

Pick and Pack Order Fulfillment and Manual Handling

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			<b>Elimination</b> Remove the hazard.	
LIKELY	2 MODERATE	3 HIGH	3 HIGH	4 ACUTE	4 ACUTE	4A ACUTE	DO NOT PROCEED	<b>Substitution</b> 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.	<b>Engineering</b> Isolate the hazard	
RARE	1 LOW	1 LOW	2 MODERATE	3 HIGH	3 HIGH	1L LOW	Monitor and keep records.	<b>Administrative</b> Change	
								<b>PPE</b>	

  

Risk Rating & Required Action:	
<b>4A</b>	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.
<b>3H</b>	Review and approve additional controls before task starts. Senior supervisor sign-off needed.
<b>2M</b>	Ensure all nominated controls are in place and effective. Proceed with caution; monitor conditions.
<b>1L</b>	Proceed, following standard operating procedures. Monitor and keep records.

  

Consequence Scale:			
Consequence	People (injury/illness)	Project / Assets	Compliance / Reputation
<b>Catastrophic</b>	Fatality or permanent total disability	project shutdown	Significant regulator intervention; criminal prosecution
<b>Major</b>	Serious injury/illness (hospital > 5 days)	critical delay	Improvement notice; major media coverage
<b>Moderate</b>	Medical-treatment injury; lost-time > 1 day	moderate delay	Minor breach; adverse client comment
<b>Minor</b>	First-aid only, no lost time	negligible delay	Isolated non-conformance
<b>Insignificant</b>	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. WHS Governance, Roles and Legal Compliance	<ul style="list-style-type: none"> <li>Lack of clearly defined WHS responsibilities for directors, managers, supervisors and workers under WHS Act 2011 and WHS Regulations</li> <li>Inadequate consultation mechanisms with workers and Health and Safety Representatives (HSRs)</li> <li>Absence of documented WHS policy specific to online order fulfilment, pick/pack and large metal product handling</li> <li>Failure to monitor changes in legislation, Australian Standards and industry guidance (e.g. Safe Work Australia model codes) relevant to manual handling and freight</li> <li>Poor integration of WHS obligations into contracts with labour hire providers, transport companies and suppliers</li> <li>Insufficient due diligence by officers (e.g. lack of WHS performance reporting and resourcing decisions)</li> </ul>	4A	<ul style="list-style-type: none"> <li>Develop and endorse a WHS policy that explicitly covers online order fulfilment, pick and pack operations, large-scale metal product handling, pallet dismantling and warehouse traffic management</li> <li>Establish and document WHS roles, responsibilities and accountabilities for PCBUs, officers, managers, supervisors, workers and contractors in line with WHS Act 2011</li> <li>Implement a formal WHS governance structure including safety committee, scheduled WHS meetings and worker consultation processes with HSRs where elected</li> <li>Create a compliance register to monitor and review relevant WHS legislation, regulations, codes of practice and Australian Standards (e.g. manual tasks, plant, hazardous manual handling, traffic management)</li> <li>Integrate WHS requirements, including training, incident reporting and risk controls, into contracts with labour hire firms and logistics partners</li> <li>Provide officer-level WHS due diligence training and require quarterly WHS performance reports (leading and lagging indicators) to the executive and board</li> <li>Undertake periodic external WHS audits to verify compliance and effectiveness of the WHS management system</li> </ul>	3H
2. Warehouse Layout, Traffic Management and Segregation	<ul style="list-style-type: none"> <li>Poor warehouse layout causing interaction between forklifts, pallet jacks and pedestrians in pick/pack</li> <li>Inadequate physical separation between heavy metal product storage, pallet dismantling areas and general picking aisles</li> <li>Congestion in loading docks and dispatch zones leading to collision and crush risks</li> <li>Insufficient design of racking and storage systems for large-scale metal items (e.g. overloading, unstable storage)</li> <li>Obstructed emergency exits and access routes due to staging of large orders and pallets</li> </ul>	4A	<ul style="list-style-type: none"> <li>Develop and maintain a site-specific traffic management plan that separates pedestrians, forklifts, tuggers and trucks in accordance with WHS Regulations and relevant codes of practice</li> <li>Design warehouse layout to provide dedicated pick zones, metal product storage zones, pallet dismantling areas and shrink-wrap removal stations with clear physical separation and barriers</li> <li>Install engineered controls such as guardrails, bollards, interlocked gates and marked walkways to segregate people from mobile plant and high-risk activities</li> <li>Ensure racking systems are designed, installed and certified by competent persons for the loads and dimensions of large metal products, and inspected at defined intervals</li> <li>Implement controls on pallet staging and order consolidation areas to keep emergency exits, fire equipment and egress routes permanently clear</li> <li>Use line-marking, signage and floor-based visual cues to define forklift routes, exclusion zones, pallet dismantling zones and no-go areas</li> <li>Periodically review layout and traffic management effectiveness following incidents, near misses, or changes in product mix and volumes</li> </ul>	3H

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	<ul style="list-style-type: none"> <li>Lack of formal traffic management plan for internal vehicles, visiting trucks and mobile plant</li> </ul>			
3. Manual Handling and Ergonomic Risk Management System	<ul style="list-style-type: none"> <li>Lack of formal hazardous manual task risk assessment for pick and pack, moving large metal products and pallet dismantlement</li> <li>Reliance on manual lifting and carrying of oversized, heavy or awkward metal items due to inadequate mechanical aids</li> <li>Inadequate system for job rotation and task variation, leading to repetitive strain and musculoskeletal disorders</li> <li>Poor design of pick faces, bench heights and packing stations causing awkward postures and overreach</li> <li>Absence of documented criteria for maximum manual lift weights and team lifting for bulky freight</li> <li>Insufficient assessment and control of manual forces involved in shrink wrap removal and prying apart timber pallets</li> </ul>	4A	<ul style="list-style-type: none"> <li>Implement a hazardous manual tasks management procedure aligned with WHS Regulations, requiring formal risk assessments for all high-risk manual activities (picking, packing, metal handling, pallet dismantling)</li> <li>Set engineering design standards for pick faces, packing benches and workstations (height, reach zones, lighting) using ergonomic principles and consultation with workers</li> <li>Provide a fleet management system for mechanical aids (e.g. pallet jacks, trolleys, conveyors, vacuum lifters, magnetic spreader beams) to minimise manual lifting of metal products</li> <li>Establish documented maximum lift guidelines and team lifting criteria, integrated into induction, training and workstation allocation systems</li> <li>Implement task rotation schedules in workforce planning software to limit continuous exposure to high-repetition or high-force tasks (e.g. shrink-wrap removal, hand stacking metal components)</li> <li>Require pre-start ergonomic checks for workstations and manual handling aids, with a clear defect reporting and repair system</li> <li>Periodically review injury data, discomfort reports and worker feedback to update manual task controls and workstation design standards</li> </ul>	2M
4. Plant, Tools and Equipment Management (Forklifts, Pallet Jacks, Cutting Tools)	<ul style="list-style-type: none"> <li>Inadequate procurement controls for forklifts, reach trucks, overhead cranes, devices and pallet jacks used with heavy metal freight</li> <li>Lack of preventative maintenance program for material handling equipment, resulting in failures under heavy loads</li> <li>Poor management of hand tools used for shrink wrap and pallet dismantlement (knives, utility blades, crowbars, nail pullers, saws)</li> <li>Insufficient guarding or safety features on cutting or sawing equipment used to dismantle timber pallets</li> <li>No formal system for pre-start inspections, fault tagging and removal from service of defective equipment</li> </ul>	4A	<div style="background-color: black; height: 15px; width: 100%;"></div>	2M

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	<ul style="list-style-type: none"> <li>Use of improvised lifting attachments or unverified lifting points for large metal products</li> </ul>		[REDACTED]	
5. Warehouse Systems for Storage, Racking and Large Metal Product Handling	<ul style="list-style-type: none"> <li>Inappropriate racking configuration for size, shape and weight of large metal products (beams, plates, bundles, long stock)</li> <li>Uncontrolled stacking of heavy or irregular metal items, increasing collapse or toppling risk</li> <li>Lack of system for verifying load ratings on racks, stillages and pallets used for heavy metal freight</li> <li>Inadequate procedures for segregating damaged racks, pallets or timber components from service</li> <li>Poorly controlled handling of long loads with forklifts or overhead devices, leading to instability and swing hazards</li> </ul>	4A	[REDACTED]	2M
6. Order Management, Workload Planning and Fatigue Control	<ul style="list-style-type: none"> <li>Uncontrolled spinning in order picking leading to excessive loads, rushing and cutting of safety corners in pick and pack activities</li> <li>Inadequate staffing levels and shift design for handling heavy, awkward metal products and high pick volumes</li> <li>Poor systems for managing overtime, extended shifts and consecutive workdays in warehouse and dispatch roles</li> <li>Lack of formal fatigue management procedures, particularly for early starts, night shifts or long commutes</li> <li>Insufficient communication between sales, planning and operations regarding lead times and realistic fulfilment capacity</li> </ul>	3H	[REDACTED]	2M

SAMPLE

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7. Training, Competency and Induction Systems	<ul style="list-style-type: none"> <li>Workers and labour hire staff performing pick and pack or pallet dismantling tasks without demonstrated competency</li> <li>Induction programs failing to address specific hazards of large metal product handling, shrink wrap removal and timber pallet work</li> <li>No structured refresher training for manual handling, forklift operation and use of cutting tools</li> <li>Inadequate verification of high-risk licences, VOCs and previous experience for plant operators and leading hands</li> <li>Training materials not maintained or updated when plant, processes or layouts change</li> </ul>	3H	<p>[REDACTED]</p> <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
8. Safe Systems for Packaging, Shrink Wrap Removal and Pallet Dismantlement	<ul style="list-style-type: none"> <li>Uncontrolled cutting of shrink wrap and banding leading to lacerations and sudden release of heavy loads</li> <li>Inconsistent methods for dismantling timber pallets, increasing risk of flying timber, splinters and impacts</li> <li>No standardised system for managing nails, sharp metal banding and offcuts created during pallet dismantling</li> <li>Poorly managed waste streams for plastic wrap, timber and metal banding causing trip hazards and blocked walkways</li> <li>Failure to assess and control noise and vibration exposure from mechanical pallet dismantling equipment</li> </ul>	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> <p>[REDACTED]</p>	2M

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9. Contractor and Labour Hire Management	<ul style="list-style-type: none"> <li>Contractors and labour hire workers unfamiliar with site-specific hazards of handling large metal products and dismantling pallets</li> <li>Inconsistent WHS standards between host employer and labour hire/contractor organisations</li> <li>Lack of clarity over WHS responsibilities and supervision for contracted freight handlers and truck drivers in loading areas</li> <li>Inadequate verification of training, licences and medical fitness for high-risk tasks</li> <li>Failure to involve contractors in consultation processes and change management related to warehouse operations</li> </ul>	3H	[REDACTED]	2M
10. Incident Reporting, Investigation and Corrective Action	<ul style="list-style-type: none"> <li>Under-reporting of near misses, minor injuries and property damage involving manual handling and material handling equipment</li> <li>Superficial investigations that do not address root causes related to systems, training and layout</li> <li>Delayed or incomplete implementation of corrective actions following incidents or audit findings</li> <li>Lack of trend analysis for manual handling injuries, cuts, crush injuries and pallet-related incidents</li> <li>Failure to meet statutory notification requirements for notifiable incidents under WHS Act 2011</li> </ul>	3H	[REDACTED]	2M
11. Emergency Preparedness, First Aid and Incident Response	<ul style="list-style-type: none"> <li>Inadequate emergency response planning for crush injuries, severe cuts, falls from height and structural failures in racking or stacking</li> </ul>	3H	[REDACTED]	2M

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	<ul style="list-style-type: none"> <li>Poor accessibility of first aid equipment and trained first aiders within warehouse and pallet dismantling zones</li> <li>Emergency procedures not accounting for visitors, contractors and truck drivers in loading areas</li> <li>Insufficient drills for fire, chemical spill (where applicable), and evacuation under realistic warehouse operating conditions</li> <li>Lack of specific response plans for entrapment under heavy metal products or pallet collapse</li> </ul>		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
12. Housekeeping, Waste Management and Environmental Conditions	<ul style="list-style-type: none"> <li>Poor housekeeping leading to trip hazards from plastic wrap, banding, broken timber and offcuts in pick and pack aisles</li> <li>Dust, noise and poor ventilation in pallet dismantling and metal handling areas</li> <li>Insufficient lighting in pick aisles, loading docks and dismantling zones affecting visibility and accuracy</li> <li>Wet or contaminated floors around docks and storage areas causing slip when moving heavy loads</li> <li>Inadequate pest and vermin control where timber waste accumulates</li> </ul>		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M
13. Psychosocial Hazards, Consultation and Safety Culture	<ul style="list-style-type: none"> <li>High work pace and performance pressures associated with online order fulfilment targets for heavy and awkward items</li> <li>Limited worker involvement in decision-making about layout changes, new equipment and work methods</li> <li>Inadequate systems to manage work-related stress, bullying or conflict between teams (e.g. warehouse vs. transport)</li> </ul>	3H	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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	<ul style="list-style-type: none"> <li>• Fear of reprisal for reporting hazards, injuries or speaking up about unsafe practices</li> <li>• Insufficient mechanisms for workers to provide feedback on manual handling difficulties and system issues</li> </ul>		<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	
14. Change Management and Continuous Improvement	<ul style="list-style-type: none"> <li>• Uncontrolled introduction of new products, particularly larger or heavier metal items, without reassessing manual handling and storage risks</li> <li>• Process changes to picking strategies, WMS rules or racking configuration implemented without WHS review</li> <li>• Installation of new plant or technology (e.g. conveyors, automated storage) without adequate commissioning and training</li> <li>• Failure to capture lessons learned from incidents, audits and worker feedback into system improvements</li> <li>• Temporary workarounds becoming permanent practice without risk assessment</li> </ul>	3H	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>	2M

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/list-codes-of-practice>

**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.