Hazard Management Procedure

Brief description

This Procedure describes the systematic approach to the detection, recording and control of identified hazards.

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If you require any further information, please contact the Custodian.

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1 Terms and definitions

In this Procedure:

"Immediate Temporary Control (ITC)" means a control or action taken immediately to contain and/or prevent access to or escalation of the hazard until a permanent fix can be implemented. Treats the symptoms, but not necessarily the cause of the hazard.

"Psychosocial Hazard" means a hazard that arises from, or relates to, the design or management of work, a work environment, plant at a workplace, or workplace interactions and behaviours and may cause psychological harm, whether or not the hazard may also cause physical harm.

Terms that are capitalised and not otherwise defined in this Procedure are defined in the GPC Corporate Glossary Instruction (as listed in Appendix 1 – Related documents).

2 Introduction

2.1 Purpose

The purpose of this Procedure is to establish a systematic approach to the detection, recording and control of identified hazards.

Hazard reporting is a fundamental risk management process as it proactively captures opportunities for improvement across the workplace and any follow up action can be prioritised.

2.2 Scope

This Procedure applies to health, safety and environment (HSE) hazards identified on GPC owned or operated sites, as a result of GPC activities reported by Employees, Contractors, Workers, port users, visitors or any other interested parties or as a result of external issues/activities that may impact on GPC. Other categories of hazards may also use this Procedure as a guide.

2.3 Objectives

The objective of this Procedure is to:

- ensure a systematic and consistent approach is used when reporting and managing hazards;
- encourage all personnel to be proactive in the identification of hazards and improvements; and
- support GPC's safety, environment and quality management systems and ensure compliance with legislative obligations.

3 GPC Hazard Management Procedure

3.1 Hazards overview

A hazard is an object, situation or thing that has the potential to cause harm. Hazard identification is a fundamental process in GPC's planning activities to prioritise actions to address risks and opportunities.

The underlying sources of hazards may include:

- Routine and non-routine activities and situations;
- Human factors associated with work activities;
- Work organisation, social factors, leadership and culture;
- Workplace design and physical workplace conditions;
- Plant, equipment, materials and substances used;
- Changing circumstances (actual or proposed) in the workplace;
- Potential emergency situations or relevant past incidents (both internal and external to GPC);
- People (including workers or other parties);
- Changes in knowledge, legislation or available information; and
- Other situations or occurrences (including external to GPC sites or activities not in the control of GPC).

Workers may identify hazards through many avenues, including visual observation in the workplace, consultation activities, forums and committees (including HSE Committees), collection and review of workplace data/information, assurance activities (including inspections and audits) and industry alerts/learnings.

3.2 Hazard identified and immediate temporary controls

When a hazard has been identified, immediate temporary controls must be put in place by the person who identified the hazard and efforts shall be made to rectify the problem within that shift where possible.

Where the hazard is managed and rectified in that shift as part of normal maintenance/housekeeping/work management activities, there is no mandatory expectation that these are entered in SAI360 Hazard Notification module unless there are reoccurrence trends emerging or potential for broader systemic improvement opportunities. Actions taken should be recorded on any applicable risk assessments where the hazard was identified through (e.g. PORT, JSA), work management records (e.g. work request) or inspection records (e.g. Inspection forms, SAI360 Inspection/Interaction record).

Where the hazard cannot be permanently fixed or further actions are required to implement improvements to reduce risk, the person who identified the hazard must:

- Communicate the presence of the hazard and immediate temporary controls to other persons working in the area or other persons potentially impacted by the hazard (where relevant); and
- Raise a hazard notification in SAI360.

Contractors, port users, visitors and other relevant interested parties are to follow this process in consultation with their Contract Supervisor or GPC Representative.

(a) Psychosocial hazards

For psychosocial hazards, attempts to resolve should be made in the first instance with the relevant person's leader. This is also where immediate temporary controls should be identified as outlined above. If the person has made attempt to resolve or does not feel comfortable to discuss the psychosocial hazard with their leader, communication of the hazard can be made to any of the following persons for support / advice:

- Health and Wellbeing Team;
- Human Resources Team;
- Safety Team; or
- Health and Safety Representative.

Where the hazard cannot be resolved or has not triggered an incident or injury for management under existing Procedures (e.g. Grievance Resolution Management Specification), the person may contact the Health and Wellbeing Team / Mental Health Coordinator for them to facilitate raising a hazard notification in SAI360. In SAI360, the hazard must be identified as 'Health' or 'Safety' under the 'Hazard Category' and 'Psychosocial' under the 'Hazard Sub Category'. Details in the title, description and immediate temporary controls can be basic/de-identified such as the following if the matter is sensitive and to allow enhanced confidentiality:

- Title: Psychosocial hazard
- Description: Psychosocial hazard
- Immediate temporary controls: Spoken to leader/support team regarding matter.

Based on the nature of the psychosocial hazard, the relevant support team (Health and Wellbeing, Human Resources, Safety) is to be identified initially as the person responsible to investigate. Refer to Appendix 3 for a guide.

3.3 Communication of identified hazard

When a hazard is entered into SAI360 and saved, a system generated email will be sent to the nominated responsible person for managing the hazard, Executive Leadership Team, identified leaders in SAI360 email distribution group, and specialists from the various safety, environment, security, logistics, community relations, insurance and port infrastructure assets teams. NOTE – this email will only be sent to nominated Safety, Health and Wellbeing and Human Resources teams for psychosocial hazards.

The person reporting the hazard should also contact the nominated responsible person as a courtesy.

Hazards are included on the list of 'Reported Incidents & Hazards – Last 5 Days' on the SAI360 homepage dashboard.

Leaders, Contract Supervisors and GPC Representatives should communicate details of any relevant hazards to their work groups through pre-starts, toolbox meetings or other team meetings.

Where a hazard may impact the public, the GPC Corporate Relations and Indigenous Affairs Team should be consulted in regards to any external communications or signage requirements.

3.4 Investigation of identified hazards and corrective action

The person identifying the hazard and/or their Supervisor shall nominate the appropriate subject matter expert, technical/support function, work area or equipment owner as 'responsible person'. If this is unknown, the relevant support teams (e.g. Safety, Environment) can review and provide advice.

The responsible person to assist (as nominated in SAI360) shall investigate the hazard (utilising 5 Why's or similar methodology) to identify the root cause/s and determine

appropriate actions to address the identified cause/s or implement the improvement opportunities to further reduce risk or apply learnings across the organisation. Others may be invited to assist in the investigation as required. There is no mandatory requirement for an investigation to be completed in SAI360 in the following circumstances:

- Cause known and hazard rectified
- Cause known and no repeat trends/reoccurrences related to critical risks (e.g. fatal risk, significant environmental risk)

Manager discretion may also be applied to determine if the nature of the hazard does not warrant an investigation.

For psychosocial hazards, the relevant support team (e.g. Human Resources, Safety) will provide advice around psychosocial hazard investigation. Typically the same investigation process as outlined in this section will be applied however in the event of Code of Conduct breaches or other potential grievances, other processes may be deemed applicable by Human Resources (e.g. Grievance Resolution Management Specification).

The results of the investigation shall be entered against the hazard notification record in SAI360. For psychosocial hazards, the results of the investigation may be retained in confidential manner outside of SAI360.

Relevant risks from the SAI360 Risk Register associated with the hazard are to be reviewed and linked to assist in identifying trends and reviewing effectiveness of controls.

The responsible person shall nominate appropriate people to be assigned actions to ensure that the hazard is resolved. The hierarchy of control should be applied when determining effective corrective actions to appropriately consider the level of protection from the control measures and the reliability of the control measures in eliminating the hazard or minimising the risk as low as reasonably practicable. Actions will be managed in accordance with the HSEQ Action Management Procedure.

The investigation and assigning of actions must be completed within 7 days of the hazard being raised. For psychosocial hazards, the timeframe will depend on the nature of the hazard and investigation required.

Where a related work order already exists to rectify the hazard, this can be referenced in SAI360 in lieu of raising an action.

Where the hazard was rectified immediately, there is no expectation for already completed actions to be raised in SAI360.

Feedback is to be provided to the person who identified the hazard on the corrective actions.

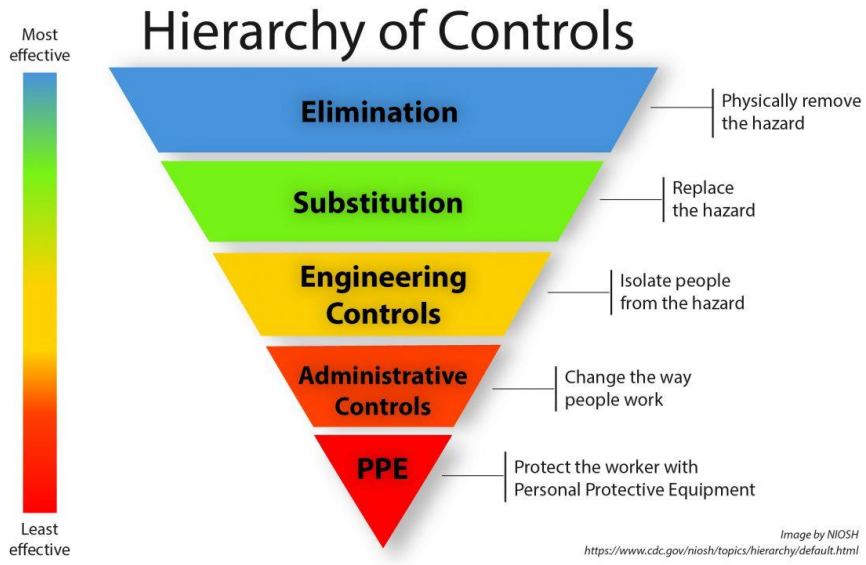


Figure 1 – Hierarchy of Control

3.5 Closing hazard notifications

Hazard notifications are to remain open in SAI360 until associated actions to rectify the hazard are complete.

On completion of required assigned actions, the responsible person for managing the hazard must nominate a relevant leader from the area responsible for managing the hazard to close the hazard notification.

A system generated email will notify the nominated leader when the updated record in SAI360 is saved.

The nominated leader must review the identified cause/s and make a determination if the actions are completed or immediate rectification work have been appropriately completed and address the identified cause/s. If so, then the hazard can be closed. If not, then the leader must liaise with the person who reported the hazard and responsible person to discuss their concerns and amend the record.

Where the hazard was immediately rectified, the person who rectified the hazard can be the nominated person to close the hazard notification.

The person who identified the hazard will receive an automatic SAI360 system generated email when the hazard is closed.

3.6 Review of hazard notifications

Leaders should review all hazard notifications in their areas regularly.

Outstanding hazard investigations, hazard action progress and hazard completion should be reported to the relevant department and HSE Committee Meetings. Confidentiality of psychosocial hazards will be maintained.

Leaders shall review the SAI360 Risk Register when hazards are not able to be resolved permanently or are waiting for longer-term (greater than three months) actions to be completed. This is to determine any changes required including new risks if not already identified or updates to controls, control effectiveness or risk assessments.

Leaders shall also review and monitor temporary controls for hazards that are awaiting the implementation of longer term permanent controls/fixes.

3.7 Training

Training in the hazard notification process is part of 'Safety Risk Management' training module.

Awareness of the process for reporting hazards in accordance with this Procedure is to be provided to Contractors and port users by their GPC Representative.

3.8 Records

Hazard notifications and associated actions are recorded in SAI360. Photos or documents related to the hazard are to be linked to the record in SAI360.

Records of training are maintained by the GPC Learning and Development Department.

4 Roles and responsibilities

To assist GPC Representatives to better understand their responsibilities, key responsibilities and accountabilities are summarised below:

Role	Responsibilities
Person identifying hazard	To ensure that GPC complies with its obligations by: • Putting immediate temporary controls in place to contain a hazard and protect others (where available); • Immediately rectifying identified hazards (where trained/competent/able to do so); • Notifying others in the area who may be impacted (where applicable); and • Raising hazards in SAI360 (contractors/port users/visitors to notify Contract Supervisor or GPC Representative).
Supervisor / Contract Supervisor / GPC Representative	To ensure that GPC complies with its obligations by: • Supporting persons in identifying immediate temporary controls and managing hazards; and • Raising hazards in SAI360.
Responsible person for managing hazard	To ensure that GPC complies with its obligations by: • Conducting hazard investigation as required; • Nominating appropriate people to be assigned actions to manage the hazard; • Monitoring when actions related to hazard are complete and hazard is rectified; and

	• Nominating relevant Leader to sign off hazard once complete.
Leaders	To ensure that GPC complies with its obligations by: • Reviewing hazard investigations as required and closing; • Reviewing long-term actions associated with hazards to ensure progressing; • Reporting on hazard status at department and HSE committee meetings; • Coaching and mentoring employees on the quality of hazard reporting, investigations and corrective actions; • Reviewing and escalating hazards into the Risk Register where applicable; • Monitoring temporary controls of open hazards; and • Ensuring effective application and compliance with this Procedure.
Health and Wellbeing Team	To ensure that GPC complies with its obligations by: • Providing advice and support on psychosocial hazards, including entering on behalf of persons where requested; and • Conducting investigations with relevant discipline areas and providing advice to appropriate actions.
Human Resources Team	To ensure that GPC complies with its obligations by: • Providing advice and support on psychosocial hazards; • Conducting investigations and determining appropriate actions; and • Escalating processes to other HR related processes (e.g. grievance resolution) where required.
All workers	To ensure that GPC complies with its obligations by: • Proactively participating in the hazard identification process; and • Complying with the requirements of this Procedure.

5 Appendices

5.1 Appendix 1 – Related documents

(a) **Legislation and regulation**

Key relevant legislation and regulation, as amended from time to time, includes but is not limited to:

Type	Legislation/regulation
State Acts	*Work Health and Safety Act 2011* (Qld) *Work Health and Safety Regulation 2011* (Qld)
Other	AS/NZS ISO 45001:2018 Occupational Health and Safety Management System AS/NZS ISO 14001:2015 Environmental Management System AS/NZS ISO9001:2008 Quality Management System Managing the risk of psychosocial hazards at work Code of Practice 2022

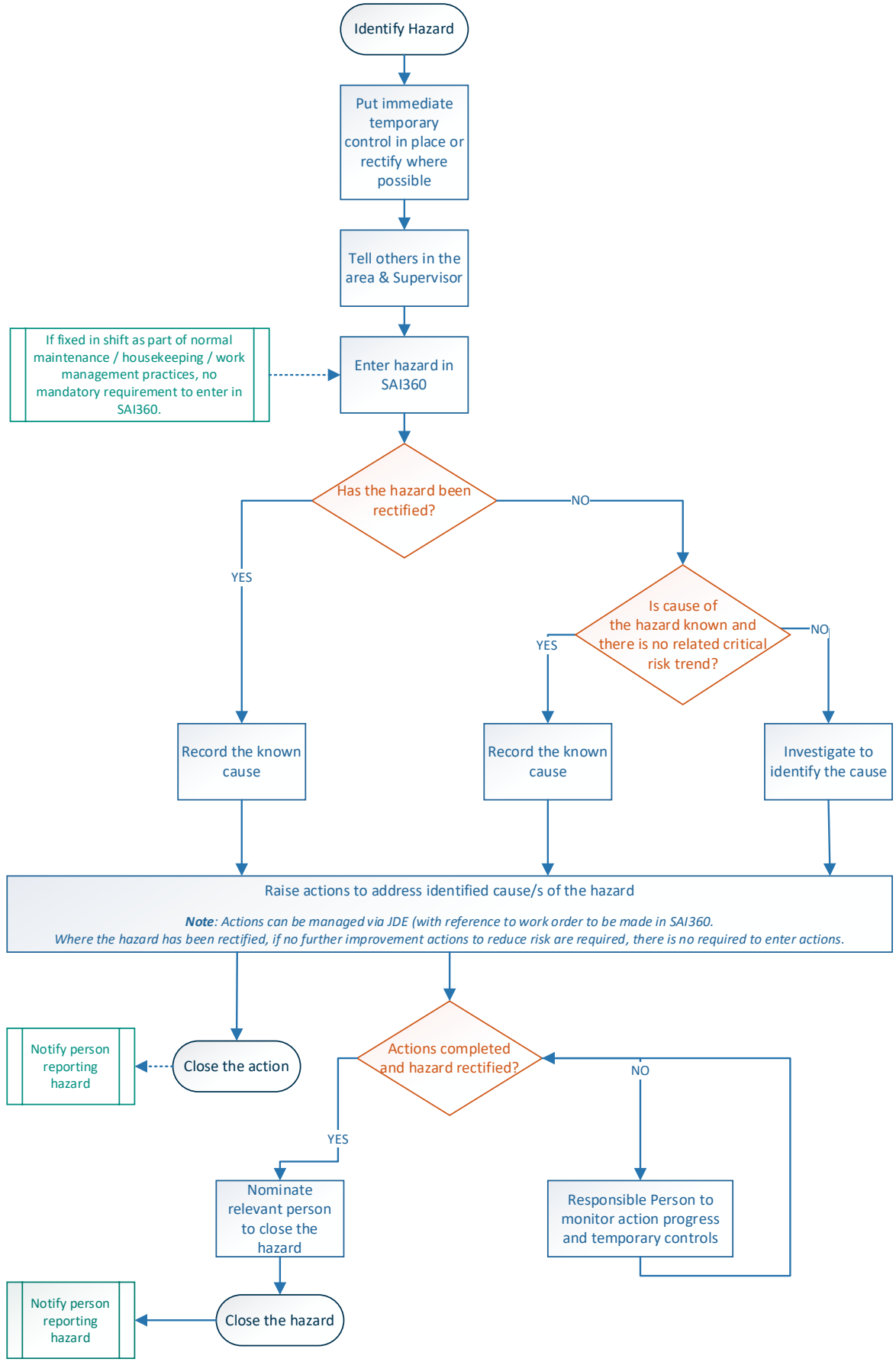
(b) **Gladstone Ports Corporation documents**

The following documents relate to this Procedure:

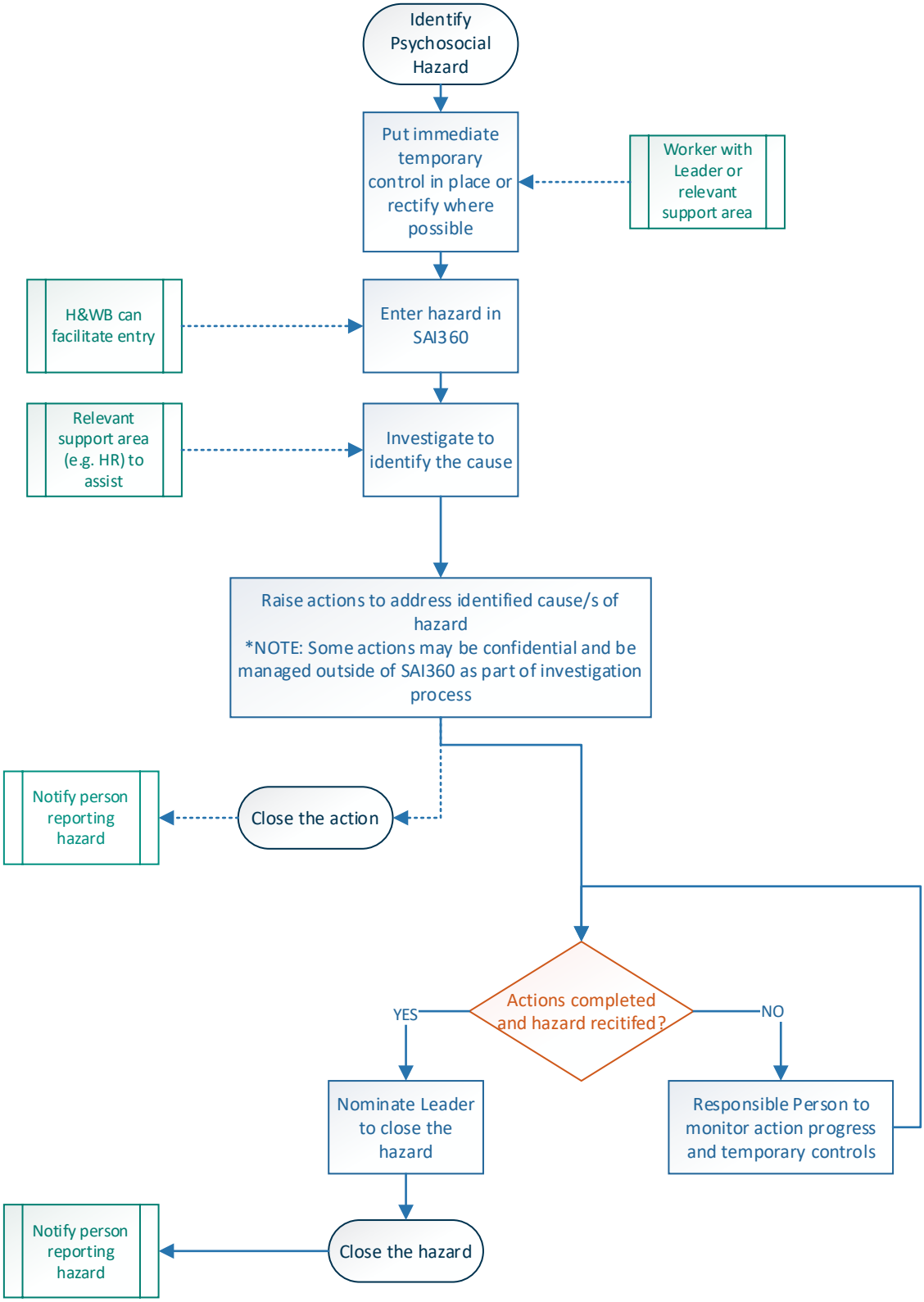
Type	Document number and title
Tier 1: Policy	#365624 Safety Policy #1412364 Enterprise Risk and Resilience Policy
Tier 2: Standard/Strategy	#854303 Safety Management Framework #829152 Enterprise Risk Management Standard
Tier 3: Specification/ Procedure/Plan	#903341 Health and Safety Representatives and Committees Procedure #142189 HSEQ Action Management Procedure #936233 Enterprise Risk Procedure
Tier 4: Instruction/Form/ Template/Checklist	#1621179 GPC Corporate Glossary Instruction

Type	Document number and title
Other	#1658240 Safety Risk Management Training Module #1529392 Flowchart summary of Procedure (Appendix 2)

5.2 Appendix 2 – Hazard management process summary flowchart



Psychosocial Hazards:



5.3 Appendix 3 – Guidance for who to contact for support on Psychosocial Hazards

Guidance for Contact / Support on Psychosocial Hazards	
Psychosocial Hazard	In addition to direct leaders, these support teams may be best placed to provide support
High and/or low job demands	• Human Resources
Low job control	• Human Resources
Poor support	• Human Resources • Health and Wellbeing • Safety
Low role clarity	• Human Resources
Poor organisational change management	• Human Resources • Safety
Low reward and recognition	• Human Resources
Poor organisational justice	• Human Resources
Poor workplace relationships including interpersonal conflict	• Human Resources • Health and Wellbeing
Remote or isolated work	• Health and Wellbeing • Safety
Poor environmental conditions	• Safety
Traumatic events	• Health and Wellbeing • Safety
Violence and aggression	• Human Resources • Health and Wellbeing • Safety
Bulling	• Human Resources
Harassment including sexual harassment	• Human Resources

5.4 Appendix 3 – Revision history

Revision date	Revision description	Author	Endorsed by	Approved by
24/09/2020	Initial document creation (includes HSF legal review).	Kirsty Iszlaub, Acting Safety Specialist – Systems & Projects	Tony Young, Safety Manager	Rowen Winsor, PCS GM
24/06/2024	Scheduled review and inclusion of psychosocial hazard process.	Kirsty Iszlaub, Safety & Environment Systems Lead	Colin Simpson, Safety & Environment Manager	Richard Haward, EGM Safety & ESG