CRITICAL CONTROL MANAGEMENT SERIES

CCM-02 · Critical Control Management Leadership

# Product Overview

Audience: Supervisors, team leaders and managers · Duration: 3–4 hours

Version 1.0 · 8 November 2026

For the supervisors and managers who verify critical controls in the field and act when one fails.

Critical controls fail at the workface, on an ordinary day, under ordinary pressure: a shortcut on an isolation, an exclusion zone that slowly shrinks, a gas test done once and assumed to hold all shift. Supervisors are best placed to see that happening, and are the first who must act on it. Leaders learn how critical controls are chosen and what their performance standards require, how to carry out a field verification that tests whether a control is working rather than whether a form is filled in, how to respond when a control is missing or has failed, and how to report what they find so that it is acted on. Realistic field scenarios from mining, construction, manufacturing, local government, transport and utilities run through the whole session.

## Learning outcomes

- Describe the WHS or OHS duties that apply to their role, and how they differ from an officer's
- Explain how critical risks and critical controls are identified using bowtie analysis
- Read a critical control performance standard and say what 'working' means for that control
- Carry out a field verification that tests the control in use, not just the paperwork
- Tell a critical control verification from an inspection or an audit
- Recognise how critical controls erode over time, and the conditions that speed it up
- Respond to a missing or failed critical control: stop, make safe, report, fix
- Talk with a crew about critical controls in a way that brings problems forward
- Escalate a control that cannot be restored, in writing, with facts and options
- Record verification results honestly, including the uncomfortable ones
- Use verification results to decide where to look next


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## Session outline

| Part | Covers |
|---|---|
| **1. Your role** | WHS and OHS duties, and how officers differ; the supervisor's place in critical control management; critical risks, critical controls and the bowtie; work as imagined and work as done |
| **2. Performance standards** | What a critical control performance standard sets out; objective, performance requirements and failure criteria; reading a standard for what 'working' means; erosion factors and the conditions that speed them up; Activity 1, read the standard |
| **3. Field verification** | Checks, inspections, audits and verification; what a verification proves; planning a field verification; observe, ask, test; asking without turning it into an audit; recording what you found, not what you hoped; pass, non-conformance and fail; Activity 2, observe, ask, test |
| **4. When a control fails** | Stop, make safe, report, fix; a failed critical control as a high potential incident; the first conversation with the crew; isolated failure or system problem; the half-page escalation; reporting so it is acted on; Activity 3, four field scenarios |
| **5. Putting it into practice** | The verification schedule and Activity 4; using results to decide where to look next; start with two; the critical control conversation card; knowledge check |

## What is in the package

| Folder | Contents |
|---|---|
| **01_START_HERE** | Read Me First, Product Overview, Permitted Use Terms, Version Information |
| **02_TRAINING_PRESENTATION** | Training Presentation (.pptx with speaker notes, and PDF) |
| **03_FACILITATOR_GUIDE** | Facilitator Guide (.docx and PDF), Session Plan |
| **04_PARTICIPANT_RESOURCES** | Participant Workbook (.docx and PDF), Handouts (PDF) |
| **05_ACTIVITIES_AND_ASSESSMENTS** | Field Verification Scenarios, Performance Standard Reading Exercise, Control Failure Response Worksheet, Knowledge Assessment, Practical Assessment, Assessment Answers (PDF) |
| **06_WORKPLACE_TOOLS** | Field Verification Checklist Template, Control Failure Response Worksheet, Leader Tools (all editable) |
| **07_TRAINING_ADMINISTRATION** | Training Records (.xlsx), Completion Certificate Template, Training Evaluation |


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## Document control

| Item | Detail |
|---|---|
| **Product** | CCM-02 Critical Control Management Leadership |
| **Document** | Product Overview |
| **Version** | 1.0 |
| **Status** | Released |
| **Date** | 8 November 2026 |
| **Publisher** | Orana Skills Centre |
| **Copyright** | © 2026 Orana Skills Centre. All rights reserved. |
| **Use** | Licensed for internal use by the purchasing organisation under the Permitted Use conditions in folder 01_START_HERE. |


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# Critical Control Management Leadership

Verify critical controls in the field, act when one fails, and report what you find so it is acted on

[Insert organisation name] · [Insert date]

02


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# What this session is, and is not

## This session is

- ✔ About the few controls that stand between your crew and a fatality
- ✔ About proving they work, in the field
- ✔ About what to do when one fails
- ✔ About reporting it so it is acted on

## This session is not

- ✕ Training to build bowties or write standards
- ✕ An audit or inspection course
- ✕ A legal course
- ✕ About finding someone to blame


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# Today

| Module | What it covers | Time |
|---|---|---|
| **1. Your role** | Duties, your place in critical control management, critical controls and the bowtie, the gap | 30 min |
| **2. Performance standards** | What a standard sets out, what ‘working’ means, erosion; Activity 1 | 45 min |
| **Break** | | 15 min |
| **3. Field verification** | Verification versus inspection and audit, planning, observe, ask, test, recording; Activity 2 | 40 min |
| **4. When a control fails** | Stop, make safe, report, fix; the crew; isolated or system; escalation; Activity 3 | 45 min |
| **5. Putting it into practice** | The verification schedule, start with two, the conversation card; Activity 4; knowledge check | 45 min |


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MODULE 1

# Your role

Your duties, your place in critical control management, and the controls that matter most

1


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# Your duties

## The organisation must

- Eliminate risks, or where that is not reasonably practicable, minimise them so far as reasonably practicable
- Provide the controls, maintain them, and have a way of checking that they work
- Consult workers, and consult and cooperate with other duty holders on a shared site

## You, as a supervisor

- Usually carry out that duty day to day: you plan the work, check the controls and decide whether the job goes ahead
- Have your own duty as a worker: reasonable care for yourself and for others affected by what you do or decide
- Are usually not an officer. Officers have extra duties of their own

The law that applies here: [Insert the WHS or OHS Act and regulations for this workplace]


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# Participant Workbook

Duration: 3–4 hours

Name: _____

Area or crew I supervise: _____

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## How to use this workbook

This workbook goes with the session and is yours to keep. It holds every activity and every tool. Work on a real area or crew you supervise: Activity 4 uses it. The tools are also supplied as editable files, to keep using after today.

By the end of the session you will be able to:

- Describe the WHS or OHS duties that apply to their role, and how they differ from an officer's
- Explain how critical risks and critical controls are identified using bowtie analysis
- Read a critical control performance standard and say what 'working' means for that control
- Carry out a field verification that tests the control in use, not just the paperwork
- Tell a critical control verification from an inspection or an audit
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- Respond to a missing or failed critical control: stop, make safe, report, fix
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- Escalate a control that cannot be restored, in writing, with facts and options
- Record verification results honestly, including the uncomfortable ones
- Use verification results to decide where to look next

## Module 1. Your role

### Your duties

| The organisation must | You, as a supervisor |
|---|---|
| • Eliminate risks, or where that is not reasonably practicable, minimise them so far as reasonably practicable<br>• Provide the controls, maintain them, and have a way of checking that they work<br>• Consult workers, and consult and cooperate with other duty holders on a shared site | • Usually carry out that duty day to day: you plan the work, check the controls and decide whether the job goes ahead<br>• Have your own duty as a worker: reasonable care for yourself and for others affected by what you do or decide<br>• Are usually not an officer. Officers have extra duties of their own |


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The law that applies here: _____

## How officers differ

| | Harmonised WHS laws | Victoria (OHS Act) |
|---|---|---|
| **Who holds the main duty** | The person conducting a business or undertaking (the organisation) | The employer |
| **A supervisor's own duty** | As a worker: reasonable care, and cooperation with the organisation | As an employee: reasonable care for others affected by their acts or omissions |
| **Officers** | A positive due diligence duty to make sure the organisation meets its duty | No positive due diligence duty, but officers can be liable for the company's offence |
| **Who is an officer** | People who make, or take part in making, decisions affecting the whole or a substantial part of the business | The same Corporations Act definition, applied to the employer |

## Your place in critical control management

**Critical risk management identifies the critical risks and maps them with bowties. Critical control management makes sure the controls on those bowties hold.**

| | Who | What it does |
|---|---|---|
| **Find the risks** | Critical risk management | Identifies the critical risks and maps them with bowties. Usually led by WHS and operations, with workers consulted. |
| **Keep the controls** | Critical control management | Performance standards, control owners and verification make sure the controls on those bowties hold. |
| **Verify and act** | You, at the workface | Verify critical controls in the field, act when one fails, and report what you find so it is acted on. Often a control owner too. |

## Key ideas

| Term | What it means |
|---|---|
| **Hazard** | Anything with the potential to cause harm. |
| **Control** | An act, object, or technical system that actively prevents or mitigates the risk of an unwanted event. |
| **Preventive control** | A control that aims to stop the hazard from becoming an incident. |
| **Mitigating control** | Something that minimises harm once the hazard has been triggered. |
| **Critical risk** | One whose worst credible outcome is a fatality, serious injury or catastrophic event. |
| **Critical control** | A control that is crucial to preventing a critical risk event or limiting its consequences, so that its absence or failure would significantly increase the risk despite other controls being in place. |
| **Unwanted event** | The point where control is lost: the specific event at the centre of the bowtie, such as a fall from a roof edge or contact with live electricity. |


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# Activity 1. Read the standard

Aditi is the operations manager at a freight distribution centre. Her shift supervisors are about to start verifying the separation of forklifts and people on foot, one of the critical controls on the site's bowtie for mobile plant and pedestrian interaction (slide 10). This is the performance standard they will verify against. All names and details are composites. In small groups, answer questions 1 to 4. Then, on your own, write the field verification checklist (question 5).

| Critical control performance standard | |
|---|---|
| **Control title** | Separation of forklifts and people on foot |
| **Site** | A freight distribution centre: the warehouse floor, the dock and the yard walkway. A composite. |
| **Critical risk** | Mobile plant and pedestrian interaction. Unwanted event: a forklift strikes a person on foot. |
| **Objective** | To keep people on foot physically apart from operating forklifts, so that a forklift cannot strike a person on the warehouse floor or the dock. |
| **Scope** | The warehouse floor, the dock and the yard walkway, on every shift, whenever a forklift is operating. Applies to employees, labour hire, contractors, visiting truck drivers and visitors. |
| **Performance requirements** | • R1 Fixed barriers separate every marked walkway from forklift aisles. The barriers are continuous, with no gaps except at controlled crossings.<br>• R2 People on foot cross forklift aisles only at controlled crossings. Each crossing has a gate or light that stops forklifts while the crossing is in use.<br>• R3 Visiting truck drivers wait in the marked driver safety zone while their truck is loaded or unloaded.<br>• R4 Forklift operators travel at a safe speed.<br>• R5 Pedestrians are aware of forklifts at all times.<br>• R6 When racking, the layout or the traffic flow changes, the separation is reviewed and the barriers are moved before work starts in the new layout.<br>• R7 A damaged barrier is reported the same shift and repaired within 24 hours. Until then, the gap is closed with a temporary barrier, not tape. |
| **Failure modes (erosion factors)** | • Barriers hit and bent, or removed for a delivery and not put back<br>• A crossing gate propped open, or a crossing light not working<br>• Shortcuts across an aisle where the walkway adds distance<br>• Racking or a new bay installed without the barriers being moved<br>• Drivers leaving the safety zone to watch their load, especially when loading runs late<br>• New and labour hire workers shown the shortcut, not the walkway |
| **Accountabilities** | Operations manager: risk owner for mobile plant and pedestrian interaction. Shift supervisors: control owners on their shift, and verify weekly. Maintenance coordinator: barrier and crossing repairs. Every worker: use the walkways and crossings, and report damage. |
| **Training and competencies** | Site induction for everyone covers the walkways, crossings and driver safety zone. Forklift operators hold a high risk work licence for forklifts and have had the site traffic briefing. Supervisors who verify have been trained in critical control verification. |
| **Verification methods** | Shift supervisor: a field verification each week on their shift, in a different area each week, using the field verification checklist. Operations manager: one verification a month on a night or weekend shift. Results recorded in the verification log. |
| **Failure criteria and corrective actions** | Fail: a gap in the barriers where forklifts are running, a crossing not working while people use it, or people on foot working in a forklift aisle. Stop forklift movement in that area, make it safe, and report it as a high potential incident. Non-conformance: in place but not effective, such as people walking around the end of a barrier or a temporary barrier left beyond 24 hours. Put a temporary control in place, such as a spotter or a temporary barrier, before work continues, and log a corrective action. |


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