CRITICAL CONTROL MANAGEMENT SERIES

CCM-03 · Critical Control Management Practitioner

Product Overview

Audience: Whoever is responsible for WHS or risk in the business · Duration: One day

Version 1.0 · 8 November 2026

A full day on building critical control management: from the bowtie to verification that tells the truth.

This is the technical package: identifying critical risks, building bowties, selecting critical controls, writing performance standards, assigning critical control owners, designing a verification program, and responding to and learning from control failure. It is written for the person who will build and run the business's critical control management, whether that is a WHS or risk adviser, an operations manager or the owner.

Participants work through one critical risk from start to finish, using a full case pack and the same templates they will use afterwards. The emphasis is on choosing the few controls that matter most, defining what 'working' means for each in terms that can be checked in the field, and verification that finds the weak points before an incident does.

Learning outcomes

- Explain the WHS or OHS duties that apply to high-consequence risks in their jurisdiction, including where Victoria differs and where mining safety laws add requirements
- Identify and prioritise critical risks by their worst credible consequence
- Facilitate a bowtie analysis: the unwanted event, its causes, its consequences, and the preventive and mitigating controls
- Select critical controls against clear criteria, and keep the list short
- Tell a control from an activity, a procedure or a support arrangement
- Write critical control performance standards with an objective, performance requirements, erosion factors and failure criteria
- Assign critical control owners and set out what each is accountable for
- Design a verification program that tests existence, implementation and effectiveness, at the right frequency
- Analyse verification results and tell isolated failures from systemic problems
- Respond to and investigate a critical control failure
- Report critical control performance upwards in a way that supports decisions

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Session outline

Part	Covers
1. Foundations	Why fatalities persist under mature safety systems; duties by jurisdiction, including Victoria and mining safety laws; critical risk management and critical control management; understanding the work: four sources
2. Bowtie and selection	Critical risks and the worst credible consequence; building a bowtie; selecting critical controls: the criteria; controls, activities and supports; Activities 1, 2 and 3
3. Standards and ownership	Objective, performance requirements and failure criteria; erosion factors and failure modes; critical control owners and their accountabilities; the critical control register; Activity 4
4. Verification and response	Existence, implementation and effectiveness; designing the verification program; reading the results: isolated or systemic; control failure response, investigation and reporting; Activity 5
Case and assessment	Yarrabee Ridge Quarry and Concrete, a quarry and concrete batching operation, through five activities; worked examples from local government and utilities; knowledge check; practical assessment

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 Manual (.docx and PDF), Session Plan
04_PARTICIPANT_RESOURCES	Participant Workbook (.docx and PDF), Handouts (PDF)
05_ACTIVITIES_AND_ASSESSMENTS	Case Pack, Worked Examples (PDF), Knowledge Assessment, Practical Assessment, Assessment Answers (PDF)
06_WORKPLACE_TOOLS	Critical Control Register (.xlsx), Bowtie Analysis Template, Critical Control Selection Worksheet, Critical Control Performance Standard Template, Verification Plan and Field Verification Checklist, Control Failure Response and Investigation Record
07_TRAINING_ADMINISTRATION	Training Records (.xlsx), Completion Certificate Template, Training Evaluation

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Document control

Item	Detail
Product	CCM-03 Critical Control Management Practitioner
Document	Product Overview
Version	1.0
Status	Released
Date	8 November 2026
Publisher	Orana Skills Centre
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CRITICAL CONTROL MANAGEMENT SERIES

Critical Control Management Practitioner

From the bowtie to verification that tells the truth

[Insert organisation name] · [Insert date]

03

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What today is, and is not

Today is

- ✔ The few controls that stop people being killed
- ✔ Built on proof: verified, not assumed
- ✔ One critical risk, worked end to end
- ✔ A method you can use on Monday

Today is not

- ✕ A qualification or a licence
- ✕ Nationally recognised training
- ✕ A course in every control on site
- ✕ A way to produce more paperwork

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Today

Session	What it covers	Time
1. Foundations	Why fatalities persist; duties; CRM and CCM; understanding the work	40 min
Morning tea		15 min
2. Bowtie and selection	Critical risks; building a bowtie; selecting critical controls; Activities 1, 2 and 3	150 min
Lunch		30 min
3. Standards and ownership	Performance standards; erosion factors; owners; the register; Activity 4	70 min
Afternoon tea		15 min
4. Verification and response	Verification programs; reading results; failure response; reporting; Activity 5	80 min
Close	Knowledge check; next steps	25 min

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You will leave with

- Critical risks ranked by their worst credible consequence
- A full bowtie for one critical risk
- A short list of critical controls, with the reasons
- A performance standard someone can verify in the field
- A verification plan, and a way to read the results
- The same templates, editable, for your own workplace

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SESSION 1

Foundations

Why people are still killed, what the law asks, and where critical control management fits

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Participant Workbook

Duration: One day

Name: _____

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How to use this workbook

This workbook holds the reference material and every activity worksheet for the day. Activities 1 to 5 work through one critical risk at Yarrabee Ridge Quarry and Concrete, described in the case pack at the back of this workbook. Your completed worksheets for Activities 1 to 5 form the practical assessment, so keep them together and make sure your name is on the cover.

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

- Explain the WHS or OHS duties that apply to high-consequence risks in their jurisdiction, including where Victoria differs and where mining safety laws add requirements
- Identify and prioritise critical risks by their worst credible consequence
- Facilitate a bowtie analysis: the unwanted event, its causes, its consequences, and the preventive and mitigating controls
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Session 1. Foundations

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.
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.
Critical risk management	A structured approach to identifying, assessing and controlling the highest-consequence risks in a workplace.
Critical control management	A systematic approach to identifying, implementing and verifying the controls that prevent or mitigate high-consequence risks.

Why fatalities persist under mature safety systems

What the system measures	What kills people
Injury rates: strains, sprains and cuts	The same few events, year after year: plant, height, energy, lifting, confined spaces
Procedures written, training done, forms filled in	One control missing or not working on the day
Inspections completed on time	A control everyone assumed was working, and nobody had checked
A long list of controls on every risk	A failed control found earlier, logged and never escalated

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Activity 2. Build the bowtie

The critical risk ranked first in Activity 1. Write the hazard and the unwanted event in the centre. Map the causes and consequences from the case pack, and place the controls the business has now against each. Actual controls, not documents. Mark the gaps and add proposed controls.

Causes	Preventive controls	Unwanted event	Mitigating controls	Consequences
		Hazard:		
		Unwanted event:		

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