

HR Administration and Office Management

Business Name:	ABN:
Business Address:	
Contact Person:	Phone: Email:

THIS RISK ASSESSMENT IS APPROVED BY THE PCBU ON THIS PROJECT

Under the Work Health and Safety Regulation (WHS Regulation), a person conducting a business or undertaking (PCBU) is required to ensure that a RISK ASSESSMENT is prepared before the proposed work starts.

Full Name:		
Signature:	Title:	Date:

CLIENT OR PRINCIPAL CONTRACTOR DETAILS

Client:	SCOPE OF WORKS
Project Name:	
Project Address:	
Project Manager:	
Contact Phone:	
Date Risk Assessment supplied to Project Manager:	



RISK MATRIX									
LIKELIHOOD	INSIGNIFICANT	MINOR	MODERATE	MAJOR	CATASTROPHIC	SCORE	ACTION	HIERARCHY OF CONTROLS	
ALMOST CERTAIN	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4 ACUTE			Elimination Remove the hazard.	
LIKELY	2 MODERATE	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4A ACUTE	DO NOT PROCEED	Substitution Replace the hazard.	
POSSIBLE	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	4 ACUTE	3H HIGH	Review before work starts.	Isolation Isolate People from the hazard	
UNLIKELY	1 LOW	1 LOW	2 MODERATE	3 HIGH	4 ACUTE	2M MODERATE	Ensure control measures in place.	Engineering Isolate the hazard	
RARE	1 LOW	1 LOW	2 MODERATE	3 HIGH	3 HIGH	1L LOW	Monitor and keep records.	Administrative Change	
								PPE	

Risk Rating & Required Action:	
4A	Stop work. The risk is intolerable. Eliminate the hazard or redesign the activity before proceeding. A Safe Work Method Statement (SWMS) or higher-level authorisation is required.
3H	Review and approve additional controls before task starts. Senior supervisor sign-off needed.
2M	Ensure all nominated controls are in place and effective. Proceed with caution; monitor conditions.
1L	Proceed, following standard operating procedures. Monitor and keep records.

Consequence Scale:			
Consequence	People (injury/illness)	Project / Assets	Compliance / Reputation
Catastrophic	Fatality or permanent total disability	project shutdown	Significant regulator intervention; criminal prosecution
Major	Serious injury/illness (hospital > 5 days)	critical delay	Improvement notice; major media coverage
Moderate	Medical-treatment injury; lost-time > 1 day	moderate delay	Minor breach; adverse client comment
Minor	First-aid only, no lost time	negligible delay	Isolated non-conformance
Insignificant	No injury	no schedule impact	Deviation caught and corrected on site

Notes on Hierarchy of Controls:
Remember to apply controls in the preferred order shown by the coloured pyramid:

1. **Eliminate**
2. **Substitute**
3. **Isolate**
4. **Engineering**
5. **Administrative**
6. **PPE**

Always document **why** a lower-order control is accepted if elimination or substitution is not reasonably practicable.

aligned with Safe Work Australia's Managing the risk of fatigue at work (2023) and ISO 45001:2018 clauses 6–8.

JOB STEP	POTENTIAL HAZARDS	IR	CONTROL MEASURES	RR
SPECIFIC WORK STEPS	HAZARDS THAT MAY ARISE	INITIAL RISK	SPECIFIC MEASURES TO BE PUT IN PLACE TO ELIMINATE OR CONTROL THE RISKS	RESIDUAL RISK
1. Governance, WHS Duties and Consultation for HR & Office Functions	<ul style="list-style-type: none"> Lack of clear allocation of WHS duties for HR, payroll and office management roles Inadequate consultation with workers on WHS changes related to HR policies and office procedures Inconsistent application of WHS Act 2011 duties in HR processes (e.g. performance management, recruitment, contract changes) Insufficient senior management oversight of psychosocial and administrative workload risks Failure to integrate WHS risk considerations into strategic HR initiatives and annual planning Poor communication channels for escalating serious WHS-related HR issues to senior leadership 	4A	<ul style="list-style-type: none"> Establish a documented WHS governance framework that explicitly defines HR and office management responsibilities under the WHS Act 2011 Integrate WHS consultation requirements into HR processes (e.g. consultative committees, toolbox talks adapted for office and administrative teams) Include WHS duty-of-care requirements and psychosocial risk management in HR policies and procedures Require regular WHS performance reporting from HR and Office Management to senior leadership, including psychosocial indicators (workload, leave usage, turnover) Embed WHS risk assessment review into annual HR planning and policy review cycles Implement formal escalation pathway for serious WHS and conduct issues, with defined timeframes and accountability for senior management response 	3H
2. Workload Management, Time Pressure and Task Prioritisation	<ul style="list-style-type: none"> Unrealistic deadlines for administrative duties under time pressure (payroll cut-offs, budget forecasting, reporting) Excessive multitasking across HR, payroll, office administration and supplier partnership support Lack of structured workload planning during peak periods (end of month and of financial year, performance reviews, recruitment drives) Inadequate staffing levels or backfill arrangements during annual leave and unplanned absences Pressure to complete detailed paperwork after each job without sufficient time allocation or quality checks Burnout and chronic stress resulting from ongoing high workload with limited recovery time 	4A	<ul style="list-style-type: none"> Introduce a documented workload planning and prioritisation framework for HR and office roles, including service-level targets and escalation triggers Align staffing levels and role design with forecast workload (e.g. peak periods for payroll, budgeting, performance reviews and recruitment) Mandate workload review meetings during known peak cycles to redistribute tasks, adjust deadlines and authorise overtime or temporary resources Implement a formal approval process for urgent requests that may impact existing critical deadlines (e.g. payroll, compliance reporting) Use work-management software or shared dashboards to track key administrative tasks, due dates and responsible persons Train managers to recognise early indicators of workload-related stress and to adjust priorities in consultation with affected staff 	2M

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3. Psychosocial Risk Management (Stress, Conflict, Harassment, Performance)	<ul style="list-style-type: none"> Stress associated with handling complaints, performance appraisal reviews and disciplinary processes Exposure to aggressive, distressed or unreasonable behaviour during HR interactions Anxiety arising from handling sensitive employee information and serious conduct issues Poorly managed performance reviews leading to perceptions of unfairness, bullying or victimisation Lack of clear procedures for managing workplace conflict and psychosocial hazards within office teams Stigma or fear of reprisal preventing staff from raising psychosocial concerns 	4A	<ul style="list-style-type: none"> Develop and implement a psychosocial risk management procedure in line with Safe Work Australia guidance and WHS Act 2011 duties Provide structured training to HR, line managers and team leaders on trauma-informed conversations, difficult discussions and de-escalation techniques Standardise performance appraisal and conduct management processes to ensure procedural fairness, documentation and support for all parties Establish clear anti-bullying, anti-harassment and respectful workplace policies with defined reporting pathways and protections Offer confidential employee assistance program (EAP) services and actively promote their use, particularly around high-stress HR activities Include psychosocial risks and controls in regular WHS consultations, surveys and incident reviews for HR and office staff 	2M
4. Information Security, Privacy and Confidentiality Management	<ul style="list-style-type: none"> Unauthorised access to sensitive and confidential information such as payroll data, performance records and medical information Inadequate access controls for HR information systems and shared network drives Improper handling, storage or disposal of physical documents containing personal and commercial-in-confidence data Use of unsecured channels when escalating serious issues to senior management or external parties Inadequate training on privacy legislation, company confidentiality requirements and records management standards Reputational and legal risk from privacy breaches and data loss incidents 	4A	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M
5. HR Policy, Employment Contracts and Legal Compliance Management	<ul style="list-style-type: none"> Misinterpretation of convoluted legal documents, awards, enterprise agreements and partnership contracts 	4A	<p>[REDACTED]</p>	2M

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	<ul style="list-style-type: none"> • Errors in permanent employment contract changes due to lack of legal review or version control • Inconsistent application of HR policies leading to claims of unfair treatment or discrimination • Inadequate systems to ensure compliance with legislative changes (Fair Work, WHS, privacy, discrimination law) • Failure to identify WHS implications within partnership contracts, dealer agreements and third-party arrangements • Overreliance on a single individual's knowledge for interpreting complex legal and industrial instruments 		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
6. Recruitment, Onboarding and Background Operations	<ul style="list-style-type: none"> • Inadequate vetting and background checks for staff recruitment, increasing risk of misconduct or safety breaches • Poorly defined role descriptions leading to mismatched competencies and unsafe work practices • Insufficient onboarding and induction regarding WHS responsibilities, HR policies and use of performance software systems • Failure to verify licences, qualifications or right-to-work documents before employment commences • Time pressure to fill positions resulting in shortcuts to recruitment processes and background operations • Lack of structured feedback and probation review processes, allowing performance and conduct issues to persist 	3H	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M
7. Payroll Administration, Remuneration and Entitlement Systems	<ul style="list-style-type: none"> • Payroll errors due to complex award interpretation, convoluted legal documents and manual data entry • Incorrect calculation of annual leave, personal leave and other entitlements, 	4A	<p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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	<ul style="list-style-type: none"> causing stress, disputes and financial harm • System failures or inadequate backup processes for payroll software and financial records • Inadequate segregation of duties within payroll processing, increasing risk of fraud or undetected error • High time pressure around payroll cut-offs, increasing error likelihood and worker stress • Poor communication of payroll changes, deductions or adjustments, leading to conflict and mistrust 		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
8. Performance Management, Appraisals and Employment Changes	<ul style="list-style-type: none"> • Poorly structured performance appraisal reviews leading to conflict, grievances or psychological harm • Inconsistent documentation of performance concerns and employment contract changes • Lack of guidance for managers on conducting fair and lawful performance and capability processes • Failure to align performance expectations with documented job descriptions and organizational policies • Insufficient oversight of permanent employment contract changes, creating legal and equity risks • Stress and anxiety in staff resulting from unclear expectations and ad hoc feedback 	3H	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M
9. Office Administration, Meetings and Facilities Management	<ul style="list-style-type: none"> • Poorly coordinated meeting room bookings leading to conflict, delays and increased time pressure • Lack of clear ownership for office administrative tasks, causing confusion and duplicated or missed work • Inadequate emergency planning and communication for office-based workers and visitors 	3H	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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	<ul style="list-style-type: none"> Insufficient procedures for managing building access, contractor attendance and dealer partnership visits Substandard ergonomics and workstation setups that are not systematically managed Inefficient administrative processes resulting in extended screen time and reduced opportunity for breaks 		[REDACTED]	
10. Digital Systems, Software and Data Management	<ul style="list-style-type: none"> Errors arising from unfamiliarity with specific online software systems used for HR, payroll, budgeting and market data collation System downtime or data loss impacting critical HR and administrative functions Lack of standardisation across platforms used to collate market data through various software Insufficient training on new or upgraded systems, leading to workarounds and unsafe data practices Use of personal devices or unsecured networks to perform HR and payroll tasks remotely Over-complex system interfaces contributing to cognitive load, time pressure and mistakes 	3H	[REDACTED]	2M
11. External Relationships, Dealer Partnerships and Contracted Services	<ul style="list-style-type: none"> Ambiguous responsibilities for WHS and HR processes in dealer partnerships and external service arrangements Inadequate due diligence on dealer and partner WHS systems and employment practices Poorly controlled information flows when managing partnership contracts review and dealer partnership management Escalation of serious issues to senior management without clear protocols for involving external partners 	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> Disputes arising from misaligned expectations regarding service levels, confidentiality and legal obligations Psychosocial strain on staff managing high-stakes commercial and contractual relationships 		[REDACTED]	
12. Planning, Budgeting and Organisational Change Management	<ul style="list-style-type: none"> Poor integration of WHS considerations into budget forecasting and annual leave planning Under-resourcing HR and office management functions during organisational change or growth periods Failure to assess WHS impacts of restructures, new software implementations or process redesigns Inadequate communication to staff about changes affecting their roles, workload and job security Compressed timelines for implementation of new systems or structures increasing error and stress Lack of monitoring of post-change impacts on workload, psychosocial risks and compliance 	3H	[REDACTED]	1L
13. Documentation, Recordkeeping and Auditability	<ul style="list-style-type: none"> Incomplete or inadequate documentation of HR decisions, performance reviews and contract changes Inability to demonstrate compliance with WHS Act 2011 and Fair Work requirements during audits or disputes Fragmented storage of critical records across email, paper files and multiple systems Loss of organisational knowledge when key HR or payroll staff leave Overly complex documentation requirements discouraging proper recordkeeping Failure to record and track remedial actions after incidents or complaints 	3H	[REDACTED]	1L

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SAMPLE

EMERGENCY RESPONSE – CALL 000 FOR EMERGENCIES

Ensure to have an Emergency Management Plan in place as well as adequate numbers of trained first aid staff with easy access to fully stocked first aid kits, rescue equipment, material safety data sheets, adequate access to emergency communication equipment and fire-fighting equipment suitable for all classes of fire and ignition sources.

LEGISLATIVE REFERENCES

RELEVANT LEGISLATION AND CODES OF PRACTICE. DELETE THE LEGISLATIVE REFERENCES FOR ANY STATE THAT ARE NOT APPLICABLE

Queensland & Australian Capital Territory

Work Health and Safety Act 2011
 Work Health and Safety Regulations 2011
 Legislation QLD: <https://www.worksafe.qld.gov.au/laws-and-compliance/work-health-and-safety-laws>
 Codes of Practice QLD: <https://www.worksafe.qld.gov.au/laws-and-compliance/codes-of-practice>
 Legislation ACT: <https://www.worksafe.act.gov.au/laws-and-compliance/acts-and-regulations>
 Codes of Practice ACT: <https://www.worksafe.act.gov.au/laws-and-compliance/codes-of-practice>

Victoria

Occupational Health and Safety Act 2004
 Occupational Health and Safety Regulations 2017
 Legislation VIC: <https://www.worksafe.vic.gov.au/occupational-health-and-safety-act-and-regulations>
 Codes of Practice VIC: <https://www.worksafe.vic.gov.au/compliance-codes-and-codes-practice>

New South Wales

Work Health and Safety Act 2011
 Work Health and Safety Regulations 2025
 Legislation NSW: <https://www.safework.nsw.gov.au/legal-obligations/legislation>
 Codes of Practice NSW: <https://www.safework.nsw.gov.au/resource-library/lis>

Western Australia

Work Health and Safety Act 2020
 Work Health and Safety Regulations 2022
 Legislation Western Australia: <https://www.commerce.wa.gov.au/worksafe/legislation>
 Codes of Practice WA: <https://www.commerce.wa.gov.au/worksafe/codes-practice>

Northern Territory

Work Health and Safety (National Uniform Legislation) Act 2011
 Work Health and Safety (National Uniform Legislation) Regulation 2011
 Legislation NT: <https://worksafe.nt.gov.au/laws-and-compliance/workplace-safety-laws>
 Codes of Practice NT: <https://worksafe.nt.gov.au/laws-and-compliance/codes-of-practice>

Safe Work Australia Links

Law and Regulation (All States): <https://www.safeworkaustralia.gov.au/law-and-regulation>
 Model Codes of Practice: <https://www.safeworkaustralia.gov.au/resources-publications/model-codes-of-practice>

South Australia

Work Health and Safety Act 2012 (SA)
 Work Health and Safety Regulations 2012 (SA)
 Legislation for SA: <https://www.safework.sa.gov.au/resources/legislation>
 Codes of Practice for SA: <https://www.safework.sa.gov.au/workplaces/codes-of-practice#COPs>

Model Codes of Practice

- Managing noise and preventing hearing loss at work
- Confined spaces
- Labelling of workplace hazardous chemicals
- Managing risks of hazardous chemicals in the workplace
- Welding processes
- First aid in the workplace
- Managing the risk of falls at workplaces
- Hazardous manual tasks
- Managing the risk of falls in housing construction
- Managing electrical risks in the workplace
- Demolition work
- Excavation work
- Work health and safety consultation, cooperation and coordination
- Managing the work environment and facilities
- How to manage work health and safety risks
- Managing risks of plant in the workplace
- Construction work

Tasmania

Work Health and Safety Act 2012
 Work Health and Safety (Transitional and Consequential Provisions) Act 2012
 Work Health and Safety Regulations 2012
 Work Health and Safety (Transitional) Regulations 2012
 Legislation for TAS: <https://worksafe.tas.gov.au/topics/laws-and-compliance/acts-and-regulations>
 Codes of Practice for TAS: <https://worksafe.tas.gov.au/topics/laws-and-compliance/codes-of-practice>

Details of permits, licenses or access required by regulatory bodies (add or delete as required):

- Permits from local council
- Authorisation to commence work
- Any required documents.