

Clause 5.4 has no equivalent in ISO 9001 or ISO 14001, cannot be delegated to a manager, and is the most commonly failed clause in an OH&S MS audit. The column that matters is “What changed as a result” — a toolbox-talk register records attendance, not consultation. Clause 5.4 also requires removing barriers to participation, which is why language, timing, cost and fear of reprisal have a column of their own.

REF	DATE	WHS MATTER CONSULTED ON	CLAUSE 5.4 TRIGGER	WHO WAS CONSULTED	MECHANISM	BARRIERS REMOVED TO ENABLE PARTICIPATION	WHAT WORKERS RAISED	WHAT CHANGED AS A RESULT	HOW THE OUTCOME WAS COMMUNICATED BACK	EVIDENCE RETAINED
CP-01	Q1	Traffic management plan for the main site access	Identifying hazards and assessing risk	Traffic controllers, plant operators, HSR	Toolbox session plus HSR walkthrough	Session run at shift change so night crew could attend; interpreter present for two workers	Painted lines ignored by delivery drivers unfamiliar with the site	Physical barriers installed at the two highest-traffic interfaces; HZ-02 residual risk reassessed	Revised plan walked through at pre-start; posted at the gate	Attendance record; marked-up plan; revised risk register entry
CP-02	Q1	Selection of on-tool dust extraction for concrete cutting	Determining controls	Concrete crew, HSE Adviser, HSR	Trial of two systems with operator feedback	Trial run during paid time; feedback collected verbally and in writing	First system too heavy for overhead work; operators would bypass it	Second system selected despite higher unit cost; HZ-04 control confirmed as engineering	Decision and reasoning explained at toolbox; operators named as having chosen it	Trial notes; purchase decision record; toolbox record
CP-03	Q2	Fatigue management during programme recovery	Determining controls; matters affecting worker health	All site personnel via survey; supervisors via workshop; HSR	Anonymous survey plus facilitated workshop	Anonymous channel so workers could raise workload without naming a supervisor	Travel time not counted in shift length; night crew commuting over an hour after 12-hour shifts	Shift caps changed to include travel; accommodation offered beyond a distance threshold; HZ-05 controls revised	Written summary issued to all workers with the changes and the reasons	Survey results; workshop notes; revised fatigue policy; issue record
CP-04	Q2	Psychosocial hazards - job demands and role clarity in supervision	Identifying hazards	Supervisors and engineers; HSR; external facilitator	Facilitated small-group sessions	Sessions held off-site and without line managers present so people could speak freely	Role boundaries between site engineer and supervisor undefined; conflicting instructions	Role definitions documented and issued; escalation path agreed; HZ-06 added to the risk register	Role definitions issued in writing; discussed at the following management meeting	Session summary (de-identified); role documents; new register entry
CP-05	Q2	Emergency response plan and muster arrangements	Emergency preparedness	All personnel; first-aid officers; HSR	Drill plus debrief	Drill run at the furthest point from the gate, not the most convenient location	Response time from the far end of the site nearly double the planned time	Second muster point established; first-aid kit relocated; HZ-12 controls revised	Debrief findings posted and covered at pre-start for a week	Drill record; debrief notes; revised emergency plan
CP-06	Q3	Incident investigation - near miss with mobile plant	Incident investigation	Workers involved; HSR; supervisor	Investigation interview	Interviews conducted without the supervisor present; explicit no-blame framing	Spotter had raised sightline concerns previously with no response	Reporting pathway changed so hazard reports are acknowledged within 48 hours	Outcome shared with the crew including what had gone wrong in the earlier report	Investigation report; revised reporting procedure; communication record
CP-07	Q3	Occupational violence at road-work locations	Identifying hazards; determining controls	Traffic controllers; HSR	Structured debrief after two incidents	Debrief scheduled in work time; support pathway explained before discussion began	Two specific locations account for most aggression; crews felt unsupported afterwards	Two-person crews mandated at those locations; post-incident support pathway documented; HZ-07 controls revised	Changes communicated to all traffic crews in writing	Debrief notes; revised control; support pathway document
CP-08	Q4	Review of the OH&S policy and objectives	OH&S policy; setting objectives	All personnel via HSR; management	HSR forum with written feedback period	Draft circulated two weeks ahead; written feedback accepted anonymously	Objectives seen as management metrics with no relevance to daily work	Two worker-nominated objectives added; reporting simplified to what crews can influence	Final policy issued and displayed; objectives covered at pre-start	Draft with comments; final policy; issue record; management review minutes

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