



Mr Gerard Hayes
Secretary Health Services Union
Locked Bag 3
Australia Square NSW 1215

Email: info@hsu.asn.au

Restructure- NSLHD Procurement and Contracts Management

Dear Mr Hayes,

I write to provide information to the Health Services Union regarding planned changes within the NSLHD Corporate Services and Contract Management portfolios. In order to meet the future needs of the NSLHD and NSW Ministry of Health, it is proposed a varied structure is implemented which represents an enhanced function with respect to procurement and contracts management whilst ensuring we retain appropriate skill sets across both important functions.

Currently the NSLHD Director Corporate Services holds responsibility for management and leadership of corporate functions including procurement and logistics. *See attached existing structure.*

NSLHD is proposing a varied model where the functions referred above are split and the function of Procurement and Contracts / Compliance change reporting lines into the NSLHD Director Procurement and Contract Management Office (PCMO). This realignment of portfolios also includes the creation of two new roles; Contracts and Compliance Manager and Procurement Planning Manager. It should be noted however a temporary arrangement to trial a new role of Procurement Planning Manager has existed within the NSLHD and we now wish to make this role permanent within the new structure. Arising from this change is the deletion of the role Logistics and Procurement Manager- Health Manager 4, which is currently vacant.

To oversee the revised portfolio under the PCMO model, it is proposed to create a new senior leadership role Manager Contracts, Commercial and Procurement (Health Manager 5) to manage the functions of procurement, contracts and Compliance which reports to the Director Procurement and Contract Management Office. *(See attached proposed organisational chart highlighting changed positions only)*. This role will be advertised and filled via a merit based selection process. It should be noted no other changes to position grading are proposed under this program of change.

The role of Director Corporate Services will remain in the Finance and Corporate Services structure within the NSLHD.

It is proposed the existing roles of Manager Procurement Systems and Relationships, Creditors Relationship Manager and Account Support Manager change reporting lines from the current Director Corporate Services model to report under the Manager Financial Accounting role within the Finance and Corporate Services directorate. In instances where reporting lines have changed as per above, staff members occupying these positions have been requested to work out of a centralised place of work on the Royal North Shore Hospital campus.

Northern Sydney Local Health District is located on the traditional lands of the Eora Nation

All correspondence to be emailed or sent to:
NSLHD-Mail@health.nsw.gov.au

PO Box 4007
Royal North Shore Hospital LPO
St Leonards NSW 2065
Tel (02) 9462 9955 Fax (02) 9463 1029

Northern Sydney Local Health District
ABN 63 834 171 987

Management have commenced meeting with affected teams and have also held individual meetings with affected staff to address any concerns that affected staff may have. Should the Health Services Union wish to discuss the changes described above, please contact Mr Adam Quested, Deputy Director People and Culture- HR Business Partners to arrange a meeting.

Yours sincerely



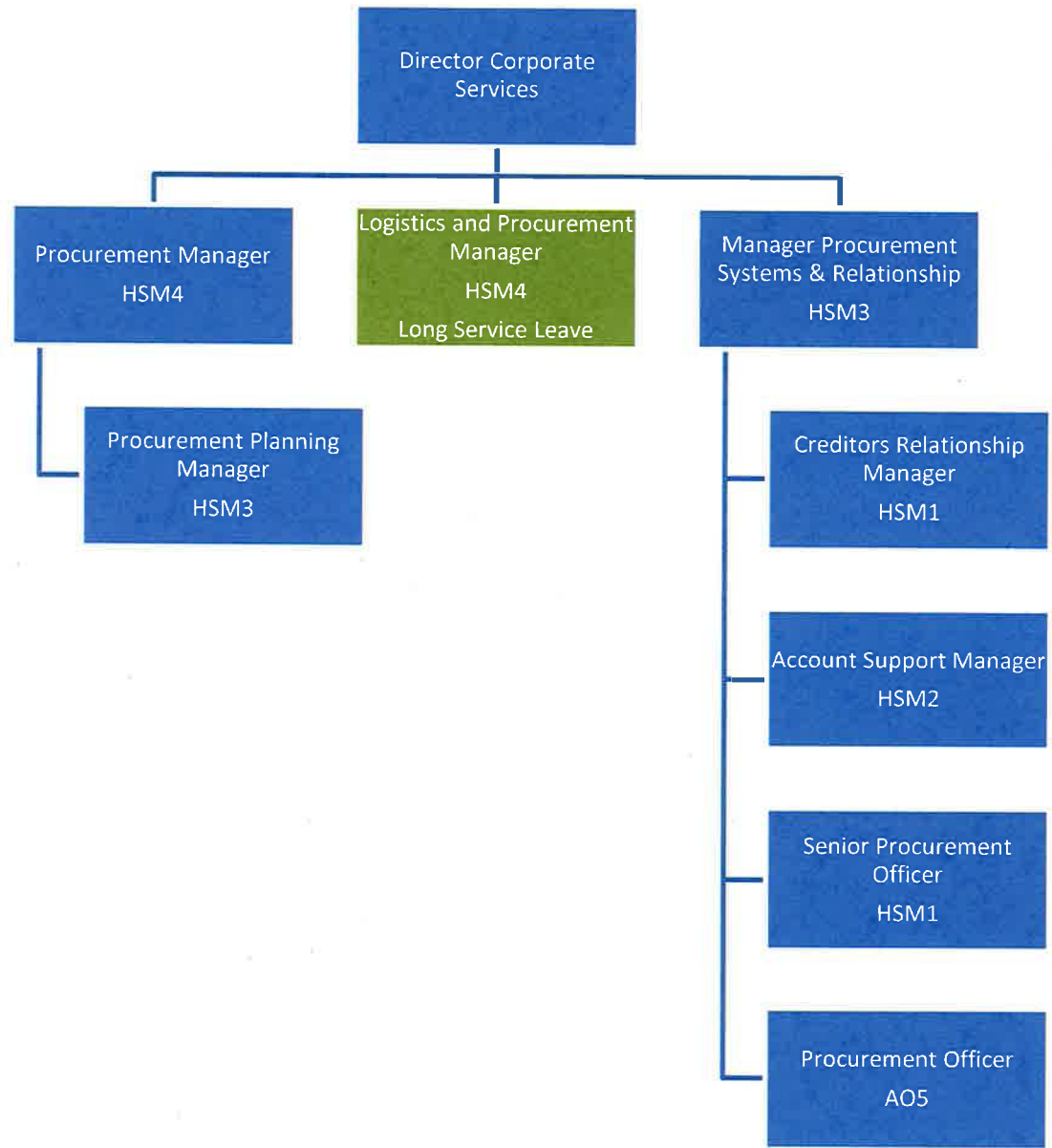
Adam Quested

Deputy Director People and Culture- HR Business Partners

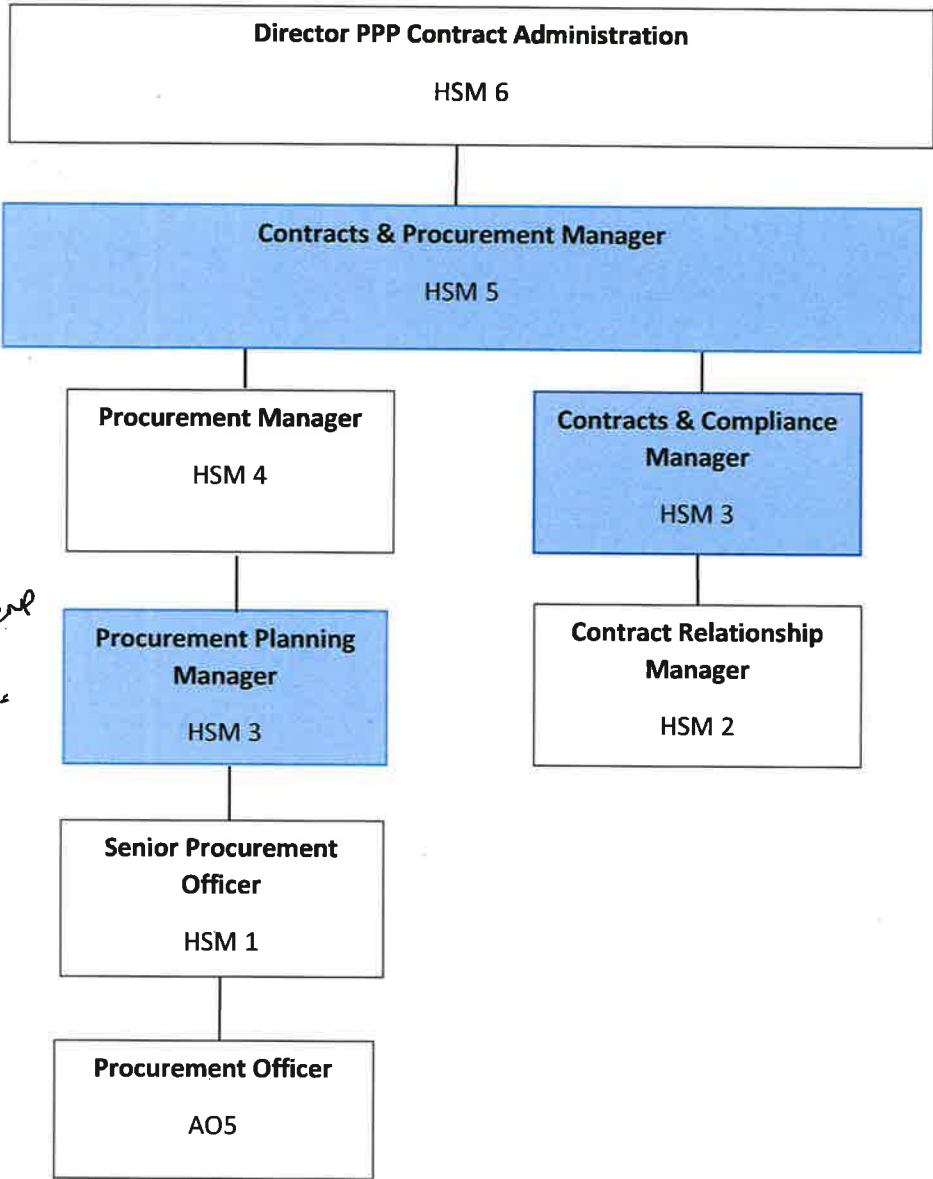
Date: 15/02/2021

Attached

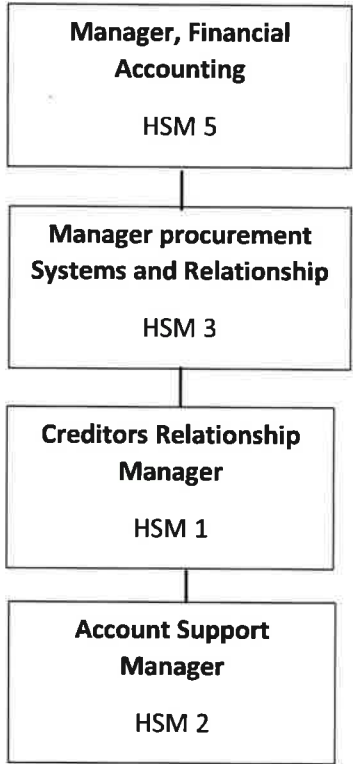
1. Existing Structure
2. Proposed Organisational Structure
3. Role Description Manager Contract, Commercial and Procurement
4. Role Description Contracts and Compliance Manager
5. Role Description Procurement Planning Manager



Current Working Structure
 1. Existing Structure.




from temp
Perm =



2. Proposed Structure.

POSITION DESCRIPTION

Manager Contract, Commercial and Procurement

	
Organisation	NSW Health
Local Health District / Agency	Northern Sydney Local Health District
Position Classification	Health Mgr Lvl 5
State Award	Health Managers (State) Award
Category	Contract and Procurement Contract and Procurement Management
Vaccination Category	Category B
ANZSCO Code	511111 Contract Administrator
Website	www.nslhd.health.nsw.gov.au/

PRIMARY PURPOSE

To develop, manage and implement procurement, contract management and property management resources to effectively manage NSLHD contracts.

ESSENTIAL REQUIREMENTS

As a leader you are expected to support the organisation achieve the aims of the safety management system, to establish and maintain a positive health and safety culture in the workplace and to consult with workers and others when making decisions that may impact upon the health, safety and welfare of those in the workplace.

KEY ACCOUNTABILITIES

1. Ensure compliance with the NSW Government and NSW Health Policies and Guidelines and associated instruments through the effective performance monitoring, reporting and management of the contract(s) and the parties engaged under the contract(s) to deliver services to NSLHD.

- Provide analysis of service charges and resolve issues with the service providers concerning charging and payments.
- Identify, monitor and report on performance indicators from contract providers including the identification of trends in performance and the provision of regular analysis and reports.
- Develop commercially and operationally sound and reasonable strategies for negotiations with the service providers to ensure procurement and service delivery meets the NSLHD needs.

2. Work with the service providers to build their understanding of and support for NSLHD priorities for the provision of services and escalate issues identified with the capacity of the service provider to deliver against these priorities. Including:

- Collaborate with providers in the updating of service delivery to meet changes to community requirements (within the context of contract provisions).
- Prepare directions and notices from the NSLHD to the service provider and manage the receipt of notices and documents connected with the contract.

3. Develop and maintain effective relationships and communication with key stakeholders including with the service

POSITION DESCRIPTION

Manager Contract, Commercial and Procurement

providers, HealthShare NSW, and the Ministry of Health, Treasury NSW and the NSLHD Executive team. Participation in the Treasury NSW network of Contract Management Practitioners and development of strategies to incorporate the sharing of best practices and contemporary contract practices with NSLHD Contract Relationship Managers.

4. Provide specialist advice to NSLHD on the assessment and implementation of C ontracts and provide management advice and input to Contract Relationship Managers across the district.5. Manage staff to achieve all allocated accountabilities according to specified timeframes, standards, organisational policies, and legislative requirements. Ensuring contract management capability in NSLHD and the effective procurement and contract management of all goods and services and property contracts and use of government systems.6. Develop and manage audit and compliance program outcomes and rectification plans with the Director Internal Audit and the Director Contract Administration, NSLHD.7. Ensure contract requirements and risks for NSLHD contracts and property leasing are identified and managed including providing advice on and implement appropriate contract management and property management strategies and obligations including variations, extensions, disputes and terminations.8. Develop and implement procurement, contract management and asset management strategies for NSLHD in collaboration with HealthShare NSW and Ministry of Health to capitalise on broader procurement strategies and value for money propositions.

KEY CHALLENGES

- Change management and engagement of stakeholders to create responsibilities and accountabilities during the implementation of a contract management and property management framework across the NSLHD.
- Development of education tools, templates and User Guides for procurement, contract management and property management to ensure all 'Operational Contract Managers' demonstrate the minimum capabilities and competency skills.
- Development and implementation of a contract performance framework and recalibrating partnership expectations with 3rd party providers.

KEY RELATIONSHIPS

Who	Why
Director, PPP Contract Administration	Line manager and key point of escalation of issues. Leverage CMO experience and expertise. Increased capability.
Finance and Corporate Services Directorate	Facilitate the Contract Manager in verifying and monitoring financial performance and value for money of goods and services contracts. Measure effectiveness of procurement strategies.
District Stakeholder Groups e.g. General Managers, Divisional Managers	Senior sponsorship of programs, compliance and processes across the NSLHD.
Other LHD's, HealthShare NSW and Ministry of Health and Treasury NSW	Implementation of whole of health and whole of government procurement ,contract management and asset management practices. Maintaining contemporary customer centric service contracts and share best practice.
Suppliers and supply chain	Enhanced relationships to enable effective performance management, contract administration and realisation of value for money propositions.

POSITION DESCRIPTION

Manager Contract, Commercial and Procurement

SELECTION CRITERIA

1. Consistently demonstrates behaviours that reinforce the CORE Values of our organisation; Collaboration, Openness, Respect and Empowerment. Demonstrates these behaviours with all stakeholders; colleagues, direct reports, as well as our patients and consumers, and those that care for them.
2. Tertiary qualification in contract management or health management, legal, procurement and/or extensive contract management experience within complex public health environments.
3. Proven capacity to interpret and enforce contract terms, to analyse service performance issues and to negotiate service changes that are financially viable and which help maintain the integrity of the contract partnership.
4. Experience with designing, implementing and managing a performance framework for the monitoring of service delivery by third party service providers.
5. Excellent leadership, interpersonal and communication skills including the proven capacity to build productive, trust based relationships with internal and external stakeholders.
6. Excellent written skills, including the capacity to write a coherent argument and report writing skills and demonstrated high level computer skills.
7. Proven ability to develop commercial strategies and frameworks for analysing broad range of commercial relationships.

POSITION DESCRIPTION

Contracts and Compliance Manager



Health
Northern Sydney
Local Health District

POSITION TITLE	Contracts and Compliance Manager, NSLHD
STAFFLINK POSITION NO.	
COST CENTRE	251018
CLASSIFICATION	<i>Health Manager 3</i>
AWARD	Health Managers
REGISTRATION/LICENCE REQUIREMENTS	Nil
VACCINATION CATEGORY	Category B
PRE-EMPLOYMENT SCREENING CHECKS	National Criminal Record Check
RESPONSIBLE TO	Procurement Manager
RESPONSIBLE FOR	Nil Staff
PRIMARY PURPOSE OF THE ROLE	<p>The Contract and Procurement Compliance Manager will be responsible to prepare and review contracts (based on Government contract templates), support and advise District Contract Managers on all aspects of contract management and provide contract analytical reporting to District executives.</p> <p>The role will include oversight of key contract administrative processes including the District Contracts Register ensuring adherence to key contract dates and functions.</p> <p>The role will extend to general procurement duties which include implementing existing Whole of Health and Whole of Government contracts and Prequalification Schemes and supporting open go to market processes.</p> <p>The position will ensure best practice procurement and contract practices are identified and supported to include high level controls to manage the organisation's procurement and contractual risks, and ensure high levels of probity.</p> <p>The role will require widespread stakeholder engagement and ability to ensure compliance with procurement and contract policies and procedures while seeking to adopt best practice contract and procurement solutions.</p>
KEY ACCOUNTABILITIES <i>(Maximum of 8)</i>	<p>Manage the District Contract Register including monitoring key milestones and ensuring the Register provides accurate contract information and reporting ability for the District.</p> <p>Implement the District's Contract Management Procedure ensuring Service Contract Managers are supported for all contract processes as required within the Procedure including Contract Management Plans, issue escalation, contract variations and close out.</p> <p>Implement new and renewed contracts, based on government templates, through stakeholder consultation, procurement process involvement and</p>

	contract review to ensure the resultant contract meets the District's needs.	
	Assist Service Contract Managers with ongoing supplier relationship management including supplier reporting, KPIs, meetings and performance.	
	Ensure high levels of probity and governance in relation to District procurement and contract activities, meeting NSW Health and NSLHD policy and procedure requirements	
	Lead and implement District wide or Department procurement and contract projects and procurement and contract improvement initiatives.	
	Manage tender and quotation procurement processes including procurement from Whole of Health, Whole of Government or Prequalification Schemes, in conjunction with HealthShare and District staff as required.	
	Work collaboratively with contract and procurement managers within other NSW Health Districts, HealthShare NSW and the Ministry of Health to realise benefits to NSLHD procurement processes and contract management.	
KEY CHALLENGES <i>(Maximum of 3)</i>	Manage the District Contract Register, exploring its functionality to provide best District wide reporting and utilisation of the system.	
	Engage with multiple stakeholders to achieve robust contracts and procurement processes for NSLHD	
	Improve procurement and contract management compliance processes within the District	
KEY INTERNAL RELATIONSHIPS <i>(Maximum of 3)</i>	WHO	WHY
	District Stakeholder Groups eg clinical and corporate staff	Contracts development and management requires widespread input and liaison with key clinical and corporate staff.
	District Corporate Services team	To provide a united Corporate services approach to procurement and contracts management.
	District PPP Contract Management Office	Seek contract expertise particularly on escalation issues.

KEY EXTERNAL RELATIONSHIPS <i>(Maximum of 3)</i>	WHO	WHY
	HealthShare NSW and Ministry of Health	Implement whole of health and whole of government procurement and contract management practices.
	Other NSW Health Districts	Make best use of networking opportunities with colleagues in other LHDs to share procurement and contract strategies.
	Suppliers	Engage with suppliers to develop, negotiate and manage contract terms for NSLHD.
SELECTION CRITERIA <i>(Minimum of 3 maximum of 8)</i>	Consistently demonstrates behaviours that reinforce the CORE Values of our organisation; Collaboration, Openness, Respect and Empowerment. Demonstrates these behaviours with all stakeholders; colleagues, direct reports, as well as our patients and consumers, and those that care for them.	

	Tertiary qualifications in procurement, contracts, legal, business management or related field and/ or equivalent professional experience
	Extensive procurement and contracts management experience with a successful track record in implementing and managing procurement contracts.
	Demonstrated ability to implement procurement and contract management procedures and understanding of contracts registers.
	Demonstrated ability to work collaboratively with a range of stakeholders to achieve successful procurement and contract outcomes
	Understanding of procurement and contract probity issues within a government setting and demonstrated ability to ensure compliance with procurement and contract processes.
	Excellent communication, interpersonal and management skills with a proven ability to negotiate and resolve conflicting views to achieve required outcomes.

JOB DEMANDS CHECKLIST

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent's (or future incumbent's) OHS responsibilities specific to the position. This form is to be completed in consultation with the manager/supervisor of the position being recruited for.

Infrequent: intermittent activity exists for a short time on a very infrequent basis
 Occasional: activity exists up to 1/3 of the time when performing the job
 Frequent: activity exists between 1/3 and 2/3 of the time when performing the job
 Constant: activity exists for more than 2/3 of the time when performing the job
 Repetitive: activity involved repetitive movements
 Not Applicable: activity is not required to perform the job

Physical Demands	Frequency
Sitting - remaining in a seated position to perform tasks	Frequent
Standing - remaining standing without moving about to perform tasks	Infrequent
Walking - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Infrequent
Running - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Not applicable
Bend/Lean Forward from Waist - Forward bending from the waist to perform tasks	Infrequent
Trunk Twisting - Turning from the waist while sitting or standing to perform tasks	Infrequent
Kneeling - remaining in a kneeling posture to perform tasks	Not applicable
Squatting / Crouching - Adopting a squatting or crouching posture to perform tasks	Not applicable
Leg / Foot Movement - Use of leg and / or foot to operate machinery	Not applicable
Climbing (stairs/ladders) - Ascend / descend stairs, ladders, steps	Infrequent
Lifting / Carrying - Light lifting & carrying: 0 - 9 kg	Infrequent
Lifting / Carrying - Moderate lifting & carrying: 10 - 15 kg	Not applicable
Lifting / Carrying - Heavy lifting & carrying: 16kg & above	Not applicable
Reaching - Arms fully extended forward or raised above shoulder	Not applicable
Pushing / Pulling / Restraining - Using force to hold / restrain or move objects toward or away from the body	Not applicable
Head / Neck Postures - Holding head in a position other than neutral (facing forward)	Infrequent
Hand & Arm Movements - Repetitive movements of hands and arms	Occasional
Grasping / Fine Manipulation - Gripping, holding, clasping with fingers or hands	Not applicable
Work At Heights - Using ladders, footstools, scaffolding, or other objects to perform work	Not applicable
Driving - Operating any motor powered vehicle	Not applicable

Sensory Demands	Frequency
Sight - Use of sight is an integral part of work performance e.g. Viewing of X-Rays, computer screens	Frequent
Hearing - Use of hearing is an integral part of work performance e.g. Telephone enquiries	Occasional
Smell - Use of smell is an integral part of work performance e.g. Working with chemicals	Not applicable
Taste - Use of taste is an integral part of work performance e.g. Food preparation	Not applicable
Touch - Use of touch is an integral part of work performance	Not applicable
Psychosocial Demands	Frequency
Distressed People - e.g. Emergency or grief situations	Not applicable
Aggressive & Uncooperative People - e.g. drug / alcohol, dementia, mental illness	Infrequent
Unpredictable People – eg dementia, mental illness, head injuries	Not applicable
Restraining - involvement in physical containment of patients / clients	Not applicable
Exposure to Distressing Situations - e.g. Child abuse, viewing dead / mutilated bodies	Not applicable
Environmental Demands	Frequency
Dust - Exposure to atmospheric dust	Not applicable
Gases - Working with explosive or flammable gases requiring precautionary measures	Not applicable
Fumes - Exposure to noxious or toxic fumes	Not applicable
Liquids - Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	Not applicable
Hazardous substances - e.g. Dry chemicals, glues	Not applicable
Noise - Environmental / background noise necessitates people raise their voice to be heard	Not applicable
Inadequate Lighting - Risk of trips, falls or eyestrain	Not applicable
Sunlight - Risk of sunburn exists from spending more than 10 minutes per day in sunlight	Not applicable
Extreme Temperatures - Environmental temperatures are less than 15C or more than 35C	Not applicable
Confined Spaces - areas where only one egress (escape route) exists	Not applicable
Slippery or Uneven Surfaces - Greasy or wet floor surfaces, ramps, uneven ground	Not applicable
Inadequate Housekeeping - Obstructions to walkways and work areas cause trips and falls	Not applicable
Working At Heights - Ladders / stepladders / scaffolding are required to perform tasks	Not applicable
Biological Hazards - e.g. exposure to body fluids, bacteria, infectious diseases	Not applicable

POSITION DESCRIPTION

Procurement Planning Manager

POSITION TITLE	Procurement Planning Manager,
STAFFLINK POSITION NO.	NEW
COST CENTRE	
CLASSIFICATION	Health Service Manager 3
AWARD	Health Managers (State) Award 2017
REGISTRATION/LICENCE REQUIREMENTS	Nil required
VACCINATION CATEGORY	Category B
PRE-EMPLOYMENT SCREENING CHECKS	National Criminal Record Check
RESPONSIBLE TO	Procurement Manager
RESPONSIBLE FOR	Not applicable
PRIMARY PURPOSE OF THE ROLE	<p>The position is responsible for the provision of senior procurement management functions for NSLHD's procurement services including in depth analysis of procurement data from multiple sources and the creation of project plans and targets contributing to the District's procurement compliance and savings goals.</p> <p>The position will work in close liaison with HealthShare and NSLHD customers to maximise procurement and contract savings and compliance.</p> <p>The role is also responsible for project planning and performance reporting, identifying savings opportunities, category management and contract management.</p> <p>The role is situated within the District's Procurement department, and will also work closely with other Corporate Service staff particularly with staff in the Clinical Products Department and the Corporate Services Business Manager.</p>
KEY ACCOUNTABILITIES <i>(Maximum of 8)</i>	<p>Develop and implement procurement project plans for specific procurement savings and contract categories including extensive data analysis and stakeholder communication.</p> <p>Identify and develop category management plans and work with contract data, HealthShare and stakeholders to maximise opportunities within procurement categories.</p> <p>Maintain and improve procurement performance reporting and monitoring for all procurement categories including reporting to Stakeholders and the District Executive.</p> <p>Review contract lifecycles for goods and services to assess suitability for new contracts, amalgamation of contracts or retendering options.</p> <p>Manage procurement contracts in NSLHD ensuring enhanced governance and contract management processes.</p>

KEY CHALLENGES <i>(Maximum of 3)</i>	Project managing collaborative and consistent procurement and contracts projects. Analysing large and multiple data ranges in procurement including Oracle, HTrak and HealthShare data extracts to provide agreed data outcomes. Enhancing current systems through insight into best practices and strategic oversight of District procurement and contract systems.	
KEY INTERNAL RELATIONSHIPS <i>(Maximum of 3)</i>	WHO	WHY
	Corporate Services	Interact with and advise and report on procurement opportunities
KEY EXTERNAL RELATIONSHIPS <i>(Maximum of 2)</i>	WHO	WHY
	HealthShare NSW	Liaison re procurement opportunities and procurement savings
SELECTION CRITERIA <i>(Minimum of 3 maximum of 8)</i>	Consistently demonstrates behaviours that reinforce the CORE Values of our organisation; Collaboration, Openness, Respect and Empowerment. Demonstrates these behaviours with all stakeholders; colleagues, direct reports, as well as our patients and consumers, and those that care for them. Tertiary qualifications in procurement, contracts, business or a related field and / or equivalent professional experience in those fields Demonstrated experience in managing, analysing and extracting information from large volumes of data to provide customer reports and recommendations based on evidence. Understanding of government procurement policy and processes. Demonstrated project management skills including analytical, conceptual, problem solving, planning and time management skills. Experience in setting performance targets in a complex service with a continuous improvement focus to achieve agreed outcomes. Effective interpersonal skills including the ability to conduct complex negotiations, coupled with a consultative and facilitative approach to problem solving and strategy development. Demonstrated proficiency with Excel and database platforms.	

JOB DEMANDS CHECKLIST

The purpose of this checklist is to manage the risk associated with the position in relation to the occupant. It may be used to provide information about the position to a Health Professional required to perform a pre-employment medical assessment. Identification of possible risk can also assist with the development of a training plan for the occupant to ensure the risks are minimised.

Each position should be assessed at the site as to the incumbent's (or future incumbent's) OHS responsibilities specific to the position. This form is to be completed in consultation with the manager/supervisor of the position being recruited for.

Infrequent: intermittent activity exists for a short time on a very infrequent basis
 Occasional: activity exists up to 1/3 of the time when performing the job
 Frequent: activity exists between 1/3 and 2/3 of the time when performing the job
 Constant: activity exists for more than 2/3 of the time when performing the job
 Repetitive: activity involved repetitive movements
 Not Applicable: activity is not required to perform the job

Physical Demands	Frequency
Sitting - remaining in a seated position to perform tasks	Frequent
Standing - remaining standing without moving about to perform tasks	Occasional
Walking - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Frequent
Running - Floor type: even / uneven / slippery, indoors / outdoors, slopes	Infrequent
Bend/Lean Forward from Waist - Forward bending from the waist to perform tasks	Frequent
Trunk Twisting - Turning from the waist while sitting or standing to perform tasks	Occasional
Kneeling - remaining in a kneeling posture to perform tasks	Infrequent
Squatting / Crouching - Adopting a squatting or crouching posture to perform tasks	Infrequent
Leg / Foot Movement - Use of leg and / or foot to operate machinery	Not applicable
Climbing (stairs/ladders) - Ascend / descend stairs, ladders, steps	Occasional
Lifting / Carrying - Light lifting & carrying: 0 - 9 kg	Infrequent
Lifting / Carrying - Moderate lifting & carrying: 10 - 15 kg	Infrequent
Lifting / Carrying - Heavy lifting & carrying: 16kg & above	Not applicable
Reaching - Arms fully extended forward or raised above shoulder	Infrequent
Pushing / Pulling / Restraining - Using force to hold / restrain or move objects toward or away from the body	Infrequent
Head / Neck Postures - Holding head in a position other than neutral (facing forward)	Infrequent
Hand & Arm Movements - Repetitive movements of hands and arms	Frequent
Grasping / Fine Manipulation - Gripping, holding, clasping with fingers or hands	Occasional
Work At Heights - Using ladders, footstools, scaffolding, or other objects to perform work	Not applicable
Driving - Operating any motor powered vehicle	Occasional

Sensory Demands	Frequency
Sight - Use of sight is an integral part of work performance e.g. Viewing of X-Rays, computer screens	Constant
Hearing - Use of hearing is an integral part of work performance e.g. Telephone enquiries	Constant
Smell - Use of smell is an integral part of work performance e.g. Working with chemicals	Not applicable
Taste - Use of taste is an integral part of work performance e.g. Food preparation	Not applicable
Touch - Use of touch is an integral part of work performance	Not applicable
Psychosocial Demands	Frequency
Distressed People - e.g. Emergency or grief situations	Infrequent
Aggressive & Uncooperative People - e.g. drug / alcohol, dementia, mental illness	Infrequent
Unpredictable People – eg dementia, mental illness, head injuries	Infrequent
Restraining - involvement in physical containment of patients / clients	Not applicable
Exposure to Distressing Situations - e.g. Child abuse, viewing dead / mutilated bodies	Not applicable
Environmental Demands	Frequency
Dust - Exposure to atmospheric dust	Frequent
Gases - Working with explosive or flammable gases requiring precautionary measures	Not applicable
Fumes - Exposure to noxious or toxic fumes	Not applicable
Liquids - Working with corrosive, toxic or poisonous liquids or chemicals requiring PPE	Not applicable
Hazardous substances - e.g. Dry chemicals, glues	Not applicable
Noise - Environmental / background noise necessitates people raise their voice to be heard	Infrequent
Inadequate Lighting - Risk of trips, falls or eyestrain	Infrequent
Sunlight - Risk of sunburn exists from spending more than 10 minutes per day in sunlight	Infrequent
Extreme Temperatures - Environmental temperatures are less than 15C or more than 35C	Infrequent
Confined Spaces - areas where only one egress (escape route) exists	Infrequent
Slippery or Uneven Surfaces - Greasy or wet floor surfaces, ramps, uneven ground	Infrequent
Inadequate Housekeeping - Obstructions to walkways and work areas cause trips and falls	Infrequent
Working At Heights - Ladders / stepladders / scaffolding are required to perform tasks	Not applicable
Biological Hazards - e.g. exposure to body fluids, bacteria, infectious diseases	Not applicable