclosure Act 2013* *Fair Work Commission*

Early Intervention
 	
1. Complainant may seek advice from the Performance and Wellbeing Team, their team leader or manager-once-removed. Support and information may also be sought from a WHCO or Treasury's EAP provider (see policy for contact details).
 	
2. If there is resolution of bullying behaviour then the complaint is resolved and process concludes.
 	
3. If there is no resolution of the bullying behaviour then you can request an initial review.
	Internal Treasury Investigation
	
	1. Written formal complaint lodged with Head People and Organisational Strategy Branch or the Performance and Wellbeing Team. Include details of the behaviour, action taken, dates, witnesses, etc. Also include a request that the matter be formally investigated.
	
	2. Investigator appointed (independent staff member at appropriate level or external investigator).
	
	3. Investigator interviews all relevant staff and gathers information (written record retained).
	
	4. Solution recommended by investigator:
	  − Mediation (with an independent accredited mediator)
	  − Transfer (complainant or accused bully)
	  − Counselling
	  − Code of conduct investigation
	  − No action required by the Treasury as bullying behaviour was not found.

Initial Review 1. Complainant or manager contacts the Performance and Wellbeing Team (orgwellbeing@treasury.gov.au) requesting an initial review. 2. A reviewer from the People and Organisational Strategy Branch is appointed. 3. Reviewer conducts interview with relevant staff (notes of the discussion are taken, no formal records retained). 4. Reviewer recommends remedial action (may include mediation using an accredited mediator) 5. Complainant and manager are advised of outcome and proposed solution.	

*A formal process, where the manager believes that the information given to them concerns 'disclosable conduct', under the Public Interest Disclosure Act 2013 they must provide that information to an 'authorised officer'.

Relevant legislation

The following legislation provides the framework for preventing and managing harassment and bullying in the Australian Public Service:

- *Public Service Act 1999*

- *Work Health and Safety Act 2011*

- *Sex Discrimination Act 1984*

- *Disability Discrimination Act 1992*

- *Age Discrimination Act 2004*

- *Racial Discrimination Act 1975*

- *Australian Human Rights Commission Act 1986*

- *Fair Work Act 2009*

- *Public Interest Disclosure Act 2013*

- *Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022*

- *Fair Work Legislation Amendment (Secure Jobs, Better Pay) Act 2022*

Version control

Date Modified	Version	Section of document	Author of change	Summary of change
2015	1	All	POSD	Policy creation
09/10/2018	2	All	Employee Relations	New template, minor updates
31/10/2019	3	All	Employee Relations	Updated Team names and links
28/9/2020	4	All	Employee Relations	New template, minor updates
20/04/2023	5	All	POSB	New template, revised legislative links, new Statement of Commitment

Psychosocial safety

Psychosocial safety means your work environment supports your mental and emotional health.

It means feeling respected, supported and valued by your coworkers and managers.

It also means having a reasonable workload, fair salary and a balance between work and personal life.

Psychosocial safety importance

Psychosocial safety is crucial because it affects your wellbeing and performance at work.

High levels

High levels of psychosocial safety lead to happiness, motivation and productivity.

Low levels

Low levels can cause stress, burnout and physical health problems.

Improving psychosocial safety

Some tips to improve psychosocial safety in your workplace are:

- **Communicate openly and respectfully**
  Share your ideas and feedback. Listen to others and avoid gossip and conflicts.

- **Ask for help**
  If you feel overwhelmed, reach out to a coworker, manager, mentor or counsellor.

- **Set realistic goals**
  Know what is expected of you and how your work contributes to the Treasury's goals. Break tasks into manageable steps and celebrate achievements.

- **Take care of yourself**
  Get enough sleep, eat well, exercise and find healthy ways to cope with stress. Take breaks and disconnect from work when off.

Psychosocial risk management

Psychosocial hazards are aspects of work that can cause psychological or physical harm.

These include:
- bullying
- job demand
- lack of role clarity
- fatigue
- inadequate reward and recognition
- stress
- harassment
- remote work and
- poorly managed organisational change.

Manage psychosocial risks

Follow the risk management steps outlined in:

> WHS Risk Management Procedure

Visit Safe Work Australia's Model Code of Practice:

> Managing psychosocial hazards at work

Training and support

Psychosocial risk management training

You can learn about staying safe from mental stress at work through Comcare's Learning Management System (Comcare LMS).

Comcare LMS offers Psychosocial risk management training as:

- a presentation for senior leaders
- half-day workshop
- self-paced e-Learning course
- 5 minute microLearn videos.

All managers are encouraged to complete training.

To create a free account and to register, visit:

> Comcare – Training and learning

Compassionate Foundations: Suicide prevention capability suite

Compassionate Foundations is an Australian Public Service Academy (APS Academy) suite that supports building interpersonal and self-care skills.

This free training will help you provide support early to people before their experience leads them to become distressed.

> Compassionate foundations â€" APS Academy

Employee assistance program (EAP)

The EAP is available to all managers and staff.

For more information, see:

> Employee assistance program

Comcare resources

> Managing work demands checklist [PDF]

> Work demands – Practical guidance for managers

> Work demands – Practical guidance for workers

Performance, Health and Safety

☐ For managers

☐ TELUS Health – EAP provider

Related Pages

Email

performancehealthsafety@treasury.gov.au

Call

x2222 (option 4)

Return to work after injury or illness

Graduated return to work

A graduated return to work may be required to support an employee to return to pre-injury hours or duties following an injury or illness.

This approach allows for a gradual increase in work hours and responsibilities. It helps an employee to adjust and recover fully while maintaining productivity.

Contact the Performance and Wellbeing Team

You or the manager should contact the Performance and Wellbeing team as soon as possible to discuss your return-to-work needs.

This discussion should include any reasonable adjustments that may be required to support your return to work.

Reasonable adjustments might include:
- changes to work hours
- modifications to the work environment or
- alterations to job duties to accommodate the recovery process.

Graduated return-to-work plan

If needed, you can develop a return-to-work plan with your treating practitioner.

The plan should outline the steps and timeline for you to return to your full duties.

It may include:
- a schedule for gradually increasing work hours and responsibilities
- specific tasks or duties that you can perform during your recovery period
- any necessary accommodations or adjustments to your work environment
- regular check-ins with your manager and treating practitioner to monitor your progress and make adjustments to the plan.

Performance and Wellbeing

Related pages

Email

performanceandwellbeing@treasury.gov.au

Call

x2222 (option 4)

Content due for review

31/03/2025

TO BE REMOVED – NAMING CONVENTION EXAMPLE: Name (*J.Smith*) – YY/MM/DD (2025/05/29) Case description (e.,g Performance, code, etc)

FOI 4107
Document 9

TREASURY RISK PROFILING ASSESSMENT GUIDE

CRITERIA	IDENTIFIED RISK PRIORITY		
	Low	Medium	High
Medical/Rehabilitation	1	2	3
Stakeholder engagement	1	2	3
Industrial	1	2	3
Reputational	1	2	3
Multi-faceted concerns	1	2	3
Cost	1	2	3

PRIORITY DEFINITION	
High	Rating between 13 and 18 is High
Medium	Rating between 7 and 12 is Medium
Low	Rating between 1 and 6 is Low

Name		Date		Risk rating	
Comments					

DEFINITION FOR RISK PROFILING

RISK	MEDICAL/REHABILITATION	STAKEHOLDER ENGAGEMENT	INDUSTRIAL	REPUTATIONAL	MULTI-FACETED CONCERNS	COSTS
LOW	• Medical condition requires minimal medical intervention • Medical/ treating providers actively engaged • Employee engaging with return to work • Return to work progressing with no foreseeable barriers • Lost time off work < 1 month	• Matter can be addressed by Executive level management (ELs and above)	• Unlikely or no indication or performance management or code of conduct matters. • Unlikely or no indication of involvement from solicitor or union. • Unlikely or no indication of matters with external independent body (i.e. Fair work commission, human rights commission or merit protection commission.	• Unlikely or no indication of media, Secretary or ministerial involvement.	• Unlikely or minimal involvement from multiple teams (corporate, legal) to address workplace complaints or grievance, performance/code, Freedom of information, security etc.	• Minimal financial impact on Department – minimal rehabilitation services, accepted workers compensation claim with minimal likely future estimated costs, minimal impact on Treasury resources, no TSY legal representation engaged.
MEDIUM (1 or more indicator)	• Medical condition requires extensive medical intervention • Inconsistent engagement with medical / treating providers • Inconsistent engagement from employee with return to work • Failed attempt at return to work or significant barriers flagged • Lost time off work >1month and <3 months	• Matter can be addressed by Executive level management (ELs and above) • Matter should be escalated to SES Band 1 and/or above to support addressing of matters.	• Previously resolved matter, and/or performance management or code of conduct matters likely to occur. • Previous resolved matter and/or involvement from solicitor or union likely to occur. • Previous resolved matter, and/or matters with external independent body (i.e. Fair work commission, human rights commission, merit protection commission) likely to occur.	• Media, Secretary or ministerial likely to occur.	• Possibility of involving multiple teams (corporate, legal) in to address workplace complaints or grievance, performance/code, Freedom of information, security etc.	• Moderate financial impact on Department –rehabilitation services, early intervention, accepted workers compensation claim, impact on TSY resources, may have TSY legal representation engaged.
HIGH (1 or more indicator)	• Complex medical condition and/or co-morbidities requiring extensive medical intervention • Medical / treating providers not engaged and/or treatment not being actively pursued • Employee reluctant or not engaging in return to work • Several failed attempts at return to work and/or suitable duties unable to be identified • Lost time off work >3months	• SES Band 1 and above are required to be involved.	• Performance management or code of conduct matters either ongoing or certain to occur. • Involvement from solicitor or union either ongoing or certain to occur • Matter/s with external independent body (i.e. Fair work commission, human rights commission, merit protection commission) either ongoing or certain to occur.	• Media, Secretary or ministerial almost certain to occur.	• Involvement from multiple teams (corporate, legal) to address workplace complaints or grievance, performance/code, Freedom of information, security etc. certain to occur.	• Significant or potentially significant financial impact on Department – rehabilitation services, early intervention, accepted workers compensation claim, impact on TSY resources, TSY or external legal representation engaged.

Australian Government

The Treasury

AUDIENCE	CATEGORY
All workers, visitors, contractors and others	Work Health and Safety

Work Health and Safety Management System

This document was endorsed by the Chief People Officer.

treasury.gov.au

Contents

Part A: Introduction

1.   Purpose

The purpose of this document is to establish and maintain an effective Work Health and Safety Management System (WHSMS), designed for the operating environment of Treasury.

This system assists Treasury to meet its obligations in accordance with the *Work Health and Safety Act 2011* (WHS Act 2011) and the *Work Health and Safety Regulations 2011* (WHS Regulations 2011).

This system applies to all workers of Treasury and to other persons at risk from work carried out in Treasury workplaces.

This document uses the term "workers" as it is defined in the *WHS Act 2011 – see Appendix A – Definitions* for more details. References to "employees" or other roles mean that the context applies to them only.

2.   Contacts

Workers are encouraged to review this document and speak with their manager for advice and support.

The Performance and Wellbeing Team can provide further guidance as required, with queries submitted to performanceandwellbeing@treasury.gov.au.

3.   Work Health and Safety Policy

Treasury is committed to implementing a structured and systematic approach to Work Health and Safety (WHS) to achieve the best possible outcomes for workers and others. This will be achieved through fostering workplaces that eliminate or reduce risks to health and safety in its workplaces, as far as reasonably practicable and demonstrating a consistently high standard of safety performance.

Treasury aims to:

- maintain a WHS management system which meets legal requirements, industry standards, best practice, and the requirements defined within this policy

- ensure oversight mechanisms are in place to monitor and report WHS performance regularly to the Executive Board and the People and Inclusion Committee

- provide necessary training, resources and support for workers to work safely

- enhance the effectiveness of WHS procedures through consultation with workers and other relevant stakeholders

- implement a health and safety risk management process to ensure that all workplace hazards are identified, assessed and controlled, or otherwise managed where they are not able to be eliminated

- ensure that effective rehabilitation and return to work processes are in place

- conduct formal reviews and evaluations of its WHS systems

- consider WHS in project planning and procurement activities

- proactively prevent and manage responses to workplace sexual misconduct.

The success of our WHS management depends on:

- the commitment of all individuals to achieve the policy objectives

- work activities being planned, with due consideration given to WHS

- risk management processes are undertaken in an effective manner

- effective communication and consultation with workers regarding WHS matters.

Treasury is committed to fulfilling the objectives of this policy and expects the same of all workers employees undertaking work on our behalf.

4. Executive Statement of Commitment

In October 2023, the Secretary signed off the WHS Statement of Commitment. The Statement outlines what Treasury is committed to in relation to WHS.

Part B: Work Health and Safety Arrangements
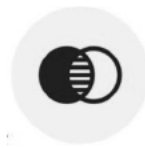
5. Responsibilities

5.1 Treasury

As the Person Conducting a Business or Undertaking (PCBU), there are key principles that apply to all WHS duties under the *WHS Act 2011*.

5.1.1 WHS duties are *not* transferrable

Treasury will not, under any circumstances, transfer or contract out their duties to another person or PCBU. This includes not contracting out duties to a contractor or subcontractor. Treasury however, may enter into reasonable arrangements or agreements with other PCBUs it is working with to ensure everyone's duties and responsibilities (including Treasury's) are met.

5.1.2 More than one person can have the same duty

Treasury and another PCBU (for example Department of Foreign Affairs and Trade [DFAT]) can have the same WHS duties/responsibilities relating to a particular work activity or the environment in which the work is being undertaken. This means Treasury and the other PCBU are both responsible for addressing WHS risks. Where duties are shared, Treasury will:

- meet its duty to the extent of which it has capacity to influence and control the matter
- consult, cooperate and coordinate with other duty holders.

The PCBU with the most influence and control over a matter will be in the best position to manage the associated risks.

5.1.3 Management of risks

As the PCBU, Treasury is required to eliminate risks to health and safety so far as is reasonably practicable. If elimination is not reasonably practicable, the risk must be minimised so far as is reasonably practicable.

As the duty holder, Treasury, being the PCBU, must, as far as reasonably practicable:

- ensure the health and safety of its workers and others in our workplace

- ensure the health and safety of other persons is not put at risk from work carried out as part of its operations

- provide and maintain a work environment where WHS risks are mitigated

- provide and maintain safe plant and structures

- provide and maintain safe systems of work

- ensure the safe use, handling and storage of plant, structures and substances

- provide accessible and adequate facilities (for example access to washrooms, lockers, and dining areas)

- provide any necessary instruction, training, information, and supervision to ensure WHS requirements are met

- monitor workers' health and conditions at the workplace

- maintain any accommodation owned or under their management and control to ensure the health and safety of workers occupying the premises.

Specific duties as a PCBU also include:

- recording and notifying Comcare of any notifiable incidents arising out of the conduct of the business or undertaking

- ensuring authorisations are in place for any high-risk work or plant

- consulting so far as reasonably practicable with other PCBUs or persons who have a duty in regard to a WHS matter

- consulting so far as reasonably practicable with workers, their representatives and Health and Safety Representatives (HSRs) on work health and safety matters.

In addition, the PCBU will not impose a levy or charge on a worker or permit a levy or charge to be imposed on a worker, for anything done, or provided, in relation to WHS.

5.2   Treasury Senior Executive Service (SES) employees

All Treasury SES employees are considered Officers under the *WHS Act 2011*. As Officers, they are responsible for ensuring Treasury complies with any duty of obligation under the *WHS Act 2011*. This is achieved by exercising due diligence, which means they are to:

- acquire and keep an up-to-date knowledge of WHS matters

- gain an understanding of Treasury's operations and the hazards and risks involved

- ensure appropriate resources and processes are provided to enable hazards to be identified and risks to be eliminated or minimised so far as reasonably practicable

- ensure information regarding incidents, hazards and risks is received, considered and responded to in a timely way

- ensure Treasury has, and implements, processes for complying with its WHS duties and obligations

- verify the provision and use of the processes listed above through appropriate audit and assurance activities.

To support Officers in exercising due diligence, the below are implemented:

- WHS reporting to the Executive Board on a bi-annual basis

- integrating WHS requirements into everyday business through consultation with management and all workers

- maintaining a WHSMS, which is reviewed by the Health and Safety Committee (HSC) every three years or as required

- ensuring WHS risk management is incorporated into all business activities and that hazard identification, risk assessment and control is an ongoing process, including:

  o developing and maintaining a WHS risk register

  o developing and maintaining WHS policies and procedures

  o ensuring an effective workplace injury/incident reporting procedure

  o ensuring appropriate processes are in place for contractor management

  o ensuring the procurement of any equipment considers WHS matters by asking the requester to conduct a risk assessment where relevant

  o ensuring regular hazard inspections of the workplace occur

  o incorporating WHS updates and information into regular reporting

  o ensuring that WHS issues are part of all training provided for workers, including at induction

  o ensuring that contractors and visitors to Treasury are provided with appropriate and reasonable WHS information at site entry.

5.3   Middle Managers and Supervisors

A middle manager or supervisor is a worker who has responsibility in Treasury for managing other workers. Depending on the role and influence, a middle manager or supervisor may be classified as an 'Officer' under the *WHS Act 2011*. Middle managers and supervisors are responsible for providing a workplace that is, as far as reasonably practicable, a safe and healthy workplace for workers and visitors, in particular in the areas of their control. This includes:

- modelling healthy and safe leadership

- fostering a positive WHS culture where input is valued

- promoting and implementing the WHSMS, including management of hazards and risks

- understanding and monitoring safety performance objectives

- proactively managing other duty holders (e.g., contractors), as required.

Middle managers and supervisors are responsible for demonstrating a commitment to good health and safety performance by:

- talking about safety at meetings

- ensuring safe work procedures are followed

- reporting incidents, hazards and safety concerns promptly

- assessing task risk and not allowing an activity to continue until it can be controlled adequately.

5.4   Workers

A worker is a person who carries out work in any capacity for Treasury. At all times, workers must take reasonable care of their own health and safety while they are at work and take reasonable care that their acts or omissions do not adversely affect the health and safety of other persons. Workers must comply, so far as they are reasonably able, with any reasonable direction, as well as co-operating with any reasonable Treasury policy or procedure which relates to WHS. This includes:

- taking reasonable care to work safely to the extent of a worker's control or influence over working conditions and methods

- making sure that the work area is safe when leaving it

- making proper use of all appropriate safeguards, safety devices and personal protective equipment

- following agreed safe working practices and rules

- reporting all hazards, near misses and incidents as soon as possible.

In accordance with the *WHS Act 2011*, a worker may cease, or refuse to carry out work if they have a reasonable concern the work would expose them to a serious risk to their health or safety. Workers who cease work need to notify the relevant manager that they have ceased unsafe work and why, as soon as practicable after doing so. If done verbally, this must be followed up in writing. Workers are to remain available to carry out suitable alternative work. This would not however, require workers to remain at any place that poses a serious risk to their health or safety.

Employees who have undertaken HSR training are able to cease any worker from unsafe work if they believe it is dangerous.

5.5   Contractors

Contractors, sub-contractors and self-employed persons are defined as 'workers' under the *WHS Act 2011* where they carry out work in any capacity for Treasury. In addition to the above noted obligations they are required to:

- comply with the requirements of the WHS legislation

- have in place any WHS policies and programs required under state or territory safety legislation

- consult with Treasury about safety matters and comply with Treasury policies and contractor protocols

- provide a Safe Work Method Statement (SWMS) for any work deemed as high-risk work under the *WHS Act 2011*, prior to undertaking the works, for example electrical work

- work safely and to include the safety of Treasury workers and visitors in their safety plans.

If any worker believes a contractor may be engaging in an unsafe work practice, they are required to report this issue to their manager immediately.

5.6 Visitors

Visitors to Treasury and other persons also have responsibilities to abide by our workplace safety rules and procedures. These responsibilities include:

- taking reasonable care for their own health and safety and for the health and safety of other persons

- complying with, so far as they are reasonably able, all reasonable safety directions provided by Treasury workers

- reporting all safety related incidents to Treasury workers.

5.7 People and Organisational Strategy Branch (POSB)

In the context of WHS, POSB, through the Performance and Wellbeing (P&W) Team will:

- provide advice and support to managers and workers on health, safety and wellbeing policies and practices

- report and communicate any WHS legislative or regulatory changes as needed, to ensure compliance

- report to senior executive as required, including the Executive Board

- maintain Treasury's WHS related policies and procedures including the WHSMS in consultation with the HSC

- undertake incident management, including supporting staff recovery

- liaise with and report to health and safety regulatory authorities as required

- assist officers to meet their due diligence obligations.

5.8 Consultation and Communication

Open communication between workers and managers is important to ensuring a safe workplace.

Therefore, workers are encouraged to:

- ask questions relating to WHS

- bring up safety concerns

- become involved in evaluation and resolution of safety issues

- participate in any WHS related problem-solving process

- take a proactive approach to identifying opportunities to improve safety.

Consultation involves taking the views of workers and health and safety representatives (HSRs) into account before making decisions. It is important to note that consultation does not require agreement or consensus.

At a minimum consultation requires that:

- relevant information about the WHS matter being considered is shared with workers

- workers are given reasonable opportunity to express their views, raise issues and contribute to the decision making process

- the Treasury takes the views of workers into account

- the Treasury advises workers of the outcomes of consultation in a timely manner.

It is important that workers help shape decisions about WHS particularly when:

- identifying major hazards and risks arising from the workplace and determining how ways to eliminate or minimise those risks

- making decisions about the adequacy of facilities for the welfare of workers

- proposing changes that may affect the health and safety of workers

- commencing new contract arrangements with suppliers and/or providers and there is evidence that risks and hazards may arise as a result of the agreement

- developing or changing job tasks or safety procedures.

All workers belong to a work group and are encouraged to raise any WHS concerns they may have with their manager and/or HSR in the first instance. If the concern raised remains unresolved, it should be escalated as per the _WHS Issue Resolution Process_ (section 28).

5.8.1 Consultation process

The Treasury will generally consult with workers and HSRs through the Health and Safety Committee (HSC) and/or directly with workers depending on the situation.

Other forms of communication and consultation may be utilised as required.

In addition, section 10 of Treasury's Enterprise Agreement 2024-27 stipulates key factors about consultation, including when and for how long to consult with workers.

Where there is a shared duty, each duty holder will, so far as reasonably practicable, consult, cooperate, and coordinate activities with the other duty holder. Shared duties may be internal between the Treasury and workers, or external, between the Treasury and another duty holder employed by another organisation.

What is reasonably practicable in relation to consultation about shared duties will depend on the circumstances. Situations to consider include the nature of the work and the extent of the impact it may have.

5.9   Health and Safety Representatives (HSR)

HSRs contribute to the department's strategic focus on emerging health and safety risks. Trained HSRs have a range of responsibilities and powers under the *WHS Act 2011*. These include the power to inspect the workplace, represent their work group (refer to *Appendix A - Definitions*) in matters relating to health and safety, and investigate and assist in resolving health and safety complaints. An HSR's primary role is to ensure appropriate communication and consultation with their work group to ensure issues are raised and resolved as needed. Refer to the HSR role description for further information.

HSRs cannot exercise all their powers under the *WHS Act 2011* unless they are trained and are not liable for acts or omissions that are undertaken in good faith. HSRs are not entitled to personal or medical information about a worker without their consent unless that information is of a general form that does not identify workers specifically.

6.   Failure to Comply with a Safety Duty

Depending on the breach and severity, consequences may be applied, and both criminal and civil action may be taken. The PCBU will be held to account, but others under the *WHS Act 2011* may also be held liable such as Officers or workers where they have been found to be negligent. There are three categories of offence, with Category 1 having the highest penalties, including imprisonment.

To review these categories, refer to the latest version of the *WHS Act 2011*.

7.   Governance Arrangements

7.1   Executive Board (EB)

The Executive Board receives biannual WHS reports, to provide oversight over key WHS matters and to support informed decision-making or input into the direction of WHS where required.

EB's focus is to set the overall strategic direction and priorities of Treasury, as well as overseeing financial and operational performance by allocating resources, resolving major issues, managing enterprise risks (including WHS risks) and ensuring accountability and regulatory requirements are met.

Refer to the Executive Board Terms of Reference for further information.

7.2   People and Inclusion Committee (PIC)

The PIC is an advisory and decision-making group with responsibility for ensuring the department's workforce is safe, effective and engaged, and has the capacity and capability required to deliver on its purpose. The PIC reports to the Executive Board.

Refer to the PIC Terms of Reference for further information.

7.3   Audit and Risk Committee (ARC)

The ARC assists the Secretary with legal requirements under the PGPA Act and advises on the Treasury's financial and performance reports, risk and internal control systems, and other issues, such as compliance with laws, including WHS.

Refer to the Audit and Risk Committee Charter for further information.

7.4   Health and Safety Committee (HSC)

The HSC fosters a cooperative consultative relationship between managers and workers, providing a forum to share information, raise issues and contribute to decision-making on matters which impact on the health, safety and wellbeing of the whole department. The HSC comprises of management, HSRs and key Group workers who work collaboratively to review, discuss and develop ways of improving the systems for managing WHS in the workplace. The HSC will act in accordance with its Terms of Reference.

Meeting minutes of the latest HSC meeting are made available for all workers to review on the Intranet.

8.   Right of Entry

WHS entry permit holders are union officials who have completed an approved training course and hold, or will hold, an entry permit under the *Fair Work Act 2009*. They cannot exercise their right of entry without a WHS entry permit. A right of entry is undertaken where the permit holder reasonably suspects a contravention has occurred. This includes:

- entry to inquire into a suspected contravention

- entry to inspect workers' records held by the relevant PCBU or information held by another person.

In other circumstances:

- entry to consult and advise workers.

The WHS entry permit and photographic identification must always be available for inspection. Where there is a suspected workplace WHS contravention, a WHS entry permit holder is not required to give prior notice. However, as soon as reasonably practicable they must give written notice of their entry and the suspected contravention to Treasury or the person with management or control of the workplace. This would not apply if giving notice would:

- defeat the purpose of the entry, and/or

- unreasonably delay the WHS entry permit holder in an urgent case.

A WHS entry permit holder is required to give at least 24 hours' notice (and no more than 14 days) to Treasury before entering a workplace to consult on WHS matters or provide advice on those matters to relevant workers.

The WHS entry permit holder may, in relation to the suspected contravention:

- inspect any work system, plant substance or structure,

- consult with the PCBU and its workers,

- be allowed to inspect and make copies of relevant documents (unless to do so would contravene a State or Commonwealth law); and,

- warn any person whom they believe to be exposed to a serious risk to their health and safety emanating from an immediate or imminent exposure to a hazard.

Treasury must not, without reasonable excuse, refuse or unduly delay a WHS entry permit holder's entry into a workplace or obstruct them from exercising their rights under the *WHS Act 2011*.

The WHS entry permit holder must not intentionally and unreasonably delay, hinder or obstruct any person or disrupt any work at a workplace or otherwise act in an improper manner.

9. Training

Treasury will provide workers with information, instructions, and training on WHS via Treasury's Learning Management System (LMS).

Treasury is committed to providing appropriate training to ensure workers have the skills and knowledge necessary to fulfil their WHS obligations. WHS training is a fundamental requirement to achieving a safe workplace. The WHS training needs for workers will be determined in consultation with managers and workers, as well as thorough review of the WHS Risk Register, however it can be generally categorised into three types:

Generic WHS training	Skills and knowledge which is commonly required, e.g., induction training, WHS risk management training, evacuation procedures.
Risk specific WHS training	Training required for those persons conducting activities with a specific risk to WHS or a verification activity, e.g., first aid training, hazardous substances training, confined spaces training, working from heights.
Task specific WHS training	Skills and licensing which are required depending on the specific hazards and risk, e.g., any equipment operation, high risk work licenses such as for driving forklifts and cranes. Whilst Treasury does not undertake these types of activities, verification will occur with any contactors on site who are undertaking these activities to confirm they have the required licenses and training.

Treasury recognises WHS training may be required when:

- a new person starts work—induction, on the job training
- new machinery/equipment, hazardous chemicals, products or other items are introduced to the workplace
- a worker's job changes
- a new WHS regulation/s that affects our industry are introduced
- there has been a serious incident /near miss at work.

POSB will review WHS training as needed, or when legislation or changes occur to ensure managers and workers:

- understand what is required of them
- have the knowledge and skills needed to work safely and without risk to their health and safety.

Training is made available for workers via Treasury Learn.

9.1 WHS Induction

All new managers and workers are provided with WHS information regarding the workplace as part of their overall induction and introduction to Treasury. A thorough WHS induction process assists new workers to feel welcome, integrate into the organisation and know how to work safely.

The person inducting the new starter, and the new starter, should use the _Welcome to Treasury's Orientation guide for new starters, managers and buddies_ to ensure all WHS and wellbeing matters are covered.

All non-labour hire contractors (tradespersons) prior to commencing work on Treasury sites must complete a site induction to ensure they have been made aware of any risks and how to report any incidents that may occur. Tradespersons are managed by the Property Services and Logistics team, refer to 15.3 for further information on contractor management.

Labour hire contractors are able to access Treasury's induction process.

Part C: Implementation and Operations

10. Emergency Procedures

Emergency response procedures outline different scenarios and what workers, fire wardens and first aid officers are to do in the event of an emergency.

All fire equipment, such as alarms and fire extinguishers, are tested by an approved provider every six months.

Refer to the Emergency and First Aid tab on the intranet for further information, or contact the Property Services and Logistics (PSAL) Team at psal@treasury.gov.au

11. First Aid

First aid is the immediate treatment or care given to a person suffering from an injury or illness until more advanced care is provided or the person recovers.

A first aid officer (FAO) is a person who has completed a nationally accredited training course or an equivalent level of training that has given them the competencies required to administer first aid.

Treasury has first aid requirements in place as required by the *First Aid in the Workplace Code of Practice* including, but not limited to:

- appointment of FAOs
- provision of first aid kits and defibrillators (where required), within the workplace
- clear signage with the name of the FAO and their location
- first aid rooms where required.

FAOs are located on each level of all Treasury occupied premises.

Refer to the First Aid Policy and Procedure for further information.

12. Incident Management

Treasury's *Incident Reporting and Investigation Procedures* detail workers' responsibilities and obligations around incident reporting. All physical and psychosocial near misses, incidents, hazards, and illnesses that arise from the workplace must be reported via Delphi. Workers are responsible for alerting their manager, HSR or POSB to any dangerous hazards or incidents as soon as possible. Reporting should be made within 48 hours of the event occurring, or 24 hours where the incident is notifiable (see section 12.4 for more information on notifiable incidents).

12.1 Injury Management and Rehabilitation

Where an incident results in injury or illness, support is available for employees under Treasury's Early Intervention Assistance program, rehabilitation and return to work processes and/or via workers compensation.

For further information about support after an incident, refer to the Support Staff Recovery Page and the Rehabilitation Management System Policy on the Intranet.

12.2 Incident Investigation

All incidents, hazards and near misses will be reviewed by POSB. This may include involvement from other stakeholders or technical experts as needed, noting these investigations are informal and may require minimal intervention. In some instances, a formal investigation may be required due to the nature and severity of the incident. Formal investigations must only be conducted by those trained in incident investigation training.

The manager and the worker/s involved in the incident may be included in the investigation process to provide input to identify what went wrong, why it happened, if controls measures were in place and if so, why they/it failed.

Refer to the Incident and Investigation Procedure for further information.

12.3 Incident reports

A summary of the Delphi incident report is provided to the PIC and the Executive Board bi-annually. A summary on incident reports is provided to the HSC at each meeting.

12.4 Notifiable incidents

A notifiable incident is defined as:

Death of a person

A serious injury or illness of a person

A 'dangerous incident'

Under the *WHS Act 2011*, Treasury must inform Comcare immediately after becoming aware that a notifiable incident has occurred which arose out of Treasury's conduct. All serious incidents, or incidents that result in hospital admission must be reported to the Performance and Wellbeing team who will notify Comcare.

Notifiable incidents must be reported within 24 hours of the incident occurring, followed up by an incident report via Delphi. Notifiable incident sites must be preserved as far as is practicable and reasonable pending further direction and investigation by Comcare.

Refer to the *Incident and Investigation Procedure* for further information and detail.

13. WHS Risk Management

Treasury encourages all workers to create a healthy and safe working environment, both for themselves and the people around them. To fulfil this, hazards relevant to each work activity / area must be identified and suitable steps taken to prevent injury or ill health to Treasury workers, and visitors.

Risk management is a continuous cycle and involves regular consultation and review. When undertaking a WHS risk assessment, it's important to remember the key purpose is to ensure that, for any identified hazards, appropriate control measures are implemented in order to protect workers, contractors and visitors from risks to their health, safety and welfare.

Refer to the *WHS Risk Management Procedure* and the *WHS Risk Assessment Template* for further information.

13.1 WHS Risk Register

To ensure that all hazards and controls are monitored and documented, a generic WHS Risk Register has been developed for Treasury. This risk register is reviewed on an annual basis in consultation with the HSC.

The *WHS Risk Register* is available on the intranet for all workers to view, and any feedback on the register is encouraged to be provided to either a HSR or to POSB.

For the Enterprise risk register, which encompasses other hazards around security, fraud, and business continuity refer to the Enterprise *Risk Management* page or reach out to enterprise-risk@treasury.gov.au

14. Workplace Inspections

Treasury will proactively meet legislative requirements by conducting annual inspections at a minimum, to identify workplace hazards affecting worker safety, and minimising associated risks.

The Treasury *Workplace Inspection Checklist* is used to identify and help rectify/eliminate hazards in the workplace. Office Managers in Perth, Sydney and Melbourne are to lead workplace inspections and invite the HSR/s. The specific times and dates can be discussed within their area. Within the Canberra Office, a member of POSB will invite HSRs to join them in an inspection of each floor / block in the Canberra building. More than one HSR may accompany if they wish. The inspections should be undertaken by following the principles of WHS risk management.

HSRs are and invited to conduct a workplace inspection within two weeks of a divisional accommodation move, or in consultation with their work group.

If any hazards are identified through the inspection process, controls must be implemented to ensure any risks are eliminated or minimised as far as reasonably practicable.

Once completed, a copy of the workplace inspection must be provided to POSB for record keeping. POSB will also review and note any trends across the areas which will inform the WHS Risk Register.

Reporting will be provided to the PIC and EB on the workplace inspections completed and the outcomes of any serious hazards identified.

The PSAL team also conduct informal workplace inspections on a regular basis and as required. All workers must report building hazards through Delphi, or if immediate risk is identified, contact PSAL on x3333.

15. Contractor Management

15.1 Procurement

Treasury enters into and manages contracts for a range of services and products, including, but not limited to:

- recruitment of contractors to provide specific services
- building works, such as the design, construction and installation of office accommodation
- general procurement of goods and services
- supply, installation and maintenance of plant and equipment
- cleaning services.

Procurement processes may vary widely from simple purchases to more complex tenders. Hazard identification and risk assessment procedures must be used in the procurement of goods, services and equipment to consider WHS issues and ensure any hazards being introduced into the workplace are identified and can be mitigated to reduce the risk of harm to workers and the environment. Examples of this could include:

- Analysis of technical information relevant to health and safety (e.g., safety data sheets [SDS])
- Identification of health and safety risks (e.g., dust or noise created)
- Identification of any people who may be affected by the activity or procurement (e.g., fumes from paints)
- Safe work procedures (e.g., operating instructions for new equipment and training requirements)
- Safe storage requirements (e.g., chemical storage).

Where new hazards introduced into the workplace are likely to be permanent, the project manager must inform POSB of the hazards and associated control measures. The _WHS Risk Register_ will then be updated to reflect the additions.

15.2 Contract specifications

Treasury's procurement team are responsible for administering all contracts. WHS is a consideration depending on the contract itself, for example, where the contract is in relation to a construction project,

WHS requirements will be in place to ensure the safety of workers, whereas procurement of an IT system will have limited requirements around WHS.

Refer to the Procurement page on the intranet for further information or reach out to the procurement team at procurementteam@treasury.gov.au.

15.3   Managing Contractors

Under Section 19 of the *WHS Act 2011*, Treasury holds a duty of care to all workers, including contractors, without outsourcing obligations. Contractors, their workers, and associated parties must ensure actions comply with the *WHS Act 2011* and other relevant regulations and standards ensuring worker safety whilst undertaking work for Treasury.

Any non-labour hire contractors and sub-contractors undertaking high risk work are required to have the appropriate authorisations to carry out the work. This includes having the right licences, training, verifications of competency and permits (where required).

For further information about management of non-labour hire contractors, refer to the Contractor Management Procedure or reach out to PSAL at psal@treasury.gov.au

15.4   Asbestos

The premises occupied by Treasury in Canberra were built before 31 December 2003 and therefore there is a requirement for Treasury to comply with measures outlined in the *Code of Practice: How to manage and control asbestos in the workplace*, the Asbestos Management Plan (AMP), and Asbestos Register. To ensure all materials containing asbestos are safely managed, no repairs or building works must be conducted without first checking the AMP and Asbestos Register.

The AMP and Register must be reviewed and revised (where needed) at least once every 5 years or when changes are made, e.g., where asbestos has been removed, or new locations of asbestos have been identified.

All workers are required to report any suspected asbestos to PSAL immediately so that it can be investigated by a qualified person and removed by licensed personnel if needed / possible.

The AMP and Asbestos Register for all Treasury occupied buildings (where there is asbestos) can be accessed by emailing PSAL at psal@treasury.gov.au.

16.   Chemical Management

16.1   Dangerous Goods and Hazardous Substances

Under the *WHS Regulations 2011*, hazardous chemicals are any substance, mixture or article that satisfies the criteria of one or more hazard classes within the Globally Harmonised System of Classification and

Labelling of Chemicals (GHS). Whilst Treasury endeavours to use non-toxic chemicals where possible, there are times where use of the hazardous substances are required by contractors.

There are two broad types of hazards associated with hazardous chemicals which may present an immediate or long-term injury or illness to people. There are:

Health hazards – chemicals that cause adverse health effects.

Physical hazards – chemicals that can result in immediate injury to people or damage to property.

Safety Data Sheets (SDS') are prepared for all hazardous substances to ensure the user or others that may be impacted by the chemical are made aware of:

- the properties of the chemical
- the physical, health and environmental health hazards
- proactive measures
- safety precautions for handling, storing and transporting the chemical
- what to do in the event of an emergency involving the chemical.

All SDS' must be dated within the last 5 years to be deemed current and compliant. Every 5 years, or as prescribed by the date on the SDS, a new SDS must be procured by Treasury.

Refer to the Chemical Management Procedure for further information contact PSAL at psal@treasury.gov.au.

17. Electrical Safety

Failure to maintain electrical equipment in a safe condition or to use equipment in accordance with manufacturer's instructions may result in injury or death to workers or other parties.

All electrical equipment must be protected from damage, used safely and checked regularly. In addition, there are other requirements that must also be implemented for 'specified electrical equipment'. These requirements include combinations of testing and recording and connection to safety switches.

Regular inspection and testing of in-service electrical equipment by a competent person is a way to ensure this safety duty is met. The WHS legislation requires that electrical equipment is inspected and tested in accordance with *Australian Standard 3760: 2010 In-service safety inspection and testing of electrical equipment* (AS/NZS 3760:2010*)*. Only authorised electrical personnel are to perform installation, inspection, testing and labelling activities.

In line with Treasury's *Incident Reporting and Investigation Procedure* any hazards, incidents or near misses involving electricity will need to be reported as soon as possible.

17.1   Testing Frequency

The frequency of inspections that are outlined in Section 2 of the Standard, *AS/NZS 3760:2010* are recommended but can be varied subject to a risk assessment by any concerned persons. The Australian standard includes a table that sets out testing and inspection intervals for various types of equipment from three months (for equipment that is high use, high risk, or hire equipment) to up to five years (for equipment that is not open to abuse, flexing of cords, etc.) In addition to the regular testing and inspection, the standard specifies that electrical equipment is to be inspected and tested:

- before return to service after a repair or servicing, which could have affected the electrical safety of the equipment

- before return to service from a second-hand sale, to ensure equipment is safe.

Generally, the below should be followed:

- tools and leads: every 12 months (low use)

- safety switches: monthly

- offices: every three–five years.

Workers should not bring in any personal electrical equipment, such as heaters. If equipment is required due to workplace adjustments, a Delphi ticket must be submitted to PSAL to ensure it is tested and tagged prior to use.

17.2   Residual Current Devices

The fitting of residual current devices (RCD) on certain equipment can considerably reduce the risk of electrocution. An RCD (also known as a safety switch) works by detecting a current leakage. When RCD detects this current leakage, it turns the power off almost immediately. Whilst an electric shock may still be received, the duration will be shortened reducing the risk of serious injury.

17.3   Unsafe Equipment

Where a worker has identified any equipment as unsafe, they must report it to PSAL immediately by calling PSAL on x3333. If there may be a delay in response, signage must be posted up warning against further use. PSAL will inspect the equipment, and either dispose of it immediately, or withdraw it from service so that repairs can be undertaken.

18.   Plant and Equipment

The definition of plant encompasses hand tools either powered or non-powered (electric drills, hammers) and in the context of Treasury, extends to office furniture, such as printers, and any other equipment used for work purposes.

Plant must be maintained and cleaned following the procedures recommended by the designer or manufacturer or by a competent person. Only a competent person may inspect and repair damaged plant – no Treasury employee is to undertake any work on plant or equipment regardless of their background or experience.

Unsafe and/or malfunctioning plant and equipment can be identified by any person by several methods such as:

*   equipment inspections

*   verbal reporting of equipment malfunction to the appropriate manager

*   hazard and incident reporting.

Once identified, the unsafe or malfunctioning plant/equipment must be reported to PSAL for repair to be organised. Plant/equipment which has been identified as unsafe should be disconnected from the power supply (if connected) and clearly labelled as unsafe and not to be used. If possible, the plant/equipment should be moved to a location where it is not accessible.

Records of inspection, testing and monitoring are required to be maintained by Treasury. As a minimum, records should include details of inspections, maintenance, repair, calibration and alteration of plant.

The plant and equipment that Treasury holds on site include office-based equipment such as building lifts, computers, printers, and laminators etc. Building lifts are maintained as per requirements and only authorised and licensed personnel are to undertake repair or maintenance work on them.

Contractors have obligations under the *WHS Act 2011* to ensure any plant or equipment brought in and used for work on Treasury sites are checked, maintained and used only by authorised personnel. Any plant or equipment brought on site by contractors must be managed and maintained by them and not made accessible to Treasury workers.

For further information around management of plant and equipment reach out to PSAL at psal@treasury.gov.au.

19.   Confined Spaces

Treasury occupied buildings have confined spaces, however these are externally accessible, i.e., it is accessible outside of Treasury occupied premises. Any instance of a contractor entering a confined space will be managed by the building owners. No employees within Treasury are to enter into any confined spaces.

20. Personal Protective Equipment (PPE)

PPE refers to anything used or worn to minimise risk to worker health and safety. Due to the nature of work conducted at Treasury, generally, the use of any PPE is limited and not required in most circumstances. FAOs may be required to use PPE (gloves, mask) to provide first aid when needed, and these are provided within first aid kits.

Treasury workers or visitors are not to be carrying out any tasks that require specific PPE, such as electrical work, plumbing, etc. If workers prefer, they may wear masks in the office to protect against transmittable diseases, but this is not a requirement.

Contractors and sub-contractors are responsible for bringing in, maintaining, and using their PPE.

Prior to requesting Treasury workers to make use of PPE, guidance from the Government will be reviewed (when required), and risk assessments completed where needed to ensure PPE is a reasonably practicable control against the issue. Treasury will provide PPE where it is a mandatory requirement to wear it.

21. Manual Handling

Manual handling is any task that requires you to push, pull, lift, carry, move, hold or lower any object, person or animal. A manual task becomes hazardous when one or more of the following risk factors are present:

- repetitive or sustained force
- high or sudden force
- repetitive movement

- sustained or awkward posture
- vibration.

Examples of manual handling tasks in the Treasury environment include:

- lifting and lowering
- carrying and restraining

- pushing and pulling
- typing / working on a computer.

The types of injuries related to manual handling are generally musculoskeletal, which may include, but is not limited to:

- repetitive strain injuries
- muscle injuries
- tendon and ligament injuries

- bone injuries
- back injuries
- acute or chronic pain.

21.1   Preventing Manual Handling Injuries

Consider if the risks associated with manual tasks can be eliminated. Where the risk can't be eliminated, consider the below control measures to minimise them:

- Can the design or layout of the work area be changed to minimise manual handling?

- Can tasks be redesigned to minimise manual handling, for example, using mechanical aids?
- Can manual handling tasks be rotated between workers to reduce the strain from repetitive movements?
- Can workspace heights be changed to reduce the need for awkward postures?

21.2   Tips for Lifting, Lowering and Moving Equipment

Outlined below are tips for moving equipment. It will support minimising risk of injury or exacerbating a pre-existing injury.

- whenever possible use trolleys for moving large, heavy, awkwardly shaped or multiple items
- prepare by stretching and warming up, especially after prolonged sitting
- slide the item as close as possible to you before lifting
- put loads down in the same manner in which they were picked up
- keep your back straight and bend your knees when lifting
- where possible, store frequently used items between waist and shoulder height, which reduces the need for forward bending when lifting, with heavier items towards the bottom to avoid risk of injury
- ask for help. If there are a lot of items to move, or the item is big, ask someone to assist you.

22.   Ergonomics

All equipment provided to Treasury workers meet ergonomic standards. To support workers to correctly set up their workstation, an online checklist has been made available.
If, after completing the checklist, pain or discomfort is experienced, please lodge a Delphi request to the Performance and Wellbeing team including a copy of the completed checklist.

Where a pre-existing / known condition exists that may require additional ergonomic adjustments, please contact the Performance and Wellbeing team.

Refer to the Workstation and Eye Health Intranet page for further information.

23.   Slips, Trips and Falls

Slips, trips and falls are one of the major types of accidents in workplaces. To minimise the risk of accidents, it's essential to maintain good housekeeping practices. This includes promptly addressing water or food spills to prevent slips, ensuring materials are stored neatly and not obstructing walkways to avoid trips, and regularly inspecting less visible areas like storage rooms and stairways for potential hazards. Proactive management can reduce the likelihood of slips, trips, and falls.

24. Mental Health and Wellbeing

Treasury has developed a range of policies and procedures to drive and maintain a psychologically safe and inclusive work environment with a pro-integrity culture. To support this, employees have access to programs including the employee assistance program (EAP) and Cancer aid support programs (Osara Health).

All information relating to mental health and wellbeing, including programs, resources and supports available can be found under the Wellbeing Hub on TERI.

24.1 Healthy Minds: Mental Wellbeing Strategy 2022 – 2025

The *Healthy Minds Strategy* focuses on managing identified risks and preventing harm through boosting wellbeing, intervening early, and supporting recovery. The strategy focusses on three key pillars:

• Boosting wellbeing,

• Intervening early, and,

• Supporting recovery from episodes of mental ill health.

The strategy outlines 22 key actions which include a range of initiatives (new and existing) which will be delivered across the strategy timeline.

For further information, refer to the Mental Wellbeing at Work intranet page and the Mental Wellbeing Strategy.

25. Remote or Isolated Work

Treasury provides its workers with a hybrid workplace, meaning that workers can carry out their work at home or in the office. If a worker is working from home and sustains an injury whilst carrying out work for Treasury, they must report it through Delphi as per Treasury's *Incident and Investigation Procedure*.

Working alone in the office is discouraged as it may increase the severity of the consequences if an incident was to occur. Where workers are working alone in the office, they should make sure their manager is made aware of where they are and have access to a working phone nearby.

Refer to the Working Remotely intranet page for further information.

25.1 Travel overseas

Where employees travel overseas at the direction of the Treasury, Treasury and any other involved department will have a joint duty of care to ensure the safety of the employee. This extends only to what the Treasury and the department have control over so far as is reasonably practicable.

All workers who travel overseas for work purposes have a duty to:

• take reasonable care for their own health and safety

• take reasonable care that their actions or omissions do not adversely affect the health and safety of others

- comply with reasonable instructions given by Treasury and/or other participating department/s
- comply with all Treasury policies and procedures that the worker has been notified of, including any reasonable policies and procedures of the workplace.
- Maintain adherence to APS Code of Conduct and Values whilst travelling.

Refer to Official International Travel Guidelines for further information.

26. Discriminatory, Coercive and Misleading Conduct

Under section 6 of the *WHS Act 2011*, discriminatory, coercive and misleading conduct in relation to WHS matters is prohibited. Treasury ensures this by allowing individuals to perform WHS roles and activities, as well as raise health and safety issues or concerns at the workplace without fear of discrimination or coercion.

26.1 Discrimination

Treasury will not engage in discriminatory conduct against a person because of their WHS related roles or activities.

For further information relating to discriminatory conduct refer to the *Preventing Bullying and Harassment and Discrimination Policy*.

26.2 Coercion or inducement

Treasury is committed to ensuring that no persons take any actions intended to intimidate, force or cause a person to exercise, or not exercise, a health and safety power, function or role. This includes organising or threatening to organise or take such action. Note there is an exception for emergencies, which allows an emergency worker to give reasonable directions in an emergency without it amounting to unlawful coercion or inducement.

26.3 Misrepresentation

Under the *WHS Act 2011* it is an offence for a person to knowingly or recklessly make a false or misleading representation about another person's:

- rights or obligations under the WHS laws, e.g. the right to cease work.
- ability to initiate or participate in, a process or proceedings under the WHS laws, e.g. the right to request the election of an HSR or the right of a majority of workers of a work group to remove an HSR elected by them.
- ability to make a complaint or inquiry to a person or body empowered under the *WHS Act 2011* to seek compliance, e.g. claiming that the circumstances do not allow an inspector to be called in to resolve an issue.

27. Inappropriate Behaviour

Bullying, harassment, discrimination, sexual misconduct, and violence of any form will not be tolerated at Treasury. There are two avenues to resolve complaints, formally and informally. It is recommended that resolution at the lowest management level is undertaken first before escalating to a formal process. All complaints formally made will be investigated and will follow the principles of natural justice. If the complaint is found to be valid following a formal investigation, sanctions up to and including dismissal may result. The complaints process is detailed within the Preventing Bullying and Harassment and Discrimination Policy.

Treasury has obligations under **positive duty** in the *Sex Discrimination Act 1984* requiring Treasury to take all reasonable and proportionate measures to eliminate, as far as possible:

- workplace sexual harassment, sex discrimination and sex-based harassment

- conduct that amounts to subjecting a person to a hostile workplace environment on the ground of sex

- related acts of victimisation.

Treasury's approach in preventing and responding to sexual misconduct is through a 'person-centred and trauma-informed' way. Treasury will also consider the broader impact or risk of harm to other workers in the workplace.

All workers are encouraged to report if they witness or experience instances of bullying, harassment, violence, or discrimination in any form.

Treasury workers must behave in accordance with the APS Values and Code of Conduct when they are representing Treasury. Any inappropriate behaviour at work functions will not be tolerated.

Refer to Treasury Learn for available training/s related to appropriate behaviours and the following documents for further information:

- Preventing Bullying and Harassment and Discrimination Policy

- Managing Bullying and Harassment **Intranet page**

- Inclusion and Diversity Strategy 2023 - 2028

- Social Functions policy

- APS Values and Code of Conduct

27.1 Workplace Harassment Contact Officers (WHCOs)

WHCOs provide alternative avenues for workers to report any instances of bullying and harassment they may have experienced or witnessed. Their primary role is to provide information and support to staff on issues of workplace bullying and harassment, including resolution processes. Workers can reach out to any WHCO regardless of what group or division they belong to.

Refer to the Workplace Harassment Contact Officer intranet page for further information.

Part D: Measurement, Evaluation and Corrective Action

28.   WHS Issue Resolution

All WHS concerns and issues are taken seriously and action to facilitate resolution will be undertaken promptly. There are two pathways in resolution: formal and informal. Regardless of which approach is used, it is recommended that the concern or issue is documented in some way, such as email.
Any workers, visitors or other persons in the workplace may raise an issue by informing a Treasury employee including a HSR or manager.

Refer to the *WHS Issue Resolution Procedure* for further information.

29.   Monitoring and Review

Treasury monitors WHS performance through a range of outcomes, performance indicators and analysis of data.

29.1   Outcome Indicators

Treasury uses information from the following:

- Comcare customer information system
- workplace inspections
- incident reports
- learning management system.

The above will support in the monitoring of WHS outcome indicators such as the:

- number and nature of WHS incidents and the preventative action taken
- number, nature and management of both compensation and non-compensation related cases
- cost of compensation claims
- premium performance
- completion rates of WHS training including Due diligence training.

29.2   Bi-Annual Reporting

Bi-annual reports are provided to the EB and the PIC to ensure oversight, and appropriate escalation or decision-making requirements are met. The reporting will include information around trends and analysis, notifiable or major incidents, upcoming and completed initiatives and legislation updates.

29.3 Annual Report

The following details are included in Treasury's Annual report:

- any investigations conducted during the year that relate to business or undertakings conducted by Treasury, including details of all notices given to Treasury during the year under Part 10 of the PGPA Act

- other matters as required by guidelines approved on behalf of the Parliament by the Joint Committee of Public Accounts and Audit.

30. Review

The HSC will undertake reviews of the WHSMS every three years or when there are changes to the workplace, technology, legislation or when an incident occurs that would indicate the need for a review.

The HSC will oversee the review and variation of the WHSMS by:

- discussing the review and variation of the WHSMS at HSC meetings

- ensuring reviews of the WHSMS are conducted at prescribed intervals

- ensuring that the WHSMS is updated where a need arises between formal reviews.

Workers are encouraged to provide comments on the WHSMS at any time to their managers, HSR, HSC member or POSB.

The review will consider:

- the performance of WHS and wellbeing across Treasury to identify any gaps or areas for improvement

- reviewing incident data

- audit and review outcomes, both internally (e.g., workplace inspections), and externally

- any changes in legislation

- whether workers and others have access to the information that they need

- whether the policies and procedures in place are being followed

- consultation with the HSRs.

31. Audits

POSB will provide an update to the Treasury Audit and Risk Committee on WHS compliance and performance when required.

The Treasury Audit and Risk Committee may also determine that Treasury should engage an independent WHS expert from time to time to provide additional scrutiny of WHS compliance and performance, this will be logged within the Internal Audit Plan.

POSB will arrange for an external provider to undertake a full audit of the WHS system and practices across Treasury once every 3 - 5 years. This will ensure that Treasury is maintaining compliance and identifying any opportunities for improvement.

Additional audits may be undertaken when required to focus on specific aspects of WHS. These will be determined based on need, incidents that may occur, or where the Audit and Risk Committee identify that there is a gap or risk within the WHSMS.

32. Document Control and Record Keeping

32.1 Document Control
A need for document development or review may be identified where:

- there are changes in legislative or corporate requirements

- a new hazard has been identified

- there is an identified gap in procedures

- review dates stated on documents is due

- a significant event has occurred that requires procedural changes.

Before deciding if a new document should be developed, individuals should assess whether the information can be input into an existing document.

All documentation will contain a section for version control to ensure that documents clearly identify the latest version.

All WHS documents will be subject to review and approval prior to finalising and issuing.

WHSMS documents are reviewed on a planned and unplanned basis. Planned reviews occur once every three years.

32.2 Record keeping
Treasury adopts the use of systems to support document and record keeping requirements. The systems primarily used to record WHS related matters include:

- Parliamentary Document Management System (PDMS)

- Case Manager (Chameleon)

- SharePoint

- Delphi

- TERI (Intranet)

- Aurion

- TechOne.

Refer to the Authority setting for document management on the intranet for further information about which system to use for which matter.

Personal information will not be disclosed unless the situation requires it, and all records will be maintained in accordance with the *Privacy Act 1988* and the *National Archives Act 1983*.

For further information about privacy and confidentiality in the Treasury, contact the Privacy team at privacy@treasury.gov.au

32.3   Records disposal

Treasury records will only be disposed of where authorised or in line with the *National Archives Act 1983*.

For further information or advice contact the Information Management Team at informationmanagementteam@treasury.gov.au

Related documents

Legislation, Standards and Guidance

- **Model** Work Health and Safety Act 2011
- **Model** Work Health and Safety Regulations 2011
- Model Codes of Practice
- Comcare
- Privacy Act 1988
- Australian Privacy Principles

Internal documentation

- Emergency Response Procedures Manual
- Preventing and managing bullying, harassment and discrimination in the workplace Policy
- Building Faults and Property Services
- Rehabilitation Management System
- First Aid Policy and Procedure
- Risk Management Intranet
- Health and Safety Committee
- Risk Toolkit
- Incident and Investigation Reporting Procedure
- WHS Risk Assessment Template
- Incident Investigation Report Template
- WHS Risk Management Procedure
- Inclusion and Diversity Strategy 2023 - 2028
- Working Remotely
- Managing Bullying and Harassment Intranet
- Work Health and Safety Intranet
- O.G 2.4B Official International Travel
- Work Health and Safety Issue Resolution Procedure
- People and Inclusion Committee
- Workplace Inspection Checklist

Version control

Date Modified	Version	Section of document	Author of change	Summary of change
28/3/2024	V2	All	Performance and Wellbeing	Review and rework of the WHSMS

Appendix A – Definitions

Person Conducting a Business or Undertaking (PCBU)	The principal duty holder under the *WHS Act 2011* is a 'person conducting a business or undertaking' (PCBU). The PCBU is the Commonwealth, and Treasury, as a responsible agency of the Commonwealth, is also a PCBU. Treasury, as a responsible agency must ensure, so far as is reasonably practicable: • The health and safety of its workers while they are at work, and, • That the health and safety of other persons are not put at risk from work carried out as part of the conduct of the PCBU.
Officer	It is an Officer's duty to exercise due diligence to ensure that the PCBU complies with its health and safety obligations under the *WHS Act 2011*. • All SES are defined are Officers under the *WHS Act 2011* • A person is an Officer under the *WHS Act 2011* only if they make, or participate in making, decisions that affect the whole, or a substantial part, of the business of the agency • A person who can greatly impact the financial status of the organisation.
Worker	A worker is a person who carries out work in any capacity for Treasury. The term worker includes employees, contractors and sub-contractors and their employees, labour hire employees, outworkers, apprentices and trainees, work experience students and volunteers. Workers must take reasonable care for their own health and safety and take reasonable care that their actions or omissions do not adversely affect the health and safety of others. Workers must comply with any reasonable instructions and cooperate with any reasonable Treasury policy or procedure.
Other Persons	Other persons include any visitors to Treasury. Other persons at the workplace have a duty to take reasonable care for their own health and safety and ensure that their acts or omissions do not adversely affect the health and safety of other persons. They must also comply so far as they reasonably can, with any reasonable instruction given by Treasury to allow Treasury to comply with the *WHS Act 2011*.
Health and Safety Representative (HSR)	An HSR is a worker elected by members of their work group to represent them in health and safety matters.
Work Groups	Work Groups are the cohort of workers that elect an HSR to represent their best interests in WHS.

#	Date Identified	Hazard	Associated risks	Existing key controls	Likelihood	Consequence	Current risk rating	Additional controls to be implemented	Policy / process owner	Control owner	Effectiveness indicators	Effectiveness rating (based on current controls)
				Psychosocial								
1	Oct-23	Job Demands (Workloads, Working Hours, No Breaks, Sustained Pressure, Work Complexity)	> Burnout > Fatigue > Impact on mental wellbeing, e.g., increased stress and anxiety > Increase in turnover rate > Presenteeism > Higher unplanned absences > Increase in financial costs - e.g., recruitment, workers compensation > Reputational damage	> Work Health and Safety Management System (WHSMS) outlines mental health and wellbeing > Wellbeing Hub > EAP > Position descriptions that clearly outline the requirements of the role > Expectations outlined within the APSC ILS Guide > Leadership training - SES and EL trainings > Workforce plans > Flexible working arrangements, including leave provisions and TOIL > excess annual leave reporting provided to FASs which enables a conversation with the employee to develop a plan for them to take leave > Clause 382 in the Enterprise Agreement notes that where an employee raises that they have experienced significant workload pressures over a period of time, a review of the workload must be undertaken and determine appropriate strategies to manage the impacts.	Likely	Moderate	Medium	> Safe Work Design Framework > Actions from Healthy Minds Strategy - 2022-2025	POSB	> SES > Management	> Data for: > Incidents > APS Census > Workers compensation claims > EAP usage > unexplained absences > low flex hours > amount of annual leave - e.g., not in excess of 60 days > Feedback received from staff > Exit surveys	Substantially effective
2	Oct-22	Low Job Control	> Impact on mental wellbeing, e.g., stress, anxiety > Burnout > Presenteeism > Higher unplanned absences > Dissatisfaction with working with Treasury > Increased turnover rate > Increase in financial costs, e.g., recruitment, workers compensation	> Flexible working arrangements > Expectations outlined within the APSC ILS Guide > Leadership training - SES and EL trainings > Reasonable adjustment plans > Wellbeing hub > EAP > excess annual leave reporting provided to FASs which enables a conversation with the employee to develop a plan for them to take leave > Clause 382 in the Enterprise Agreement notes that where an employee raises that they have experienced significant workload pressures over a period of time, a review of the workload must be undertaken and determine appropriate strategies to manage the impacts.	Likely	Moderate	Medium	> Safe Work Design Framework > Actions from Healthy Minds Strategy - 2022-2025	POSB	> SES > Management	> Data for: > Incidents > APS Census > Workers compensation claims > EAP usage > unexplained absences > low flex hours > amount of annual leave - e.g., not in excess of 60 days > Feedback received from staff > Exit surveys	Substantially effective
3	Oct-23	Poor Support	> Impact on mental wellbeing, e.g., increased stress, anxiety > Burnout > Presenteeism > Higher unplanned absences > Dissatisfaction with working with Treasury > Increased turnover rate > Increase in financial costs, e.g., recruitment, workers compensation	> WHSMS outlines mental health and wellbeing > Wellbeing Hub > EAP > Leadership training - SES and EL trainings > Reasonable adjustment plans > Early intervention > Flexible working arrangements > excess annual leave reporting provided to FASs which enables a conversation with the employee to develop a plan for them to take leave. > Clause 382 in the Enterprise Agreement notes that where an employee raises that they have experienced significant workload pressures over a period of time, a review of the workload must be undertaken and determine appropriate strategies to manage the impacts. > WHCO network	Possible	Moderate	Medium	> Safe Work Design Framework > Actions from Healthy Minds Strategy - 2022-2025	POSB	> SES > Management	> Data for: > Incidents > APS Census > Workers compensation claims > EAP usage > unexplained absences > low flex hours > amount of annual leave - e.g., not in excess of 60 days > Feedback received from staff > Exit surveys	Substantially effective
4	Oct-22	Lack of Role Clarity	> Impact on mental wellbeing, e.g., stress, anxiety > Burnout > Presenteeism > Higher unplanned absences > Dissatisfaction with working with Treasury > Increased turnover rate > Increase in financial costs, e.g., recruitment, workers compensation	> Expectations outlined within the APSC ILS Guide > Leadership training - SES and EL trainings > Future Workforce Planning Strategy - includes reviewing position descriptions and job titles (in action plan)	Possible	Moderate	Medium	> Safe Work Design Framework > Actions from Healthy Minds Strategy - 2022-2025	POSB	> SES > Management	> Data for: > Incidents > APS Census > Workers compensation claims > EAP usage > unexplained absences > low flex hours > amount of annual leave - e.g., not in excess of 60 days > Feedback received from staff > Exit surveys	Substantially effective
5	Oct-23	Inadequate Award and Recognition	> Dissatisfaction with working with Treasury > Low morale > Increase turnover rate	> Secretary Awards > Awards and Recognition Framework > Anytime recognition - ability to recognise your peers for the good work that they do at any time. Digital Thank you cards and email templates available on the Intranet > Development opportunities provided to staff	Unlikely	Insignificant	Very low		POSB	> SES > Management	> Data for: > Incidents > APS Census > Workers compensation claims > EAP usage > Exit surveys	Substantially effective
6	Oct-23	Remote or Isolated Work, including travelling or working overseas *(does not include postings)*	> Low morale > Minimal connection with the team, and Treasury > Lack of support > Lack of information - e.g., not knowing who to speak with > impact on mental wellbeing, e.g., depression	> Leadership training - SES and EL trainings > Guides on the Intranet around working remotely: Managing and working in dispersed teams guide > WHS for employees who live, work and/or travel overseas policy > Flexible working arrangements > MS Teams	Unlikely	Minor	Low	> Safe Work Design Framework > Delphi form to be submitted for staff who opt to work overseas as their partner has to move - this includes considerations around staying connected etc.	POSB	> SES > Management	> Data for: > Incidents > APS Census > EAP usage > Feedback received from staff > Exit surveys	Substantially effective

#	Date	Risk	Consequences	Controls	Likelihood	Consequence	Risk Rating	Planned Controls	Owner	Responsible	Monitoring	Effectiveness
7	Oct-22	Violence and Aggression (inclusive of domestic violence)	> Physical injury, e.g., bruising, lacerations, contusions, broken limbs etc > Low morale > Impact on mental wellbeing e.g., anxiety, depression > Reputational damage > Increase in financial costs, e.g., workers compensation	> Security is available > EAP availble to support people to manage their aggression > Wellbeing tools and resources available for staff to access > Family and Domestic Violence Policy and leave arrangements > Early intervention > Flexible working arrangement > Performance management process > Emergency management procedures including lockdown drills undertaken in the event of a violent/aggressive member of public or staff member > Security is on site and trained to intervene	Possible	Moderate	Medium		POSB	> SES > Management > CFO	> Data for: > Incidents > APS Census > Workers compensation claims > EAP usage > Less than 5 cases of violence and agression > Feedback received from staff on services accessed and support received.	Substantially effective
8	Oct-22	Bullying, Harassment and Discrimination	> Impact on mental wellbeing, e.g., anxiety, depression, increased stress > Low morale > Increased in turnover rates > Increase in financial costs, e.g., workers compensation, recruitment > Reputational damage	> Policy on preventing and managing bullying and harassment > Leadership training - SES and EL trainings > Guidance on Intranet about managing bullying and harassment > EAP > Early inteivention > Performance development process > WHCO network > Training - Core Inclusion > APS Values and Code of Conduct > Incident Management System	Possible	Moderate	Medium		POSB	> SES > Management	> Data for: > Incidents > APS Census > Workers compensation claims > EAP usage > Exit surveys > Less than 5 cases of bullying, harassment and discrimination cases	Substantially effective
9	Oct-22	Sexual Misconduct	> Impact on mental wellbeing, e.g., anxiety, depression, increased stress > Low morale > Increased in turnover rates > Increase in financial costs, e.g., workers compensation, recruitment > Reputational damage	> Policy on preventing and managing bullying and harassment > APS Values and Code of Conduct > WHS Statement of Commitment > Incident Management system > WHCOs > WHSMS > Leadership training - SES and EL trainings > Training - Core Inclusion	Possible	Moderate	Medium	> Policy on preventing and managing bullying and harassment in review to include sexual misconduct	POSB	> SES > Management	> Data for: > Incidents > APS Census > Workers compensation claims > EAP usage > less than 5 cases of sexual misconduct > Exit surveys	Substantially effective
				Physical								
10	Oct-23	Manual Handling	> repetitive strain injuries > muscle injuries > tendon and ligament injuries > bone injuries > back injuries > acute or chronic pain	> All employees must undergo the WHS training and induction upon commencement with Treasury, which includes information about correct manual handling > WHSMS outlines manual handling guidelines > Equipment is provided to support with lifts and carrying - e.g., trolleys > Where possible, heavy equipment is stored on shelves around hip height and not high up > Recommendation of two people lifts for awkward sized or heavy equipment > Workplace inspections carried out twice yearly at a minimum	Unlikely	Moderate	Low		> POSB > CFO	All staff	> Data for: > Incidents > APS Census > Workers compensation claims	Fully effective
11	Jul-19	Poor Ergonomics	> Muscle strain > muscle imbalance > Musculoskeletal injury > repetitive strain injuries	> All employees must undergo the WHS induction upon their commencement with Treasury, which includes information about workstation set up, and reporting of incidents. > Workstation set up checklist is available for all staff on the Intranet > Workstation assessments are available for all staff where required > Reasonable adjustments are made for staff who require it > Early intervention is available for staff should they need to access it before any injuries escalate	Likely	Moderate	Medium		POSB	All staff	> Data for: > Incidents > APS Census > Workers compensation claims	Fully effective
12	Jan-20	Poor Working Environment (lighting, noise, ventilation, mould)	> eye strain > limited concentration > difficulty breathing > health impacts	> Workplace inspections are undertaken by both PSAL and HSRs / Performance and Wellbeing as a way to identify any hazards not already reported. > All hazards are reported and actioned as soon as practicable via the incident management system. > Compliance with building codes and standards are met. > Office design and layout is considered to suit the environment and working space > Buildings are insulated and appropriately heated and cooled. > Early intervention > HSRs > Health and Safety Committee > Reasonable adjustment plans	Rare	Minor	Very Low		CFO	All staff	> Data for: > Incidents > APS Census > Workers compensation claims > No. of requests for workstation assessments	Fully effective
13	Jul-19	Electrical	> Exposure to live electrical wires resulting in: > shock > burns > damage to organs and nerves leading to serious or permanent injury or death. >Fire > Damage to the building	> All employees undertake annual mandatory WHS at Treasury training on their obligations under the WHS Act 2011, including reporting all hazards, incidents and near misses. > WHSMS - outlines requirements around testing. All workers are also to report any broken or damaged equipment and put up signage / remove from the area to ensure no other staff access it if safe to do so. > Regular inspecting and testing electrical equipment and electrical installations as appropriate (including that safety switch or Residual Current Device (RCD) are installed and regularly tested). > Regular testing and review of the emergency management plan. > Fire safety equipment is installed and maintained in accordance with the relevant standard. > Only qualified and trained contractors are to undertake electrical work > Contractor Management Procedure > Fire and Emergency Wardens > All equipment is tested and tagged and managed by an external contractor (Ventia)	Unlikely	Major	Medium		CFO	CFO	> Data for: > Incidents > workplace inspections identify that all electrical equipment checked has been tested and tagged and is current.	Partially effective
14	Oct-23	Hazardous Chemicals	> Burns > Health impacts > Damage to the building > Fire / explosion > Serious or permanent injury or death > Reputational damage > Increase in financial costs, e.g., building costs, workers compensation claims	> All hazardous chemicals are stored securely and appropriately as per their SDS > Treasury endeavours to utilise non-toxic chemicals where possible	Unlikely	Major	Medium	> All hazardous chemicals have a Safety Data Sheet (SDS) located near them. > Hazardous Chemical Register in place which notes where all chemicals are located and when SDS' are due to expire > Chemical Management Procedure	CFO	CFO	> Data for: > Incidents > workplace inspections note that all cleaners' cupboards are locked.	Partially effective

#	Date	Risk	Impact	Controls	Likelihood	Consequence	Rating		Accountable	Responsible	Measure	Control Effectiveness
15	Oct-23	Slips, Trips and Falls	> physical injury - e.g., broken bones, bruising, concussion, lacerations, etc > Increase in financial costs, e.g., workers compensation claims	> Workplace inspections are undertaken by both PSAL and HSRs / Performance and Wellbeing as a way to identify any hazards not already reported. > Cluttered spaces and walkways are kept clear > All hazards are reported and actioned as soon as practicable. > Signage and barricades are posted where there are slip hazards, such as water spills/ leaks > Stairs have non-slip grips on each step and are cleaned regularly > WHS Training	Possible	Moderate	Medium		> CFO > POSB	All staff	> Data for: > Incidents	Substantially effective
16	Oct-23	Bike Storage Door	> Musculoskeletal injury > Phyiscal injury, e.g., bruising	> Signage is in place advising staff that the door is heavy and that there is alternative bike storage available upstairs.	Possible	Minor	Low		CIO	All staff	> Data for: > Incidents	Substantially effective
				Other								
17	Oct-23	WHS Legislative non-compliance	> Reputational damage > Civil and criminal lawsuits / charges > Substansial financial costs, e.g., legal fees, workers compensation claims, fines > Imprisonment	> WHSMS > WHS Statement of Committment > WHS related policies and procedures > HSRs and HSC meetings > WHS reporting to the Executive > Subscription to WHS platforms to ensure any legislative updates are known as they occur > WHS training and induction upon commencement for all workers who undertake work for Treasury > Due Diligence training provided to all SES	Unlikely	Major	Medium	> Due diligence Framework	POSB	> Secretary > SES	> Number of lawsuits	Substantially effective
18	Oct-23	Pandemics and Diseases	> Workers become unwell and spread illness throughout the workplace > Health impacts > Lower availability of resources > May result in increased workloads for other team members, which may in turn result in low morale, resentment towards the unwell person etc	> Personal Protective Equipment (PPE) is made available for staff, such as masks and sanitiser to prevent the spread of infection > Good hand hygiene posters in all bathrooms > All bathrooms equipped with soap, paper towel and hand dryer > Business Continuity Plans > Crisis Management Team is stood up > Reporting of cases which is provided to Executive > Follow guidance from State and Government Health Departments > Flexible working arrangements	Possible	Moderate	Medium		> POSB > Goverance and Stakeholder Liaison Branch	> SES > POSB > CFO > Crisis Management Team	> Number of unplanned absences	Substantially effective
19	Oct-22	Inappropriate behaviour at social functions/events / sporting activities	> Physical injury , e.g., falls, bruising, lacerations, etc. > Psychological injury, e.g., trauma > Reputational damage > Increase in financial costs, e.g., workers compensation, recruitment	> Social Functions Policy > Risk Assessment undertaken prior to any social function / event to ensure hazards are identified and risks are eliminated or minimised so far as is reasonably practicable. > Incident management system > WHSMS outlines inappropriate behaviours > WHS Risk Management Procedure > WHS Risk Assessment Template > Policy on preventing and managing bullying and harassment > Anyone running an exercise activity for the department will need to provide a certificate of qualification and insurance before it the activity will be considered;	Unlikely	Minor	Low		POSB	Team / Area who is coordinating the event	> Data for: > Incidents > number of complaints - less than 5 > formal investigations arising from conduct at an event	Substantially effective

Overall Risk		CONSEQUENCE				
Rating Matrix		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		1	2	3	4	5
5	Almost Certain	Low	Medium	High	Severe	Severe
4	Likely	Low	Low	Medium	High	Severe
3	Possible	Low	Low	Medium	Medium	High
2	Unlikely	Very Low	Low	Low	Medium	High
1	Rare	Very Low	Very Low	Low	Low	Medium

Australian Government
The Treasury

Executive Commitment
Work Health and Safety

The Treasury recognises that the health and safety of our workforce underpins the organisation's ability to achieve our strategic goals. This policy statement outlines the Treasury's commitment to providing a safe and healthy work environment for our employees, contractors (workers), and visitors, in accordance with the *Work Health and Safety Act 2011* (Cth) (WHS Act).

The Treasury is committed to:

A safe and healthy working environment by providing everyone in the workplace with:

- Information and training on Work Health and Safety (WHS) matters as well as safety equipment, safe systems of work and appropriate resources to effectively manage risk.
- An effective and accessible Work Health and Safety Management System (WHSMS) to guide safe work practices.
- Return to work programs to facilitate safe and durable return to work for workers, where possible, for work-related and non-work-related health conditions.

We will do this by adopting an approach which:

- Manages risk, to consistently identify physical and psychosocial hazards and implement effective controls to eliminate or minimise risk so far as is reasonably practicable.
- Identifies, records, and monitors workplace conditions under the Treasury's control.
- Ensures incidents are reported so that action can be taken to manage the root cause of the incident to prevent similar incidents in the future and provide support where required.
- Ensures all workers are included in the decision-making process where there is an impact on WHS, through meaningful consultation.
- Uses measurable objectives and targets to monitor Work Health and Safety (WHS) performance.
- Engages with industry, new technology and updating policies and procedures to reflect changes to WHS Legislation.
- Ensures compliance is maintained with relevant legislative requirements including the WHS Act and Regulations 2011 and the Model Codes of Practice.

Taking the above approach enables Treasury to proactively:

- Prevent and minimise risks to workers and others.
- Implement strategies where there are changes and/or opportunities for improvement.
- Enhance dignity and respect in the workplace.
- Prevent and respond to allegations of discrimination, bullying and harassment in all forms.
- Prevent and manage workplace sexual harassment and abuse.
- Take measures which foster inclusion and diversity in the workplace.
- Continuously improve our WHS performance.

It is the Commonwealth's and Treasury's primary responsibility to provide a safe work environment, however, work health and safety is **everyone's responsibility**. Each one of us has a duty to prevent harm to others and ourselves by identifying hazards and managing risks in the workplace. To achieve this, workers at all levels need to be actively engaged in process.

Managers and supervisors all have an important role to support a safety culture through regular communication with workers about WHS matters. By changing unsafe work practices and behaviours, clearly outlining accepted safety standards in the workplace, and promoting a culture of safety interdependence, management are able to influence workers to value health and safety. Workers also have obligations under the WHS Act to take reasonable care for their own health and safety, to proactively manage their fitness for work and to ensure that their acts or omissions do not adversely affect the health and safety of others.

Our **SES Leaders** have a duty to allocate adequate resources for WHS and be proactive in ensuring compliance with WHS legislation.

The Treasury's WHSMS provides guidance to assist workers to identify and understand the hazards and risks of the workplace that they are responsible for.

The WHS Policy is available to workers and other interested parties, including regulatory authorities, suppliers, contractors and visitors via the Treasury website and intranet.

The WHS Policy will be reviewed periodically in consultation with workers to ensure it remains relevant and appropriate to the Treasury's WHS risks and to ensure its effective implementation.

Dr Steven Kennedy PSM
Secretary

24 October 2023

Australian Government

The Treasury

AUDIENCE	CATEGORY
All staff	WHS Risk

Policies and procedures

Work Health and Safety Risk Management Procedure

This document was endorsed by the Chief People Officer

It was last reviewed on 1/11/2023 and is scheduled for review on 1/11/2026.

For further information or questions, phone x2222 (option 4) or email orgwellbeing@treasury.gov.au

treasury.gov.au

Contents

Overview

Under the *Work Health and Safety Act 2011* and *Work Health and Safety Regulations 2011* all safety risk must be:

• Eliminated so far as is reasonably practicable (SFARP), or

• Minimised so far as is reasonably practicable, if it is not reasonably practicable to eliminate them.

This procedure outlines the key principles and practices to undertaking work health and safety (WHS) risk management. It provides the foundation for the identification, assessment, prioritisation and mitigation of WHS risks for Treasury's operations. This procedure should be read in conjunction with Treasury's Risk Management Framework and Risk Management Policy as well as the Department of Finance's Commonwealth Risk Management Policy.

Scope

This procedure applies to all WHS risks and all Treasury workers including labour hire, who come across or need to consider WHS risks in their duties.

Contacts

For additional support and advice, please contact the Performance and Wellbeing Team, People and Organisational Strategy Branch on +61 2 6263 2222 (Option 4) or email orgwellbeing@treasury.gov.au, who are also responsible for updating and maintaining this procedure.

WHS risk management

As required by the *WHS Act 2011*, the Treasury has adopted a risk management approach to underpin its WHS Management System. This approach involves all managers and workers in identifying hazards, assessing and prioritising risks, implementing control measures and reviewing how effective the control measures are.

All workers are responsible for assisting in managing the particular risks associated with their specific work environment. Risk management strategies used by the Treasury include:

• regular hazard inspections of the environment

• a comprehensive risk register detailing all WHS risks associated with the operation and activities of the Treasury.

• documented WHS policies and procedures

• risk assessments of newly purchased equipment (where needed)

• risk assessments for any change to work processes.

• hazard, injury, incident reporting procedures

• incident investigations

Definitions

WHS Hazard: anything which has the potential to cause injury or illness. Hazards may include repetitive work (e.g., constant typing), bullying and violence in the workplace, job design (e.g., role clarity, unclear work processes), chemicals, etc.

WHS Risk: a WHS risk is the chance of someone becoming injured or ill as a result of a workplace hazard. The significance of the risk is determined by considering the likelihood of it happening and the consequences if it does happen.

WHS Risk Control: WHS risk control is action taken to eliminate health and safety risks, and if that is not possible, minimising the risks so far as is reasonably practicable. Eliminating a hazard will also eliminate any risks associated with that hazard.

Risk appetite and tolerance

Risk appetite is the general level of risk Treasury is willing to accept, or avoid, to achieve its purpose and objectives.

Risk tolerance is the specific levels of risk (usually expressed as a range that denotes the risk ceiling or maximum amount of risk) Treasury is willing to accept in relation to specific activities once treatments have been applied to the risk.

Within Treasury, the accepted level of risk for work health and safety is **Low.** Where the risk is within Treasury's tolerance, it may be accepted by the risk owner (at a minimum level of Executive Level 1 or 2) without further treatment. Where risks are rated as High or Severe, they must be escalated to the SES level responsible for the function / project.

Further information about risk escalation can be found within the Risk Management Framework.

Risk management procedure

Risk management is a cycle of continuous assessment, and consultation to ensure that risks are being minimised as far as reasonably practicable. WHS risk management should be undertaken for all activities where there is the potential for harm including:

• before activities commence, including any events.

• before the introduction of new equipment, procedures or processes

• when equipment, procedures or processes are modified

Figure 1. Risk Management Process
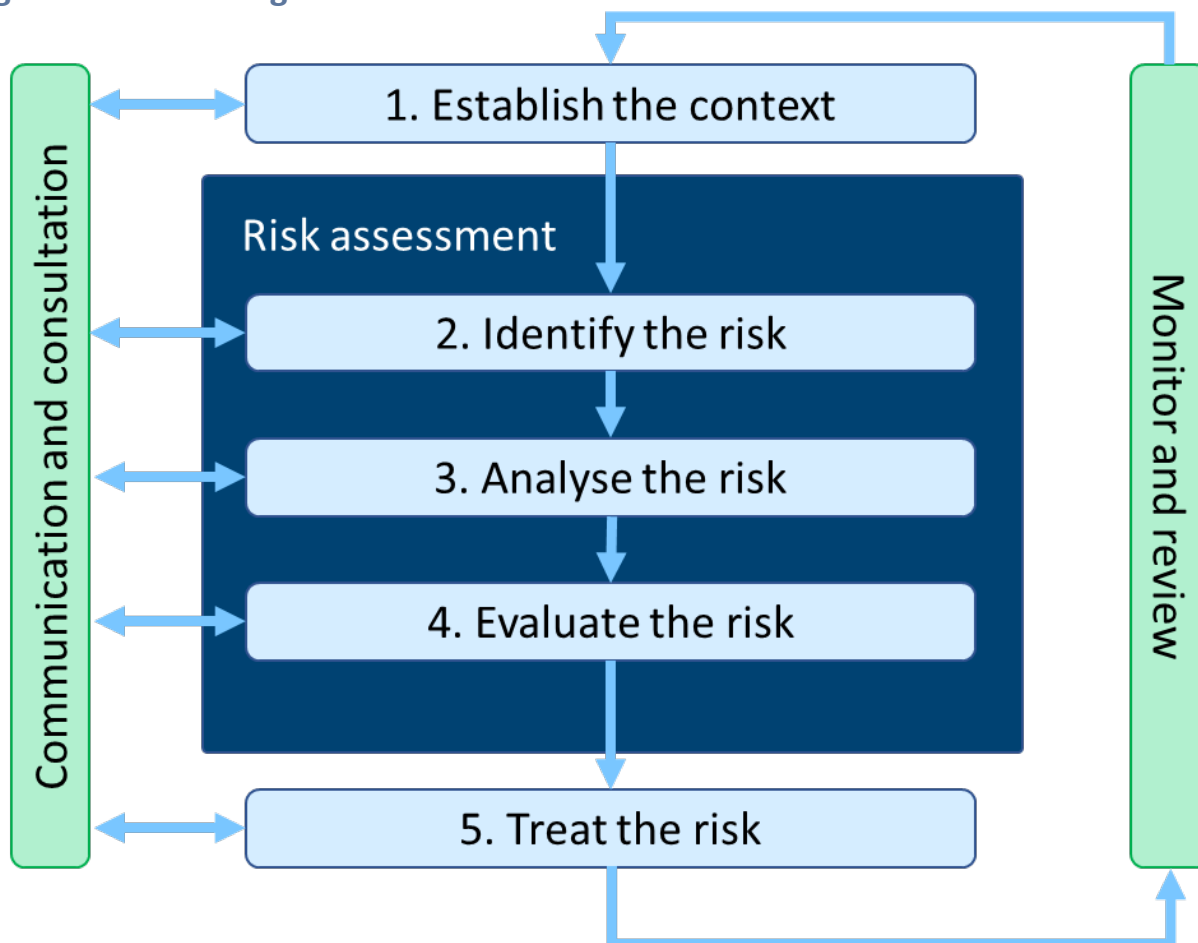
As depicted in Figure 1 above, **Communication and Consultation** must occur throughout the risk management process with any impacted parties, including management and workers in different divisions, to ensure that they are made aware of and can contribute to mitigating the risk of hazards occurring.

Monitor and Review must occur regularly to ensure that hazards are being managed appropriately, and if there are any new controls, to include them within the assessment.

1. **Establish the context:**

   a. what is the reason behind undertaking the risk assessment?

2. **Identify the risk:**

   a. determine what could go wrong.

   b. describe the hazard (threat) or events that may contribute to an event occurring.

   c. identify what could cause the risk.

   d. identify consequences of the risk occurring

3. **Analyse the risk:**

   a. What are the existing controls already in place to mitigate the risk? Are these controls effective? (Refer to *Figure 2 – Hierarchy of Controls* for further information around determining effective controls).

   b. Assess each hazard based on likelihood and consequences (utilise the Treasury's Risk Matrix – **Attachment A**. Risk likelihood and risk consequence tables can be found within the Risk Management Framework).

4. **Evaluative the risk:**

   a. Decide if the risk is acceptable or unacceptable in its current state and if further action is required to mitigate the risk.

   b. Where the risk is rated as high or severe, escalation to the relevant SES must be made for their sign off and acceptance of the risk.

5. **Treat the risk:**

   a. Assess the risk based on the treatments being in place to determine effectiveness of proposed treatment plan and whether the risk will be acceptable once implemented.

   b. Implement the additional controls that have been identified.

Outcomes of risk assessments will be documented by the creator and the control measures reviewed at least annually or earlier should a task or activity be the subject of a WHS incident or a change of process or requirement. Current risk assessments will ensure that Treasury proactively achieves the goal of eliminating or minimising the risk workers may be exposed to.

Hierarchy of Controls

The hierarchy of controls was developed to support workers, employers and others in determining the most effective controls to minimising risks. There are 5 tiers, with the most effective control siting at the top (elimination) and the least effective control is at the bottom (personal protective mechanisms [PPM]). The hierarchy can be used for both physical and psychosocial risks. See *Figure 3 – example of psychosocial hierarchy of controls* under the *Psychosocial risk assessment and management* section for an example.

Figure 2. Hierarchy of Controls
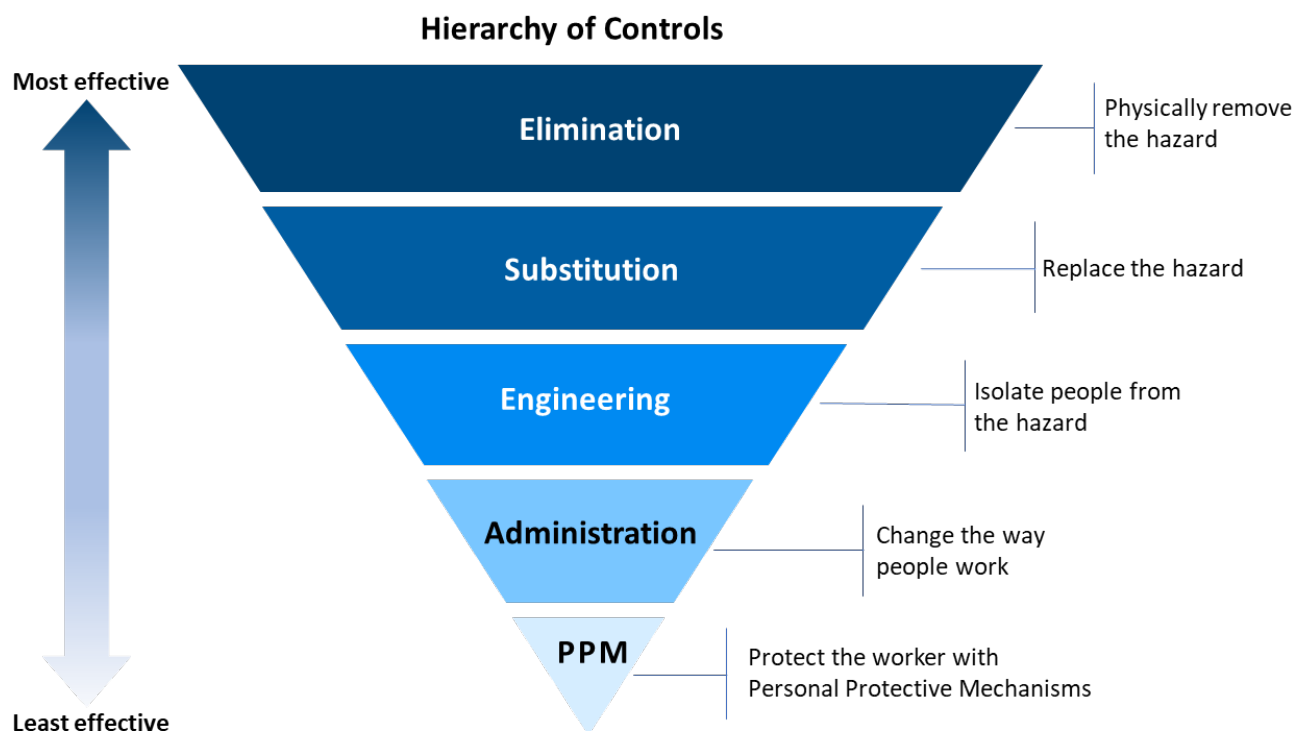
When considering controls to minimise the likelihood and consequence of risk, work from the top to consider if eliminating the hazard is a possibility, where that it not possible, move to the next and so on. It may be that at some tiers there are no controls, which is okay, however only having administration and PPM is not advisable as they are the least effective. A combination of both one or more of the top three and one or more of the bottom two have proven to be effective.

Psychosocial risk assessment and management

Psychosocial risk assessments and management utilise the same principles and process as other risk management and assessment practices. The hierarchy of controls should still be utilised when determining what controls could be implemented to minimise harm to workers and others. Psychosocial hazards within the Treasury may include:

- Job demands
- Low job controls
- Poor support
- Lack of role clarity
- Poor organisational change management
- Viewing or experiencing traumatic events, and material, or vicarious trauma (experiencing someone else's trauma)

- Remote or isolated work
- Poor physical environment
- Violence and aggression
- Bullying
- Inadequate reward and recognition
- Harassment, including sexual harassment
- Conflict or poor workplace relationships and interactions

In determining control measures to implement, Treasury will take into consideration the following:

- the duration, frequency and severity of the exposure to workers and other persons to the psychosocial hazards and how the psychosocial hazards may interact or combine.
- the design of work/roles, including job demands and tasks.
- the systems of work, including how work is managed, organised and supported.
- the design and layout, and environmental conditions, of the workplace, including the provision of:
  - safe means of entering and exiting the workplace
  - facilities for the welfare of workers
- the design and layout, and environmental conditions, of workers' accommodation:
  - the plant, substances and structures at the workplace
  - workplace interactions or behaviours
  - the information, training, instruction and supervision provided to workers.

Figure 3. Example of psychosocial hierarchy of controls

Hierarchy of Controls

Most effective → Least effective

- **Elimination** — Example: Elimination of isolated work for long periods of time
- **Substitution** — Example: Altering workflow to focus on less traumatic cases
- **Engineering** — Example: Automatic re-direction of calls from aggressive customers
- **Administration** — Example: Resilience training, job rotations, team engagement activities, flexible working plans
- **PPM** — Example: Healthy meal plans, exercise, lunchtime meditation

WHS Risk Register

The Treasury maintains a departmental Central Risk Register. The register is used as a means of documenting a consolidated and integrated approach to risk management. The Risk Register classifies each Treasury risk as being either strategic, operational or specialist (fraud, security, business continuity, WHS).

The departmental register is reviewed twice a year. These reviews consider all aspects of each risk including the existing controls, likelihood, consequences, overall ratings and risk treatment plans. A broader analysis is also conducted to identify new and emerging risks.

The Performance and Wellbeing team maintains a WHS Risk Register that is reviewed annually and distributed to all members at the 3rd HSC meeting each year for consultation and agreement.

The Treasury also maintains a Risk Management Policy and Framework, with oversight provided by the Chief Risk Officer who is the Deputy Secretary International and Foreign Investment Group.

Support

Should you require additional support in undertaking the risk management process, reach out to your work group's HSR which can be found on TERI.

Related documents

- Risk Management Framework
- Risk Management Policy
- Risk Management Intranet Page
- Risk Toolkit
- Risk Assessment Template
- Work Health and Safety Management System
- Health and Safety Representative list

Legislation and guidance

- Work Health and Safety Act 2011
- Work Health and Safety Regulations 2011
- Work-related psychological health and safety
- Model Code of Practice: How to manage work health and safety risks

Attachment A – Risk Matrix

Overall Risk	Consequence				
Rating matrix	Insignificant	Minor	Moderate	Major	Extreme
Likelihood	**1**	**2**	**3**	**4**	**5**
5 Almost certain	Low	Medium	High	Severe	Severe
4 Likely	Low	Low	Medium	High	Severe
3 Possible	Low	Low	Medium	Medium	High
2 Unlikely	Very low	Low	Low	Medium	High
1 Rare	Very low	Very low	Low	Low	Medium

Version control

Date Modified	Version	Section of document	Author of change	Summary of change
26/09/2023	V1	New document	Performance and Wellbeing	New document

Workplace injuries

Report all workplace injury or illness

All instances of workplace injury or illness should be reported via Delphi as soon as possible.

☐ Report a workplace incident

First aid help

If required, get help from your local first aid officer or medical practitioner.

☐ First aid officers

Workers' compensation

The Comcare scheme provides Treasury employees with a system for work health and safety, rehabilitation and compensation.

If you suffer a work-related injury or illness, you may be eligible to receive compensation under the *Safety, Rehabilitation and Compensation Act 1988* (SRC Act).

☐ Comcare – Workers' compensation claims

Rehabilitation and return to work

Case manager

You may be assigned a case manager to support your rehabilitation if:

- the nature of your injury or illness becomes complex
- it requires long-term or ongoing treatment and support
- significant time off work is involved.

Your case manager may implement a rehabilitation program or a return to work plan, in collaboration with:

- you
- your manager
- an approved rehabilitation provider (where required)
- your treating practitioner.

Performance and Wellbeing

Related pages

Email

performanceandwellbeing@treasury.gov.au

Call

x2222 (option 4)

Content due for review

31/03/2025

Risk Assessment Template

Risk assessments should be completed:

> before activities commence,

> before the introduction of new equipment, procedures or processes, and,

> when equipment, procedures or processes are modified.

For further information, refer to the Risk Management page on the Intranet

Overview	
Activity / task	
Date of assessment	
Review date	*Recommended to review at a minimum annually or when changes in the workplace occur that may change any aspects of the assessment such as new hazards introduced, or removed.*
Risk assessment team	*Include names and positions of each member*
Consultation	*Include names and positions of each member that was consulted with*
Highest level of residual risk	*Remove which ratings are not required - there should only be one:* *Severe* *High* *Medium* *Low* *Very Low*
EL 1 or EL 2 approval	*Name and date of approval sign off*

Executive declaration
Where the risk is ***Severe*** *or* ***High*** *, the SES level responsible for the function / project must be made aware and sign off on the below declaration:* As the SES responsible for the function / project, I have been made aware of the safety risk(s) contained in this document. I accept the level of residual risk(s) and the way these risks are being controlled. **Name:** **Signature:** **Date:**

Instructions

Cover page:

Complete the cover page with the key details and information about the activity or task

For the Highest Level of Residual Risk - this is the highest level of risk that has been identified. Only one rating should be mentioned.

Where the highest level is Severe or High, this must be provided to the relevant SES for their sign off and approval.

Risk Matrix

Utilise the risk matrix tab to help inform your risk ratings

Risk Assessment

No:	Number each of your hazards (1, 2, 3, etc) this will help if you need to refer back within another hazard
Hazards:	Discuss with your team and note down all the hazards involved, consider both external and internal hazards (e.g., if an event is outside, weather may be a hazard)
Associated Risks:	Note down what the current controls are that are already in place - this could include policies and procedures, PPE, etc.
Risk rating with current controls	Utilising the risk matrix tab, consider what the likelihood (L) and consequence (C) is of the risk occuring and note these down in their respective columns. Note down the risk rating under (R).

For example: where the likelihood is possible and the consequence is Moderate, the risk rating would be Medium

Overall Risk		**CONSEQUENCE**				
Rating Matrix		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		1	2	3	4	5
5	Almost Certain	Low	Medium	High	Severe	Severe
4	Likely	Low	Low	Medium	High	Severe
3	Possible	Low	Low	Medium	Medium	High
2	Unlikely	Very Low	Low	Low	Medium	High
1	Rare	Very Low	Very Low	Low	Low	Medium

| **Additional controls required** | Where the risk is Medium, High or Severe, further consideration should be made whether additional controls could be implemented to decrease the risk rating |
| **Residual risk rating** | Like the previous risk rating, this rating will take into account the additional controls and will be the "final" risk rating |

Finalisation

Once the risk assessment is completed, send off to relevant parties so that they are made aware of the risks and controls in place.

Update the risk assessment as needed.

Additional resources and support:

Work Health and Safety Intranet page

Work Health and Safety Management System

WHS Risk Register

Risk Management Procedure

Risk Management Policy

Risk Management Framework

Risk Management Intranet page

Risk Matrix

Overall Risk Rating Matrix		CONSEQUENCE				
		Insignificant	Minor	Moderate	Major	Extreme
Likelihood		**1**	**2**	**3**	**4**	**5**
5	Almost Certain	Low	Medium	High	Severe	Severe
4	Likely	Low	Low	Medium	High	Severe
3	Possible	Low	Low	Medium	Medium	High
2	Unlikely	Very Low	Low	Low	Medium	High
1	Rare	Very Low	Very Low	Low	Low	Medium

Risk liklihood table

Likelihood	Probability	Description
Almost certain	91% and above	The risk is almost certain to eventuate within the foreseeable future
Likely	61-90%	The risk will probably eventuate within the foreseeable future
Possible	31-60%	The risk may eventuate within the foreseeable future
Unlikely	5-30%	The risk may eventuate at some time but is not likely to occur in the foreseeable future
Rare	Less than 5%	The risk will only eventuate in exceptional circumstances or as a result of a combination of unusual events

Risk consequence table

(note that this is only for the People and Culture category - for all other categories refer to the Risk Management Framework)

Consequence category	Consequence category description	Consequence descriptions				
		Insignificant	**Minor**	**Moderate**	**Major**	**Extreme**
People and culture	Risks to the health, safety and wellbeing of Treasury staff, contractors, and visitors; the attraction, retention, and development of qualified and suitable people; and supporting an organisational culture in line with APS standards of ethics and values	Workplace injury/incident to staff or visitor that does not require medical treatment Impact on individual's ability to deliver on agreed outcomes Skills and experience deficiencies may exist within work teams. Minimal impact on delivery or performance No real or apparent impacts to people/ performance or workplace culture	Minor workplace injury/incident to staff or visitor resulting in first aid treatment Impact on section's ability to deliver on business plans Temporary gaps (less than 3 months) in skills and capability impacting the ability to efficiently achieve objectives Isolated impact to performance and/or work culture Minor impacts on staff mental health and wellbeing	Moderate workplace incident/injury to staff or visitor that will require short term medical treatment and absence from work Impact on Branch's ability to deliver on Business Plans Gaps (less than 6 months) in the availability of relevant skills, knowledge and experience impacting the ability to efficiently achieve objectives Short to medium term impact to performance and/or workplace culture Impacts on staff mental health and wellbeing resulting in absences and the need for specialist support services	Serious workplace incident/injury to staff or visitor requiring admission to hospital Inability to deliver on the Division/Group's Business Plans, may impact delivery of the Corporate Plan Long term (greater than 6 months) impact to the availability of relevant skills, knowledge, and experience impacting the ability to efficiently achieve objectives Long-term impact to people/ performance or workplace culture Impacts on staff mental health and wellbeing resulting in long-term absences and the need for specialist support services	Fatality or multiple critical injuries and/ or severe trauma or permanent disability to staff and/or visitor Inability to function as an Entity, will substantially impact delivery of the Corporate Plan Total inability to source required skills, knowledge, and experience to deliver on key objectives Irreparable damage to people and workplace culture

No	Hazards	Associated risks	Existing controls	Risk rating with current controls			Additional risk controls required	Residual risk rating		
				C	L	R		C	L	R

Overall Risk Rating Matrix

Likelihood		Insignificant 1	Minor 2	Moderate 3	Major 4	Extreme 5
5	Almost Certain	Low	Medium	High	Severe	Severe
4	Likely	Low	Low	Medium	High	Severe
3	Possible	Low	Low	Medium	Medium	High
2	Unlikely	Very Low	Low	Low	Medium	High
1	Rare	Very Low	Very Low	Low	Low	Medium

CONSEQUENCE