

# Orientation and Induction

## Human Resources Policy

Effective Date: September 2009

### TABLE OF CONTENTS

1	PURPOSE.....	2
2	APPLICATION.....	2
3	GUIDELINES.....	2
4	DELEGATION .....	2
5	REFERENCES.....	2
6	SUPERSEDES.....	3
7	POLICY .....	3
	7.1 Objectives.....	3
8	APPLYING THE POLICY .....	4
	8.1 Mandatory training .....	4
	7.1.1 Post orientation and induction repeat training .....	4
	8.2 Orientation strategy and topics .....	4
	8.3 Induction strategy and topics .....	5
	8.4 Development learning and training activities .....	5
	8.5 Application to employee groups.....	6
9	DEFINITIONS.....	7
10	HISTORY .....	7

ATTACHMENT ONE: Mandatory training components

ATTACHMENT TWO: Orientation and induction training program and delivery strategies

ATTACHMENT THREE: Orientation topics

ATTACHMENT FOUR: Induction topics

## **1 PURPOSE**

This policy reflects Queensland Health's commitment to ensure that all employees appointed to new positions receive information that is appropriate to their needs. The policy sets out topics for orientation and induction training for all employees, and core orientation and induction training topics at the division/district/facility level.

## **2 APPLICATION**

This policy applies to:

- district health services, Queensland Health Shared Service Provider (SSP), and Corporate and statewide divisions
- all new permanent, temporary and casual pool appointments
- existing employees resuming duty after leave of more than 12 months.

## **3 GUIDELINES**

Guidelines may be developed to facilitate implementation of this policy. The guidelines must be consistent with this policy.

## **4 DELEGATION**

The 'delegate' is as listed in the Queensland Health Human Resource Delegations Manual as amended from time to time.

## **5 REFERENCES**

- *Right to Information Act 2009*
- *Public Service Act 2008*
- *Building and Fire Safety Regulation 2008*
- *Public Health Act 2005*
- *Disaster Management Act 2003*
- *Workers' Compensation and Rehabilitation Act 2003*
- *Public Records Act 2002*
- *Crime and Misconduct Act 2001*
- *Dangerous Goods Safety Management Act 2001*
- *Industrial Relations Act 1999*
- *Industrial Relations Act 1999*
- *Workplace Health and Safety Regulation 1997*
- *Workplace Health and Safety Act 1995*
- *Public Sector Ethics Act 1994*
- *Whistleblowers Protection Act 1994*
- *Anti-Discrimination Act 1991*
- *Public Safety Preservation Act 1986*
- *Quarantine Act 1908 (Commonwealth)*
- *Police Powers and Protection Act*
- Occupational Health and Safety (OHS) Management System
  - Health and Safety Governance policy 1#21
  - Occupational Health and Safety policy 2#21
  - Injury Management policy 3#21

- Occupational Health and Safety Review and Appeals policy 4#21
- OHS Statewide Mandatory Work Practice Directive Smoking within Queensland Health Facilities Workplace or Facilities OHSMS 2-45#21
- Use of internet, email and other ICT facilities and devices QHEPS Policy 32145
- Queensland Health Employment Framework HR Policy A1
- Work Life Balance HR Policy C4
- Code of Conduct – Workplace Ethics, Conduct and Behaviour HR Policy E1
- Assault in the Workplace HR Policy E3
- Child Safety – Health Professionals Capability Requirements and Reporting Responsibilities HR Policy E7
- Performance Appraisal and Development HR Policy G9
- Aboriginal and Torres Strait Islander Cultural Respect Strategies HR Policy G12
- Workplace Harassment HR Policy (preserved)
- Grievance Resolution HR Policy (preserved)
- Union Encouragement HR Policy (preserved)
- Interim Queensland Health Respiratory Protection Policy 2007
- Queensland Chemical, Biological and Radiological Plans
- Queensland Disaster Plan (Department of Premier and Cabinet)
- Union Encouragement Provisions – Statement of Policy [2000] QIRC

## **6 SUPERSEDES**

- IRM 3.7-12 Orientation and Induction

## **7 POLICY**

This policy aims to provide a framework for orientation, induction and mandatory training for staff which:

- welcomes employees as valued new staff members
- ensures that there is a clear understanding of the job, as defined in the role description, and how duties are carried out with safe work practices to avoid the possibility of injury to the employee or others
- encourages staff retention through personalised development programs
- helps employees understand their part in the working of the whole organisation, including expected behaviours and responsibilities
- explains the principle goals and functions of Queensland Health and local service provision.

### **7.1 Objectives**

Objectives for new employees:

- Gain sufficient knowledge and skills to become productive employees within the local workplace.
- Be informed of the work unit's policies and procedures and application to facilitate rapid assimilation into the work environment.
- Discuss performance goals and personal development.
- Understand employee rights in relation to union membership and Queensland Health's encouragement of membership.

- Understand the goals and functions of the division/district, Queensland Health, and government priorities.

## **8 APPLYING THE POLICY**

The orientation and induction training program and delivery strategies set out complementary processes to this policy, and are located on the Learning and Development website on QHEPS.

### **8.1 Mandatory training**

Mandatory training components are in orientation and induction programs. It is essential that each mandatory training element be signed off in a checklist on completion to ensure all staff members receive the information. These checklists are to be recorded to allow reporting and monitoring.

Mandatory training is to be delivered to all staff, as mandated by:

- relevant Commonwealth or state legislation and/or administrative policy
- Code of Practice or regulation linked to legislation
- relevant directives
- Queensland Health HR policies.

For a list of mandatory training topics, refer attachment one.

#### **7.1.1 Post orientation and induction repeat training**

It is suggested that divisions/districts offer refresher Code of Conduct training every two years. An online version on the Queensland Health intranet can be used, as well as face-to-face training.

Repeat training of mandatory and discretionary components may also be necessary in certain work areas.

### **8.2 Orientation strategy and topics**

Orientation is a staged process whereby new employees are welcomed to the district/division and familiarised with Queensland Health, including its mission, strategic objectives, structure and scope of operations.

Orientation and induction in Queensland Health is a four strategy approach. Strategies one and two provide a welcome and introduction to mandatory topics, and strategies three and four focus on a clear understanding of topics covered throughout the program (refer attachment two).

The approach is to be personalised, providing positive messages of caring for and respecting employees. For topics designated mandatory, a staged process of two or more levels is recommended. This process begins with an awareness session at the first level, after which employees are advised to participate in the next level at a later date when more in-depth information is provided. It is suggested that the awareness session for Code of Conduct be combined with other topics that contain values and

ethical considerations, i.e. equity and diversity, whistleblower protection and public interest disclosures, and workplace harassment.

Orientation contains both workplace and organisational elements. Corporate topics centre on values, commitment to staff and the rights and responsibilities of new employees, convey information on governance, and have the intention of giving a sense of belonging to the organisation.

Attachment three is a recommended set of topics and approaches for an orientation program. Districts and divisions may choose to add to this set to reflect local requirements, or reduce the number of non-mandatory topics.

### **8.3 Induction strategy and topics**

Induction is the process whereby employees are familiarised with their new immediate work unit and environment, including local policies, standards, safe work procedures, administrative procedures, and training in relevant systems.

Familiarisation with relevant policies and procedures in division/district is essential for employees. The induction process involves a range of resources, information and local support to ensure that new employees feel welcome, motivated and equipped to perform work roles effectively. Care is to be taken to ensure the range of training needs has been identified for each category of employment and the components of the programs are structured accordingly. Existing employees who are transferred, seconded or promoted into a different area or role within Queensland Health are to be included in the local induction program.

The approach to induction is to be personalised. Initial induction takes place on entry to the workplace and is to be ongoing over approximately three months. It is to be reinforced with other activities. As with orientation, a staged process is recommended for some topics, such as those designated as mandatory, with the first level being awareness.

For a list of suggested induction topics, refer attachment four.

### **8.4 Development learning and training activities**

The following activities are available to Queensland Health staff:

- Role specific learning.
- Professional, personal and team development.
- Management and leadership development.
- Industrially driven learning and development.
- Other training and skill development.

Training requirements are to be identified through industrial agreement, the performance appraisal and development (PAD) process (refer Performance Appraisal and Development HR Policy G9), or other methods. It is recommended that PAD and the identification of developmental training needs start at the same time as the orientation process.

## 8.5 Application to employee groups

If you are a new **nursing staff** member, you are to complete all mandatory training in this policy required of your role, and all nurse-specific orientation and induction training required in your work area. Contact the nurse educator or director of nursing for training information including development training.

If you are a new **medical staff** member you are to complete all mandatory training in this policy required of your role, and all medical-specific orientation and induction training required in your work area. Contact the medical administration unit.

If you are a new **allied health member** you are to complete all mandatory training in this policy required of your role, and all orientation and induction training required in your work area. Contact the relevant training unit.

For employees in other employment streams, all applicable mandatory training is to be completed. The line manager or relevant training unit may be able to advise which specific orientation and induction training and development training is required.

Every employee is to undergo orientation and induction, including mandatory training upon commencing employment with Queensland Health. Temporary and casual employees employed for less than three months are to receive induction and orientation in the legislative compliance areas soon after their arrival, but are not required to undertake more intensive orientation.

Orientation and induction is to be undertaken within three months of commencement of duties.

When competencies or mandatory training is to be completed prior to taking up certain duties, (e.g. nursing and medication administration), the employee is not to perform those duties until their training is completed and they are competent in that field.

The return of the equal employment opportunity (EEO) census form is mandatory for every employee upon commencing employment with Queensland Health. The EEO statistical data collected is strictly confidential and used for EEO planning purposes only.

Consideration is to be given to the particular needs of employees in devising delivery methods and the location and timing of presentations (shift workers and part-time etc). This also includes employees with special learning needs or physical impairments or disabilities. A variety of delivery methods may be used. This may include face-to-face delivery, on-line delivery, CD/DVD information, video presentation, and one-on-one information sharing.

Health service districts and corporate and statewide divisions are encouraged to develop programs that incorporate local mandatory training, such as fire and evacuation safety, and occupational health and safety (OHS) training at district or facility levels, and to include suitable methods for sites that are distant from larger facilities.

## 9 DEFINITIONS

<b>Development learning and training activities</b>	Development learning and training activities include: <ul style="list-style-type: none"> <li>• role specific learning</li> <li>• professional, personal and team development</li> <li>• management and leadership development</li> <li>• industrially driven learning and development</li> <li>• development training through the PAD process agreed upon by the supervisor and employee to benefit both the employee and the workplace</li> <li>• other training and skill development activities.</li> </ul>
<b>Induction</b>	The process by which employees are familiarised with their new immediate work unit and environment, including local policies, standards, safe work procedures, administrative procedures, and training in relevant systems. It also includes some mandatory training. Some topics may be common to orientation and induction, requiring both local and broader application.
<b>Mandatory training</b>	Compulsory training is to be delivered to all employees, as mandated by: <ul style="list-style-type: none"> <li>• relevant Commonwealth or state legislation and/or administrative policy</li> <li>• code of practice or regulation linked to legislation</li> <li>• relevant directives</li> <li>• Queensland Health HR policies.</li> </ul>
<b>Orientation</b>	The three month staged process by which new employees are welcomed and introduced to their district/division and Queensland Health. This includes the mission, strategic objectives, structure and scope of operations and incorporates much of mandatory training.

## 10 HISTORY

<b>September 2009</b>	Amended to update the <i>Building and Fire Safety Regulation 2008</i> .
<b>July 2009</b>	Amended to update the <i>Right to Information Act 2009</i> .
<b>December 2008</b>	Amended attachment one Equity and Diversity attributes (a), (i) and updated to include (m), (n), (o) and (p) to accurately reflect part 2, section 7 of the <i>Anti-Discrimination Act 1991</i> .
<b>July 2008</b>	Amended to reflect <i>Public Service Act 2008</i> .
<b>May 2008</b>	Revised as a result of the HR policy consolidation project, and approved by HR Board.

### Mandatory training components

<b>Aggressive behaviour management</b>	The aggressive behaviour management for HealthCare Workers training program forms part of a total aggressive behaviour risk management solution. Different levels of training are required for different types of employees. The duration of training may vary from a few hours to up to five days, depending upon the risk assessment of the particular work area.		
<b>Assault in the workplace</b>	Queensland Health is committed to maintaining a safe environment free of any form of harassment or harmful behaviour for patients, clients, visitors and employees. Disciplinary action is to be taken against any employee found to have committed any act of unlawful assault.		
<b>Code of Conduct</b>	The Code of Conduct has its basis in the <i>Public Sector Ethics Act 1994</i> . Queensland Health has a zero tolerance policy of bullying and harassment. The Code of Conduct provides standards of behaviour expected of all employees within Queensland Health so that a positive workplace culture is built. Managers are responsible for ensuring the Code of Conduct is understood by employees, and that employees carry out the respective duties within its framework.		
<b>Cultural awareness</b>	<p>The Aboriginal and Torres Strait Islander Cultural Awareness Program provides a framework for Queensland Health to ensure culturally appropriate service delivery to people from Aboriginal and Torres Strait Islander backgrounds.</p> <p>The program is endorsed by the Aboriginal and Torres Strait Islander Cultural Awareness Training Revised Minimum Standards June 2001.</p>		
<b>Equity and diversity</b>	<p>All Queensland Health employees need to be aware of the principles of equity and diversity (refer Equity and Diversity Strategic Plan 2007-2010). Employees are to be aware that the <i>Anti-Discrimination Act 1991 (Qld)</i> prohibits discrimination in work and work-related areas. The Act prohibits direct and indirect discrimination on the basis of the following attributes:</p> <table border="0" style="width: 100%;"> <tr> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>(a) sex</li> <li>(b) relationship status</li> <li>(c) pregnancy</li> <li>(d) parental status</li> <li>(e) breastfeeding</li> <li>(f) age</li> <li>(g) race</li> <li>(h) impairment</li> <li>(i) religious belief or religious activity</li> </ul> </td> <td style="width: 50%; vertical-align: top;"> <ul style="list-style-type: none"> <li>(j) political belief or activity</li> <li>(k) trade union activity</li> <li>(l) lawful sexual activity</li> <li>(m) gender identity</li> <li>(n) sexuality</li> <li>(o) family responsibilities</li> <li>(p) association with, or relation to, a person identified on the basis of any of the above attributes.</li> </ul> </td> </tr> </table> <p>Queensland Health is committed to creating and maintaining a work environment which values diversity.</p>	<ul style="list-style-type: none"> <li>(a) sex</li> <li>(b) relationship status</li> <li>(c) pregnancy</li> <li>(d) parental status</li> <li>(e) breastfeeding</li> <li>(f) age</li> <li>(g) race</li> <li>(h) impairment</li> <li>(i) religious belief or religious activity</li> </ul>	<ul style="list-style-type: none"> <li>(j) political belief or activity</li> <li>(k) trade union activity</li> <li>(l) lawful sexual activity</li> <li>(m) gender identity</li> <li>(n) sexuality</li> <li>(o) family responsibilities</li> <li>(p) association with, or relation to, a person identified on the basis of any of the above attributes.</li> </ul>
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<b>Information security</b>	Queensland Health has an obligation to protect the security of the information it collects. All employees are to be made aware of Queensland Health's information security policy.
<b>No smoking policy</b>	Effective 1 July 2006, smoking is prohibited in all workplaces/ facilities controlled by Queensland Health, including buildings, grounds and motor vehicles. A district manager (DM) or equivalent may designate one smoking place in an outdoor area. When the facility is too large for a single smoking area, a submission may be made by the DM to the chief health officer.
<b>Occupational Health and Safety Management System</b>	<p>It is the duty of every Queensland Health employee, contractor, volunteer and member of the public who comes onto Queensland Health premises, to fulfil their health and safety responsibility by:</p> <ul style="list-style-type: none"> <li>• following health and safety policy, standards, directives, safe work practices and procedures given for working in a safe and healthy manner</li> <li>• reporting all injuries, incidents and unsafe conditions or work practices.</li> </ul> <p>Queensland Health managers and supervisors have overall responsibility for the provision of a safe and healthy working environment and have ultimate accountability for the department's health and safety performance and for ensuring the safety management system is operating effectively.</p> <p>Mandatory training components for health and safety hazards are detailed in the relevant policy, standards and work practice directives.</p>
<b>Privacy policy/ freedom of information</b>	<p>Queensland Health respects the privacy of patients and clients, their families, our staff and business partners. Privacy is broader than the traditional concept of confidentiality. It includes informing individuals when information is collected about them and informing the community about the types of information collected.</p> <p>The <i>Right to Information Act 2009</i> gives the public and staff a legal right to seek access to documents, including those concerning their personal affairs.</p>
<b>Records Management</b>	<p>Queensland Health has a legal obligation under the <i>Public Records Act 2002</i> to make, manage, keep and dispose of public records. Underpinning this Act is Queensland Government Information Standard 40 – Recordkeeping.</p> <p>Managers and supervisors are responsible for ensuring all work practices align with the Queensland Health Records Management policy, supporting standards, and roles and responsibilities specification.</p>

<p><b>Union encouragement</b></p>	<p>Queensland Health has made a commitment to encourage union membership among its employees. The active cooperation of all managers and supervisors is necessary to ensure that this commitment is honoured. Union officials or authorised representatives are to be given the opportunity during orientation to discuss union membership with new employees and provide them with relevant union materials, including suitable induction information.</p> <p>Union encouragement provisions are in s.110 of the <i>Industrial Relations Act 1999</i>, and Queensland Health originally made a commitment in the Queensland Public Health Sector Certified Agreement (No.4) 2000 that continues to apply. Refer Union Encouragement HR Policy (preserved).</p>
<p><b>Whistleblowers and public interest disclosures</b></p>	<p>All employees, supervisors and managers of Queensland Health need to be aware that they are responsible for reporting official misconduct and other matters affecting the public interest.</p> <p>The act of reporting misconduct or maladministration may amount to a public interest disclosure (PID). Queensland Health is committed to protecting employees who raise concerns about misconduct from retaliation or reprisals. This policy has its basis in the <i>Whistleblowers Protection Act 1994</i>.</p>
<p><b>Workplace harassment – standards of appropriate and ethical behaviour in the workplace</b></p>	<p>Managers and supervisors are responsible for setting appropriate and ethical standards of behaviour by personal leadership. This includes ensuring that dysfunctional and unethical behaviour in the work area is identified and promptly addressed. All staff are responsible to contribute to an ethical work culture by considering their own behaviour and professional impact on others.</p>

## Orientation and induction training program and delivery strategies

A good orientation and induction program benefits both the organisation and employee. The program and delivery strategies reflect the intention of this policy, to ensure that all employees appointed to new positions receive timely and accessible information that is appropriate to their needs. The approach to both orientation and induction is designed to be personalised, providing positive messages of caring for and respect of employees. Orientation and induction are described as follows:

- **Orientation** - the three-month staged process by which new employees are welcomed and introduced to their district/division and Queensland Health. This includes mission, strategic objectives, structure and scope of operations and incorporates much of mandatory training.
- **Induction** - the process that familiarises employees with their immediate work unit and environment, local policies, standards, safe work and admin procedures including relevant systems. Includes some mandatory training. Some topics in common to both orientation and induction, requiring local and broader application.

The table below outlines recommended strategies and delivery options for orientation and induction of new employees across Queensland Health. Using a staged approach over a three-month period, strategies provide a welcome and an introduction to mandatory topics, as well as training that aims to provide levels of awareness and understanding of designated topics.

## Orientation and induction strategies

Awareness* Level				Understanding** Level	
STRATEGY 1		STRATEGY 2	STRATEGY 3	STRATEGY 4	
Orientation & Induction pre-commencement and commencement		Orientation & Induction face-to-face welcome (recommended ½ day)	Orientation & Induction	Orientation & Induction	
<b>DELIVERY OPTIONS</b>	Line managers should make contact with new starters in advance.  Welcome information for new starters <ul style="list-style-type: none"> <li>• Queensland Health Internet page</li> <li>• Hard copy</li> <li>• DVD</li> </ul>	Orientation & induction programs.  Topics included are most appropriate for face-to-face delivery	For topics requiring awareness only.  Delivery options: <ul style="list-style-type: none"> <li>• Online</li> <li>• Self-directed learning package</li> </ul>	For topics requiring a level of understanding  Delivery options: <ul style="list-style-type: none"> <li>• Face-to-face information sessions</li> <li>• Online learning</li> <li>• Blended learning approach</li> </ul>	
	<b>ORIENTATION</b>	Brief introduction to Mandatory topics: <ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• Equal Employment Opportunity (EEO)</li> <li>• Public Interest Disclosure (PID)</li> <li>• Workplace harassment</li> <li>• Anti-Discrimination</li> <li>• Assault in the Workplace</li> <li>• Occupation Workplace Health and Safety (OH&amp;S)</li> </ul> Link to district/division sites	Executives and HR meet and greet new groups of employees: <ul style="list-style-type: none"> <li>• Outline values of organisation</li> <li>• Reinforce values/ethics</li> <li>• Org structure, functions</li> <li>• Describe facility and its provisions</li> <li>• Union membership information by a union representative</li> </ul>	<ul style="list-style-type: none"> <li>• Child safety (where relevant)</li> <li>• Union encouragement</li> <li>• HR entitlements</li> <li>• Information security</li> <li>• EB processes</li> <li>• Internet &amp; email use</li> <li>• Complaints processes</li> <li>• OH&amp;S policy</li> <li>• PID</li> </ul>	Builds on Mandatory topics: <ul style="list-style-type: none"> <li>• Code of Conduct</li> <li>• EEO</li> <li>• OH&amp;S obligations of staff</li> <li>• Cultural Diversity</li> <li>• Workplace harassment</li> <li>• Anti-Discrimination</li> <li>• Assault in the Workplace</li> <li>• Aggressive Behaviour Management</li> <li>• Cultural Awareness (Indigenous)</li> <li>• Records management</li> </ul>
		<b>INDUCTION</b>	Welcome information to be given by line manager with more detailed induction information such as: <ul style="list-style-type: none"> <li>• key local contacts</li> <li>• Union encouragement</li> <li>• map of district</li> <li>• parking</li> </ul>	<ul style="list-style-type: none"> <li>• policies &amp; local procedures</li> <li>• local contacts</li> </ul>	<ul style="list-style-type: none"> <li>• policies &amp; local procedures</li> </ul>

## **Orientation topics**

(Refer also attachments one and two.)

- Welcome and orientation information (this can be accessed on the internet site prior to or on the new employee arrival).
- Welcome to Queensland Health by senior executive staff members.
- Brief introduction to core topics in a one page hard copy format.
- Organisational structure, functions, missions, vision and values of Queensland Health.
- Organisational structure and functions of health service district/division and facility.
- Description of facility and what is provided.
- Aboriginal and Torres Strait Islander Cultural Respect Strategies.
- Aggressive behaviour management.
- Appropriate internet and email use.
- Assault in the workplace.
- Awareness introduction Code of Conduct, equity and diversity, and whistleblowers and public interest disclosure (refer HR policies).
- Awareness introduction to workplace harassment to be followed up at later date.
- Complaints processes.
- Cultural diversity.
- Enterprise bargaining processes.
- HR and payroll entitlements.
- Information security.
- OHS legislation and policy.
- Privacy policy / right to information.
- Records management.
- Union encouragement guidelines.

## Induction topics

(Topics may include, but are not limited to, the below.)

- Welcome to work unit and meet team.
- Discussion of role, delegations, employment conditions, probation.
- Hours of work.
- Local HR procedures.
- Records management.
- Language interpretation and services that fulfil the basic principles and rights at work under the International Labour Organisation Conventions.
- Use of district vehicles/private vehicles for official purposes.
- Staff accommodation.
- Parking.
- Indemnity.
- Mandatory return of the EEO census form to HR operations.
- Uniforms.
- Purchasing/petty cash.
- Access and security.
- Library services.
- Social club.

Emergency planning and infection control are based on Queensland and Commonwealth legislation (see legislation), Queensland state plans and Queensland Health policies (see related documents).

- Emergency planning
  - bomb threats
  - disaster plan
- Infection control – standard precautions
  - Personal protective equipment

Occupational health and safety: local procedures for OHS policies and standards including:

- Consultation and governance: workplace health and safety officers, rehabilitation coordinator, workplace health and safety representatives, district safety committee.
- Incident reporting and investigation (IMS.net).
- Hazard reporting.
- Workers' compensation, rehabilitation and return to work.
- Fire and evacuation safety.

When appropriate, local procedures of hazard prevention and risk management strategies for workers exposed to a certain hazard, such as:

- hazardous substances, e.g. reporting, material safety data sheet (MSDS) and ChemAlert
- Healthcare ergonomics
  - safe patient handling and movement
  - manual materials handling
- personal protective equipment (including latex allergies)
- site specific induction for construction sites
- prescribed occupations, e.g. fork lift driver, boiler operator.

Specific work practices and skill sets including:

- Role specific skills (required by location, e.g. use of communicable diseases guidelines, and relevant systems training).
- Role specific skills (legislated).
- Medical emergencies, incident reporting, first aid.
- Patient safety (PRIME).
- Basic CPR.
- First aid.
- Business continuity plan.
- Evaluation and drug calculations (nurses).
- Preceptorship workshops.
- Patient flows.
- Referral hospitals and evacuations.