

## OBJECTIVE

To detail the Health, Safety and Wellbeing (HSW) context, purpose and expectations relating to RMIT's processes for measuring, reviewing and improving approaches to HSW so as to reduce the risk of harm to the RMIT community.

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

- Consistent and efficient monitoring, measurement and reporting of HSW performance indicators against objectives and plans set under **Commitment and Planning** element
- Comprehensive, highly visible, real-time continuous improvement of HSW systems through efficient checking, reviewing and correcting
- The implementation of an effective and efficient HSW internal and, where appropriate, external audit program that focuses on assessing the design, implementation and operating effectiveness of HSW controls.

## BACKGROUND

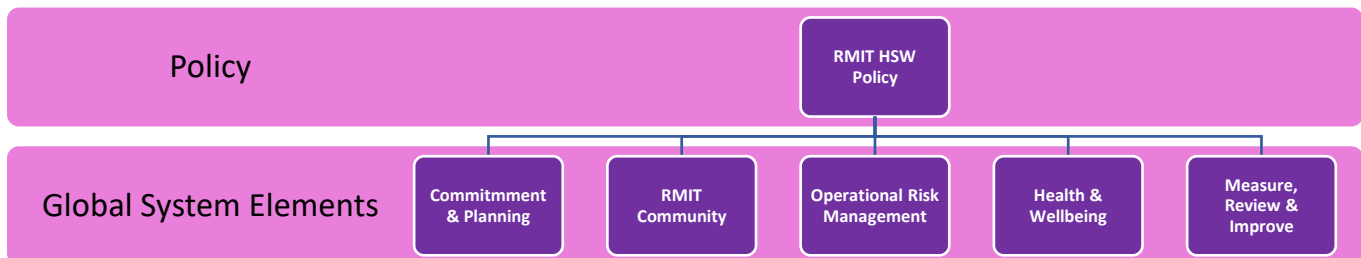
### SCOPE

The Measure, Review & Improve element applies to RMIT globally.

## PROCEDURE

### 1. Context

The Measure, Review & Improve element is one of five Global System elements, which make-up RMIT's Global Safety Model (GSM), as graphically shown below:



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

- How we measure and monitor our HSW performance against our own objectives and plans.
- How we report our HSW performance and use our outcomes to improve our systems
- How we regularly review our GSM in consultation with our leaders and people
- How we assess the design and implementation of our GSM to ensure we consistently meet the appropriate standards.
- Appropriate reporting and addressing of non-conformance to plans, objectives and audit criteria.
- The efficient creation, assignment, acceptance, implementation and closeout of corrective and preventive actions.

### 2. Purpose

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

- The effectiveness of our HSW systems is periodically assessed
- Performance is appropriately tracked in order to allow us to continually improve how we manage HSW.

### 3. Behaviours and Actions Expected of Leaders

To ensure the active implementation and demonstration of the Measure, Review & Improve element and the supporting processes, Leaders are expected to exhibit the following behaviours:

#### *Executive leaders*

- Acquire and keep an up-to-date understanding of the high-level indicators that demonstrate how HSW management is performing across RMIT
- Request appropriate information around the regular management review of the GSM
- Acquire an understanding of any barriers to HSW effectiveness and what resources may be required to overcome them
- Ensure that appropriate resources and processes are engaged to effectively monitor and measure performance, conduct management reviews and implement effective audit programs across RMIT
- Be accountable for the effectiveness of RMIT's HSW systems
- Participate in audit processes as Executive Leaders of RMIT with ultimate accountability for the management of HSW.

#### *Senior leaders*

- Acquire and keep an up-to-date understanding of the high-level indicators that demonstrate how HSW management is performing within their area
- Participate in the regular management review of the GSM
- Acquire an understanding of any barriers to HSW effectiveness and what resources may be required to overcome them
- Be responsible for the effectiveness of the RMIT's HSW systems
- Participate in audit processes as Senior Leaders of RMIT with responsibility for ensuring that our leaders and people are free from harm.

#### *Operational leaders*

- Participate in the HSW audit process, providing true and accurate information to the auditors to enable them to make a decision as to the operation of the GSM
- Provide information, as required, to Leaders or the HSW team as to the operation of the GSM
- Identify opportunities for improvement
- Encourage accurate and timely reporting.

### 4. Supporting Processes to Enable Delivery of Element

The Measure, Review & Improve element of the GSM consists of the following processes:

#### *Performance Measurement and Monitoring*

The **HSW-PR22 - Performance Measurement & Monitoring** process sets out the methods we use to monitor and review the performance of our GSM to ensure it is operating effectively and is helping us achieve our HSW goals.

The monitoring and review process is linked to our HSW planning and the performance indicators we have identified as the best gauges of the system's success (see **HSW-PRO3 - HSW Objectives and Targets**). This is an essential part of this system element as it provides the data upon which we rely to continuously improve our HSW performance and systems.

### Management Review and Improvement

The **HSW-PR23 - Management Review and Improvement** process describes the approach that RMIT takes for ensuring the ongoing adequacy, suitability and performance of the GSM. It also considers how we take the findings and recommendations from performance monitoring and review, including audit outcomes, and report this information to Executive and Senior Leaders in our organisation who use it to guide strategies and seek ongoing improvement in HSW performance.

The process sets out the approach for the consultation and regular review the GSM in a cycle of continuous improvement. It is an important part of this system element as it demonstrates that the results of performance measurement and monitoring are used to improve HSW and reduce risk by a continuous effort to raise our standards.

### HSW Audit

The **HSW-PR24 - HSW Audit (Internal / External)** process sets out RMIT's approach to undertaking HSW audits (internal & external) of how well our GSM is operating. These assessments give us a detailed picture of system performance against planned outcomes and uncover areas where performance needs to be improved. This information allows Executive and Senior Leaders to adjust HSW activities and implement corrective action to make sure we comply with all HSW requirements. It is an essential part of this system element as it directly contributes to the cycle of continuous improvement.

### HSW Corrective Actions and Non-Conformance

The **HSW-PR25 - Non-Conformance / Corrective Actions** process sets out the requirement for and the mechanism of establishing a robust system for creating, assigning, implementing, closing out and following up corrective actions for any issues established during performance monitoring and measurement, audit, incident investigations, risk assessment and by any other method where corrective or preventive actions must be assigned.

It is an important part of this system element because it ensures that any issues identified are appropriately addressed in a way that not only corrects the immediate issue but serves to prevent or reduce the risk of harm relating to the issue in the future, thus contributing to the continuous improvement cycle.

## 5. Definitions

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

Term / acronym	Definition
Executive Leaders	Leaders on RMIT council and in the highest positions of influence at RMIT, including Directors, Deputy Directors, COO, VP, VC and Deputy VCs.
Global Safety Model (GSM)	RMIT's Health Safety & Wellbeing Management System
HSW	Health Safety & Wellbeing
Operational Leaders	Any staff member of RMIT who: <ul style="list-style-type: none"><li>Plans, organises or supervises the activities of other staff, contractors, students or visitors on behalf of RMIT; or</li><li>Designs or organises the design, maintenance or refurbishment of facilities on behalf of RMIT</li></ul> This includes all managers, senior accountants, senior administrators, course coordinators, team leaders, industry fellows, research fellows, teachers, senior educators and lecturers.

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Senior Leaders	This includes leaders within schools and department, and includes senior school managers, heads, deans and their deputies, program director, assistant directors, discipline heads, senior managers, professors and associate professors.
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## 6. Supporting Documents

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

- RMIT Health Safety & Wellbeing Policy
- HR - HSW-PR03 - HSW Objectives & Targets
- HR - HSW-PR22 - Performance Measurement & Monitoring
- HR - HSW-PR23 - Management Review & Improvement
- HR - HSW-PR24 - HSW Audit (Internal / External)
- HR - HSW-PR25 - Corrective Actions / Non-Conformance