RISK MANAGEMENT SERIES

RM-02 · Risk Management Leadership

Product Overview

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

Version 1.0 · 7 November 2026

For the people who plan the work, approve the risk assessments and decide whether a job goes ahead.

Supervisors decide more about risk than any procedure does. They plan the job, allocate the people and equipment, sign off the risk assessment and decide whether work carries on when conditions change. This package builds risk management into that everyday work. Leaders learn to run a task risk assessment their crew actually contributes to, to review one and recognise when it would not have prevented an incident, to choose controls from the top of the hierarchy and justify a lower order one, to check at the workface that controls are in place, to manage the risks that come with change, and to escalate what they cannot control. Realistic supervisory 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 what 'so far as reasonably practicable' means when choosing controls
- Lead a task risk assessment with their crew that reflects the work as done
- Review a risk assessment and recognise one that would not have prevented an incident
- Select controls from the top of the hierarchy, and justify a lower-order control when they must use one
- Check at the workface that controls are in place and being used
- Consult their team in a way that changes the plan when it should
- Recognise when a change to people, plant, process or conditions needs a fresh look at the risk
- Escalate a risk they cannot control, in writing, with facts and options
- Respond to a reported hazard or near miss so that people keep reporting
- Keep their team's risk register entries current, with a named owner for each control

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Session outline

Part	Covers
1. Your role	WHS and OHS duties, and how officers differ; reasonably practicable, in practice; what a supervisor controls, influences, or neither; work as imagined and work as done
2. Leading the risk assessment	Planning the job before the crew arrives; scenarios, not categories; a task risk assessment the crew contributes to; rating the risk; planning for control failure; six common faults; Activity 1, review the risk assessment; consultation that changes the plan
3. Controls that work	The hierarchy of control, applied; is it a control; engineering out the hazard versus writing a procedure; justifying a lower order control; supervision as a control; the workface control check; how controls drift; Activity 2, the workface check
4. Change and escalation	Management of change for supervisors; the change trigger card; stop, reassess, restart; Activity 3, supervisory scenarios; the half-page escalation; responding to a hazard report or near miss; risk and investigation as one loop
5. Putting it into practice	Risk owners and control owners; the team risk register and Activity 4; start with two; the pre-start 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	Supervisory Scenarios, Risk Assessment Review Exercise, Control Planning Worksheet, Knowledge Assessment, Practical Assessment, Assessment Answers (PDF)
06_WORKPLACE_TOOLS	Task Risk Assessment Template, Risk Assessment Review Checklist, Leader Tools (all editable)
07_TRAINING_ADMINISTRATION	Training Records (.xlsx), Completion Certificate Template, Training Evaluation

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Document control

Item	Detail
Product	RM-02 Risk Management Leadership
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Status	Released
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Risk Management Leadership

Plan the job, lead the risk assessment, check the controls, and manage the change

[Insert organisation name] · [Insert date]

02

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What this session is, and is not

This session is

- ✔ About the decisions you make before and during the job
- ✔ About risk assessments that would actually prevent an incident
- ✔ About checking controls at the workface
- ✔ About change, escalation and what to do with a hazard report

This session is not

- ✕ Your organisation's procedures training
- ✕ A legal course
- ✕ About writing longer risk assessments
- ✕ About finding someone to blame

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Today

Module	What it covers	Time
1. Your role	Duties, reasonably practicable, what you control, the gap between plan and job	30 min
2. Leading the risk assessment	Planning the job, the crew's risk assessment, rating it, six faults; Activity 1	50 min
Break		15 min
3. Controls that work	The hierarchy applied, supervision, the workface check, drift; Activity 2	40 min
4. Change and escalation	Change, stop and restart, the half-page, hazard reports; Activity 3	50 min
5. Putting it into practice	Owners, the team risk register, start with two; Activity 4; knowledge check	40 min

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MODULE 1

Your role

What the law asks of you, and what you actually control

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 safe plant, safe systems of work, and the information, training, instruction and supervision people need
- 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 job, allocate the people and plant, and supervise the work
- 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: _____

Team or crew I lead: _____

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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 team or crew you lead: 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 what 'so far as reasonably practicable' means when choosing controls
- Lead a task risk assessment with their crew that reflects the work as done
- Review a risk assessment and recognise one that would not have prevented an incident
- Select controls from the top of the hierarchy, and justify a lower-order control when they must use one
- Check at the workface that controls are in place and being used
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- Keep their team's risk register entries current, with a named owner for each control

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 • Provide safe plant, safe systems of work, and the information, training, instruction and supervision people need • 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 job, allocate the people and plant, and supervise the work • 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

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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

So far as reasonably practicable

You must do everything you can to eliminate or reduce risks unless the effort, time, or cost of doing so is far greater than the benefit gained.

- Weigh how likely the harm is, how bad and how fast, what is known about the hazard and the ways of controlling it, and whether those controls are available and suitable
- Cost comes last, and only rules a control out when it is grossly out of proportion to the risk
- 'We have always done it this way' and 'the budget is spent' are not the test

Control, influence, neither

Box	Means	Examples, and the question to ask
Control	You decide it	The job plan, who is on the crew, the order of work, whether the job starts, and whether it stops. Am I doing it, and who checks?
Influence	Someone else decides	Plant purchases, staffing, schedules, contracts, design. Who decides, what do they need to know, and have I told them in writing?
Neither	Nobody here can change it	The weather, the ground, the traffic. You still decide whether the job goes ahead in it, and with what.

Work as imagined, work as done

Work as imagined	Work as done
The lift plan says nobody under the load	The rigger steadies it by hand at the well edge
The traffic plan was approved for the site	The site changed on day two
The SWMS is read with the crew	The SWMS is signed at the ute
Every worker fits a personal lock	'Night shift locked it out'
Inspections are weekly	Inspections happen when someone remembers

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Activity 1. Review the risk assessment

In small groups, read the job, the completed risk assessment and what happened. Answer questions 1 and 2 together. Then, on your own, rewrite the controls on the control planning worksheet and re-rate the risk. All names and details are composites.

The job: Lifting a replacement pump into a pump well with a 25-tonne mobile crane

Niamh supervises the maintenance crew at a council water treatment plant. The task risk assessment below was written by the maintenance planner the week before the job, from last year's version, and signed by the crew at the pre-start. Niamh signed it too, as she does every week. All names and details are composites.

Job step	Hazard	Controls	Rating	Checked
1. Set up the crane	Crane tipping	Competent crane operator. Ground checked visually. Outrigger pads used.	Major, Unlikely: Low	✓
2. Rig the pump	Lifting	Slings in good condition. Dogman to check rigging.	Major, Rare: Low	✓
3. Lift and slew over the well	Manual handling	Be aware of swinging loads. Barrier tape around the lift area. Gloves and hard hats.	Moderate, Unlikely: Low	
4. Land the pump in the well	Pinch points	Use a tag line where possible. Keep hands clear. Take care.	Minor, Possible: Low	
5. General	Weather	Monitor the weather. SWMS signed by all. Take 5 completed.	Minor, Unlikely: Low	✓

What happened

Halfway through landing the pump, a gust of wind caught the load and it spun. The tag line was too short to reach from outside the well edge, so Ezra, the rigger, was steadying the pump by hand from the handrail. The pump swung and crushed his hand against the rail. Two workers from the chemical dosing crew had stepped over the barrier tape to reach their building and were under the slewing load when it swung. Nobody had checked the wind speed against the crane's limit. The slings had been inspected and their tags were current.

1. Which of the six common faults can you find? Mark each one on the form.

2. Which controls would not have prevented this incident? Say why for each.

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