

OCCUPATIONAL HEALTH AND SAFETY MANAGEMENT FRAMEWORK

Section	University Services – Occupational Health, Safety and Wellbeing
Contact	Director Occupational Health & Safety and Wellbeing
Last Review	October 2023
Next Review	September 2025

Purpose:

The purpose of this document is to outline the occupational health & safety management framework at Massey University that drives and ensures a compliant, systematic, consistent, and effective approach to managing occupational health and safety across all University operations and activities. The Occupational Health and Safety (OH&S) Management Framework contributes to the University’s overall management system, provides a platform for achieving our occupational health and safety governance, policy, strategic objectives, and supports global improvement practices and compliance with relevant legislation.

Scope:

The underlying definition of safety implicit in this framework focuses on managing the capacity to work safely. This approach to safety puts emphasis on learning and growing the capability to work safely rather than an emphasis on the constraints necessary for safety failure management. This requires growing capacity for safe human and organizational performance.

This document, and the framework that it describes, applies to all Massey University activity including its operations, ventures, and enterprises. It applies to the way we manage occupational health and safety risk and includes psycho-social harm. Wellbeing is guided by a separate Wellbeing Management (Hauora) Framework.

This OH&S Management Framework is an integrated system of organisation that works collaboratively with the Student Health and Safety Management Framework.

Principles guiding the Occupational Health and Safety Management Framework:

Massey University’s OH&S Management Framework embraces tikanga o te Ao Māori and always seeks to weave this into the fabric of university hauora life. Our foundation in the development and implementation of the OH&S management framework policies, standards, procedures, and guidelines will be guided by Te Tiriti o Waitangi and these four provisions.

1. Mahi Tahi (principle of active partnering)
2. Rite Tahi (principle of equity and equitable outcomes)
3. Kaitiakitanga (principle of active care)

4. Whai Wāhi (principle of full participation)

Expression of what these principles mean in practice is indicated below in Table 1.

Table 1. Te Tiriti Principles in Response to Occupational Health and Safety.

Principles	Decision Making	Provisions	Outcomes
Mahi Tahī (Active partnering)	Active partnering with Māori has occurred in key decision-making processes.	Māori involvement in provisions that enhance quality of life (including at Massey).	Positive and equitable health outcomes for Māori at Massey.
Rite Tahī (Equity & equitable outcomes)	Decisions consider potential outcomes for Māori, both positive & negative.	Access to appropriate services, resources; policies, procedures & processes are aligned.	Māori health outcomes are advanced not diminished.
Kaitiakitanga (Active protection)	The decision-making process reflects a level of 'active protection' & 'duty of care'.	Equitable level of Māori health expertise on staff.	Health protection factors strengthened; health risk factors reduced & mitigated.
Whai Wāhitanga (Full participation)	Decisions account for potential impacts on Māori participation.	Ease of access to kaupapa Māori health expertise & provision.	Quality of health & life is further enhanced.

In addition to te Tiriti principles, the following five (5) human and organisational performance principles¹ are fundamental to all OH&S decision making.

1. Error is normal – don't be surprised when you encounter it.
2. Blame fixes nothing - and narrows the field of opportunity for improvement.
3. Learning and improvement are vital - learning is a deliberate act and behavioural commitment.
4. Systems drive outcomes - behaviour is influenced by context and shaped by systems.
5. Response to failure matters – what leaders do counts.

Overview of Massey University Occupational Health and Safety Management Framework:

The commitments made in the Occupational Health & Safety, and Wellbeing Charter guides the Council on the governance requirements of the OH&S Management Framework. The Occupational Health & Safety, and Wellbeing Policy conveys the University's commitment to OH&S obligations and responsibilities for all work undertaken for and by the University. Combined, the University Charter and Policy sit at the pinnacle of how we understand and approach OH&S. They provide the underlying philosophy that guides our learning centric work and ensures that OH&S is adaptive, accessible, and compliance compatible. Most of all it ensures that people are at the center of everything we do.

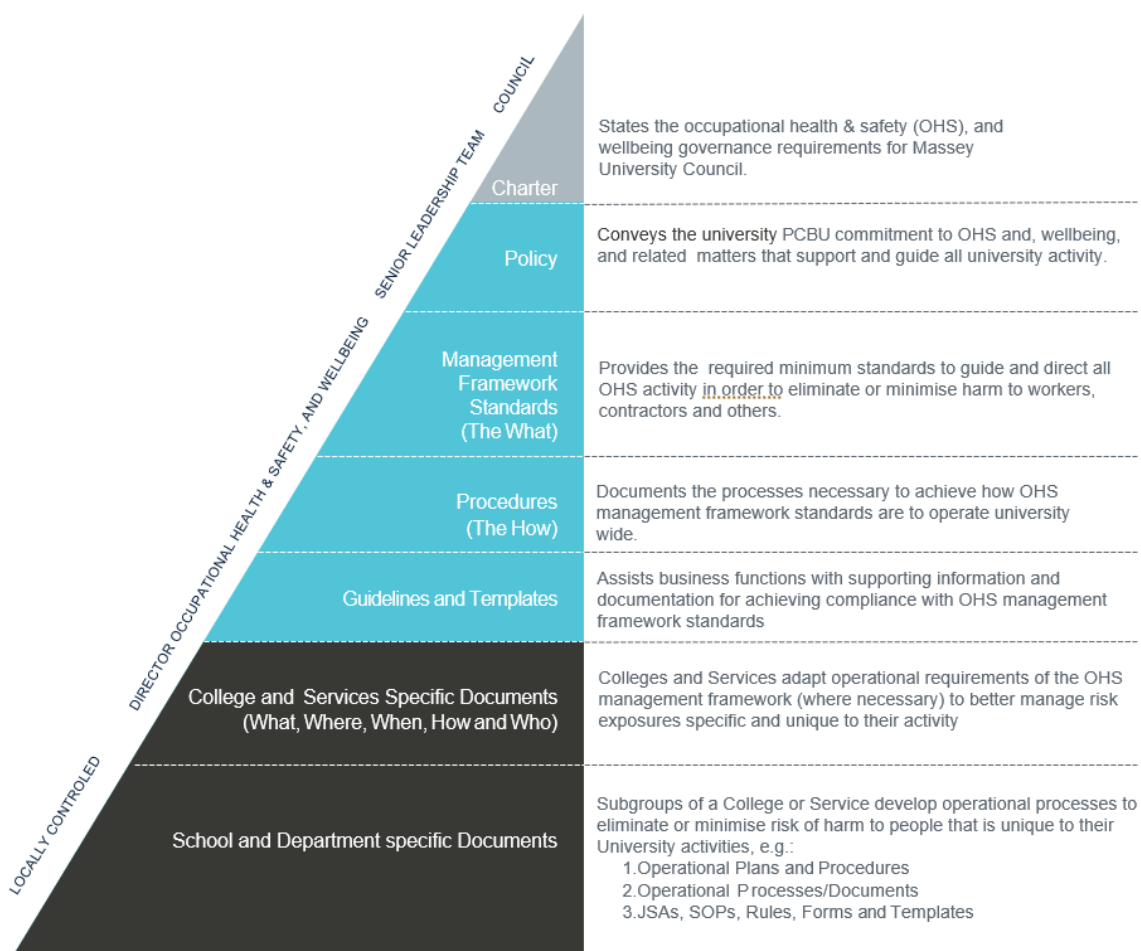
Within the OH&S management framework there are fourteen standards to inform and learn what is

¹The 5 Principles of Human Performance: A Contemporary Update of the Building Blocks of Human Performance for the New View of Safety; Todd Conklin - 2019

required, procedures and guidelines to instruct how to achieve expectations and clear indication of who does what. Additional tools, guidelines and instructions may be managed locally and developed in consultation with those people who do the work ensuring worker insight is always present. These tools may take the form of standard operating procedures (SOP), work instructions, safety plans and/or manuals.

Diagram 1 below describes how the various components of the OH&S management framework are arranged and interact, as well as an indication of where the components are owned and managed from.

Diagram 1: Massey University Occupational Health & Safety Management Framework



Overview of Standards:

Critical to the operational core of the OH&S Management Framework is a partnering process with Massey people. Massey people² includes students, staff, contractors, suppliers, and the wider University community.

Engaging and enabling the people partnering goal are three OH&S interconnected systems that work together to focus both on enterprise-wide risk and individual or specific activity risk.

1. Process Safety – Targeted High potential risk activity controlled by formal procedures and

² As described in the Health, Safety and Wellbeing Policy purpose.

processes.

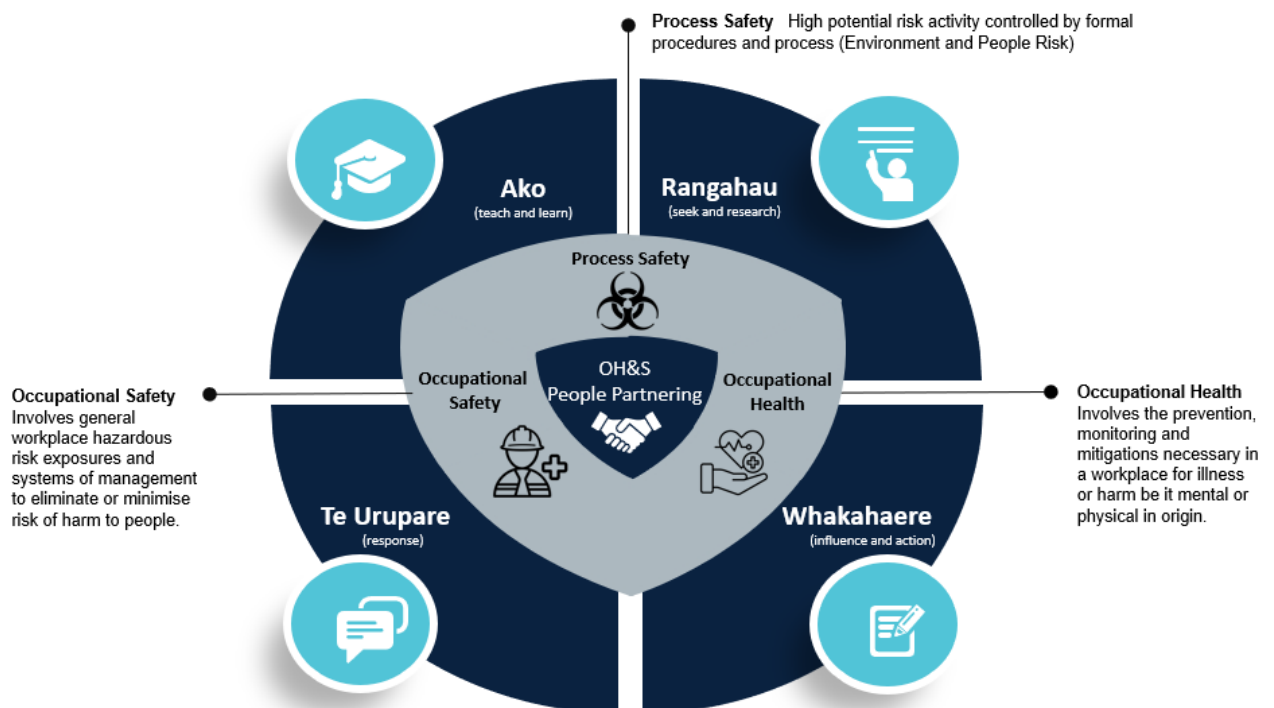
2. Occupational Safety – General and all of organisation workplace hazardous risk exposures and systems of management to eliminate or minimise risk of harm to people.
3. Occupational Health – involves the prevention, monitoring, and mitigations necessary in a workplace for illness or harm, be it mental or physical in origin.

Finally, four integrated focus areas work together to guide a standardised approach, ensuring the fulfilment of a people partnering approach. There are 14 Standards in total.

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| 1. Ako (to learn and teach) | 6 Standards |
| 2. Rangahau (to seek out, research) | 2 Standards |
| 3. Whakahaere (to influence action) | 5 Standards |
| 4. Te Urupare (response) | 1 Standard |

Diagram 2 indicates the overview of the Occupational Health & Safety Management Framework Standards.

Diagram 2: Massey University Occupational Health & Safety Management Framework Standards Overview



Occupational Health & Safety Management Framework Standards Intent:

The 14 Standards are indicated below.

AKO (to teach and learn)

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| 1 Leadership & Commitment | Managers, workers, contractors and others at all levels of University life demonstrate leadership and commitment to the occupational health and safety of all who can be impacted by our operations through the growth and nurturing of a people partnering culture that demonstrates better care and asks better questions. |
| 2 Organisation Accountability, Responsibility & Authority | OH&S responsibilities and accountabilities are documented, understood and consistently applied. |
| 3 Planning, Objectives & Targets | OH&S considerations are integrated into business processes using systematic risk-based disciplines and approach with key performance indicators established and regularly reported on. |
| 4 Compliance, Documents & Records Management | Relevant compliance obligations, such as legal, regulatory, tertiary sector and organizational commitments are understood, documented, monitored and adhered to. |
| 5 Competency, Training & Behaviour | Employees, contractors, suppliers, and others have the necessary induction, information, training, and supervision to perform their role in a deliberate, safe and conscious manner. |
| 6 Participation, Communication, Consultation & Engagement | Worker insight, participation, communication, consultation and engagement with all PCBU who share a duty of care and, people stakeholders, are valued and involved in establishing a shared and partnering centric commitment to OH&S performance improvement. |

RANGAHAU (to seek out, research)

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| 7 Performance, Measurement & Review | A full range of OH&S data is collected from all University activity and assembled into interpretative and learning centric reports for both operational and governance risk performance considerations. |
| 8 Audits, Inspections & Management Reviews | OH&S assurance, inspection and management reviews regularly occur and determine alignment and performance against legal, regulatory, tertiary sector and organizational commitments and obligations. |

WHAKAHAERE (to influence action)

9 Hazard & Risk Management, and Management of Change	<p>Hazards and risks associated with University activities are identified, assessed, controlled, and monitored for effectiveness – process safety controls and practices will be applied in high potential risk activities.</p> <p>Arrangements are in place to manage risks associated with the procurement and activities of contractors and suppliers for goods and services. Where the University is the contracting PCBU and is working with other PCBU who share a duty of care to eliminate harm to workers and other persons, all PCBU will consult, co-ordinate and co-operate on all matters of influence and control regarding the work.</p>
10 Contractors, Ventures & Supplier Overlapping Duties	<p>All reasonably practicable steps are to be taken for the preventative and curative care needs of Massey people who engage with the university's activities. This includes all necessary support and processes to minimise the occurrence and impact of workplace physical and mental injury or illness.</p>
11 Workplace Preventative & Curative Care	<p>Fleet, plant, and equipment are to be regularly assessed as safe, secure, and effective for use. This includes all stages of pre-purchase or hire, operational life and disposal.</p>
12 Fleet, Plant & Equipment	<p>Facilities are safe, secure, and efficient with OH&S risks identified, assessed, and controlled during the design, construction, operational life, and decommissioning stages.</p>
13 Facilities Design, Constructions, Operations, Commissioning and Decommissioning	

TE URUPARE (response)

14 Incident & Emergency Management	<p>Incident and emergency situations are reported and managed promptly to eliminate or minimise further harmful impacts to people. Deliberate learning through learning reviews and investigation is fundamental to improvements at both the systems and behavioural level of all university activity.</p>
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Review of Occupational Health and Safety Management Framework

Integral to delivering a world class OH&S Management Framework is regular and relevant checking and reviewing processes. Management review is a learning opportunity to ensure the OH&S Management Framework continues to reflect systems capability and capacity, dynamic and trusted leadership, effectively and efficiently aligns with other management systems, and fosters a culture of 'better care' and 'better questions'.

A review will be carried out every three years by the Director Occupational Health & Safety, and Wellbeing, with the involvement of members of the Senior Leadership Team and Massey University Council.

Findings and recommendations will be communicated to staff, and their Health and Safety representatives.

Relevant Legislation:

Health and Safety at Work Act 2015, and associated regulations

Related Documents:

Occupational Health & Safety, and Wellbeing Charter

Occupational Health & Safety, and Wellbeing Policy

Massey University OHS Management Framework Standards