RISK MANAGEMENT SERIES

RM-03 · Risk Management Practitioner

Product Overview

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

Version 1.0 · 7 November 2026

This is the technical package: the risk management process, broad-brush and task-level risk assessment, the risk matrix and its limits, the hierarchy of control, risk registers, risk owners and control owners, consultation, management of change and review. It is written for the person who will build and run the business's risk management, whether that is a WHS adviser, an operations manager or the owner.

Participants work through complete risk assessments using a full case pack and the same templates they will use afterwards. The emphasis is on assessments that reflect the work as it is actually done, on controls that remove or reduce the hazard rather than relying on people to be careful, and on evidence that those controls are in place and effective.

Learning outcomes

- Explain the WHS or OHS risk management duties that apply in their jurisdiction, including where Victoria differs
- Apply a structured risk management process: establish the context, identify, analyse, evaluate, treat, monitor and review
- Run a broad-brush risk assessment for a site or business unit, and decide which risks need detailed assessment
- Conduct a detailed task or process risk assessment that reflects the work as done
- Use a risk matrix consistently, and recognise where it misleads
- Select controls using the hierarchy of control, and test whether each is reasonably practicable
- Rate residual risk honestly, giving no credit to controls that are not verified
- Build and maintain a risk register with a named risk owner and control owner for each entry
- Consult workers and Health and Safety Representatives at each step, as the law requires
- Apply management of change so that new risks are assessed before the change, not after it
- Set review triggers, and use incidents, inspections and audits to keep the register current

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Session outline

Part	Covers
1. Foundations	Duties by jurisdiction, including Victoria; the process and ISO 31000; context; understanding the work: four sources; Activity 1
2. Identify and assess	Broad-brush and task assessment; likelihood, consequence, velocity and the matrix; residual risk and the unverified control rule; Activities 2 and 3
3. Control	The hierarchy, applied properly; what is a control; reasonably practicable and the cost question; checkable controls; risk and control owners; Activity 4
4. Register, change and review	A register people use; consultation; management of change; inspections, audits and incidents; review triggers; Activity 5
Case and assessment	Boree Plains Foods through five activities; worked examples from local government, utilities and mining; 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	Risk Register (.xlsx), Broad-Brush Risk Assessment Worksheet, Task Risk Assessment Template, Risk Matrix and Consequence Table, Management of Change Worksheet, Control Verification Checklist
07_TRAINING_ADMINISTRATION	Training Records (.xlsx), Completion Certificate Template, Training Evaluation

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Document control

Item	Detail
Product	RM-03 Risk Management Practitioner
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Status	Released
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RISK MANAGEMENT SERIES

Risk Management Practitioner

Assess the risk, choose the controls, and prove they work

[Insert organisation name] · [Insert date]

03

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What today is, and is not

Today is

- ✔ Risk management of the work, as it is actually done
- ✔ A method you can apply on Monday
- ✔ Built on evidence: controls are verified, not assumed
- ✔ Practical: one business, assessed end to end

Today is not

- ✕ A legal course
- ✕ A qualification or a licence
- ✕ Nationally recognised training
- ✕ A way to produce more paperwork

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Today

Session	What it covers	Time
1. Foundations	Duties; the process; context; understanding the work; Activity 1	70 min
Morning tea		15 min
2. Identify and assess	Broad-brush and task assessment; the matrix and its limits; residual risk; Activities 2 and 3	110 min
Lunch		30 min
3. Control	The hierarchy; what is a control; reasonably practicable; owners; Activity 4	85 min
Afternoon tea		15 min
4. Register, change and review	The register; consultation; change; assurance; incidents; triggers; Activity 5	80 min
Close	Knowledge check; next steps	25 min

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You will leave with

- A context statement and process map for a whole business
- A broad-brush assessment, ranked, with the risks that need a closer look
- A detailed task risk assessment, rated before and after controls
- Twelve controls tested, and register entries with risk and control owners
- A management of change worksheet for a real change
- The same templates, editable, for your own workplace

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SESSION 1

Foundations

The duties, the process, and understanding the business before you assess it

1

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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 business, Boree Plains Foods, 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 risk management duties that apply in their jurisdiction, including where Victoria differs
- Apply a structured risk management process: establish the context, identify, analyse, evaluate, treat, monitor and review
- Run a broad-brush risk assessment for a site or business unit, and decide which risks need detailed assessment
- Conduct a detailed task or process risk assessment that reflects the work as done
- Use a risk matrix consistently, and recognise where it misleads
- Select controls using the hierarchy of control, and test whether each is reasonably practicable
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Session 1. Foundations

Key ideas

Term	What it means
Hazard	Anything with the potential to cause harm.
Risk	The possibility that something unwanted or harmful might happen. It is the combination of two factors: likelihood (how likely it is to happen) and consequence (how severe the outcome would be if it did happen).
Likelihood	The chance of the hazard causing harm.
Consequence	The severity of harm if the hazard causes an incident.
Risk velocity	How quickly a risk event escalates from the point of control failure to causing harm or reaching its full impact.
Control	An act, object, or technical system that actively prevents or mitigates the risk of an unwanted event.
Risk assessment	The process of identifying hazards, analysing what could go wrong, and deciding how to control or eliminate the risk.

The duties: WHS or OHS

General guidance. Your facilitator will tell you the law that applies here.

	Harmonised WHS laws	Victoria's OHS laws
Who holds the main duty	The person conducting a business or undertaking (PCBU)	The employer, and others such as self-employed people and those who manage or control workplaces
The standard	So far as is reasonably practicable, with the factors set out in the Act	So far as is reasonably practicable, with the same factors in substance
The risk management steps	General regulations: identify hazards, eliminate or minimise, the hierarchy of control, maintain controls, review them	Hazard-specific regulations (plant, falls, manual handling, hazardous substances and others), many with their own control order and review rules
Consultation	Consult workers and HSRs, and consult, cooperate and coordinate with other duty holders	Consult employees and HSRs; the matters and process are set out differently
Officers	A positive duty to exercise due diligence	No positive due diligence duty; officers can be liable where the body corporate offends
Stopping unsafe work	A worker may cease work on a reasonable concern of serious risk from an immediate or imminent hazard; HSRs may direct it	Framed through HSRs, who may direct that work cease in set circumstances; check the current position

The law that applies here: _____

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Activity 3. Assess the task

Task: loading a linehaul trailer at the dispatch dock, afternoon shift, in the peak. Use the observation notes, what people said and the records.

Step, as done	Scenario and causes	Existing controls	Verified?	Current: C, L, level	Additional controls (tier; preventive or mitigating)	Residual: C, L, level	Control owner

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