

## WORKPLACE CHANGE PROPOSAL

### Health and Safety Team, as part of the Risk and Assurance Unit

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*This Workplace Change Proposal has been prepared in accordance with clause 4.13 of the Macquarie University Professional Staff Enterprise Agreement 2015. The proposal is being issued to all directly impacted staff (and their unions) in the Health and Safety Unit. Staff are encouraged to provide feedback, including any alternative proposals. All responses will be considered prior to the University making a decision about whether or not to proceed with the proposed changes.*

#### **1. Background**

The Health & Safety team is responsible for building the necessary tools and staff capability to maintain the health and safety of University employees, students and visitors. In April 2015, the Health and Safety team's reporting line was transferred from Human Resources to Risk and Assurance (remaining within the Chief Operating Officer's portfolio) to allow better alignment of the University's risk management functions. At this time, the Health and Safety team worked closely with faculty based specialists and health and safety representatives from across the University.

The objective of this change proposal is to align the Health and Safety team's structure, roles and capability to position the team to more effectively support the University and its people to build an effective safety culture and implement safe practices consistent with relevant legislation and regulations.

A university wide process of pre-consultation commenced with a Health and Safety Organisational Unit Review conducted in June 2015 by Emeritus Professor Richard Henry and Ms Julia Cohen, the Director of Health and Wellbeing, Sydney University. The key outcomes of the review which were presented to the Executive Group on July 1 2015 highlighted the need to:

- provide a comprehensive and targeted training program
- provide ongoing direct support to each Faculty and Office
- provide practical and streamlined tools
- simplify the notification process
- build capability across the University to deliver on accountabilities and build on the University's safety culture

One significant outcome of the Organisational Unit Review was the need to rebase and develop the safety culture at Macquarie, one in which all staff and managers understand and own the responsibility and accountability for a safe working environment.

The development of such a culture necessitates a fundamentally different approach in the structure and function of the Health and Safety team. Any new team will be required to take an active role in establishing and developing a robust and self-sustaining culture of safety and wellbeing. Actively working with stakeholders to integrate safety as a consideration in decision making, building capability and partnerships, and generating trust based on positive support and advice will be central in effecting the change.

Recommendations from the Organisational Unit Review were relayed in consultation and educational sessions held throughout August and September 2015. The participants of these sessions included Health and Safety Representatives, Laboratory Technicians and Managers, and the executive teams and direct reports of each Faculty and Office. The purpose of these sessions was to:

- raise University staff awareness of their individual roles and accountabilities relating to health and safety;
- identify the perceived needs of the Faculty or Office when implementing their accountabilities; and
- identify the key services which should be offered by a technical Health and Safety team.

A compilation of the findings of the Organisational Unit Review and the educational session outcomes was provided to the Health and Safety team on 8 September 2015. The team was subsequently invited to discuss these outcomes and explore possible options to addressing the issues.

## **2. Proposed Changes and Rationale for Change**

The current structure of the Health and Safety team in the Risk and Assurance Unit includes the following positions (as set out in Appendix A – Current Structure diagram):

- Health and Safety Coordinators (4.8 FTE)
- Health and Safety Coordinator – Chemical Safety (0.86 FTE)
- Health and Safety Consultant – Property (1 FTE)
- Group Return to Work Coordinator (1 FTE)
- NOTE: The Manager, Health and Safety, left the University in late 2015 and the position has not been filled.

Drawing on the pre-consultation process and a review of the key priorities for health and safety at the University, it is proposed that:

- a) A new service delivery model be created which combines a business partnership model with a specialisation matrix. The aim of this new model is to provide expert support across the increasingly specialised areas of Health and Safety, as well as ensuring a dedicated contact person for each faculty, office and administrative unit. It is proposed that the existing Health and Safety Coordinator roles be disestablished and new Health and Safety Advisor roles be created, which have both a portfolio allocation and a sub-specialisation.

It is proposed that the new portfolios be:

<b>Proposed Health and Safety portfolios</b>
<b>Faculty of Medicine &amp; Health Science</b> DVC Research
<b>Faculty of Science and Engineering</b>
<b>Faculty of Human Sciences and associated Clinics</b> DVC Students and Registrar Campus Life sporting clubs at U@MQ
<b>Faculty of Arts</b> <b>Faculty of Business &amp; Economics</b>
<b>PACE (funded by PACE)</b>
<b>Controlled Entities (Excluding Student Clubs in U@MA) &amp; COO</b>
<b>DVC Academic (exc PACE)</b> DVC International DVC Corporate Engagement and Advancement

It is proposed that the areas of specialisation be:

<b>Proposed Sub-specialty</b>
<b>Health /Medical Laboratories</b>
<b>Engineering /Biology &amp; Chemistry/Mechanical Laboratories</b>
<b>Ergonomics / Physical and Mental Health Monitoring</b>
<b>Emergency Management, Travel &amp; Incident investigation</b>
<b>Off campus learning</b>
<b>Property and procurement</b>
<b>Systems and Training, Retro Paid Loss (RPL) scheme</b>

The introduction of these specialisations is a crucial aspect of this change proposal. The Health and Safety discipline is one in which the development of areas of speciality is increasingly common and necessary to meet organisational needs. This is different to the current organisational structure where the Health and Safety Coordinator roles are largely, generalist in nature. At the same time, it is critical that University stakeholder (Faculties and Offices) needs are met through the development of a business partner model.

- b) A Health and Safety Systems and Training Consultant be established focussing on University wide improvements to the infrastructure that supports health and safety. This role would also have a portfolio allocation. The aim of this function is to provide better systems and support to educate and empower managers and staff across the university. This position would be responsible for leading the process improvement of our Health and Safety Management System, data capture and reporting, tools and training programme, and develop the role of Health and Safety Representative (HSR) network.
- c) A Biosafety, Radiation and Quarantine Consultant role be established to advise and enhance the University staff and students' capability and capacity to manage genetically modified organisms (GMOs), and radioactive and biological matter whether in participating in a practicum or in the conduct of research. This role will support and work closely with the Faculty and DVC (Research) Health and Safety Coordinators, Radiation Safety Officer(s) and the Institutional Biosafety Committee (IBC), and its secretary. The role will also build a Community of Practice across the Laboratory academic and professional staff.
- d) The role of Health and Safety Consultant – Property be retained with some minor changes to support and enhance the University's Controlled Entities in the management of health and safety. This role will have a portfolio allocation and reference to Property will be removed from the title to acknowledge the broader portfolio.
- e) The role of Group Return to Work Coordinator be retained.
- f) The role Health and Safety Coordinator (Chemical Safety) be disestablished. The activities performed by this role will be embedded in the protocols of the relevant organisational areas across the University. Laboratory managers and Faculty based technical staff and Property Office Project and Asset Managers will be supported and empowered to monitor and manage relevant activities and will be supported by their dedicated Health and Safety contact.
- g) All Health and Safety staff will report directly to the Director, Risk and Assurance.

The details of the proposed changes to the team and the impact on staff are outlined below. A proposed organisation chart is included in **Appendix A**. There are a range of anticipated impacts to staff.

### **3. Impact on staff**

**Broadly, there are three levels of impact on staff arising from the proposed changes:**

- **Minor Impact** – Staff in the Health & Safety Unit who will directly translate from their role in the current structure into a role in the proposed new structure and where there is minor change. There are two positions in this category. One position (Group Return to Work Coordinator) where the current reporting arrangements (to the Director, Risk and Assurance) are proposed to be formalised and one position (Health and Safety Consultant – Property) where there are minor adjustments (e.g. portfolio adjustments, revised reporting line and updated position description).
- **Significant impact** – Staff in the Health & Safety Unit whose current role is disestablished. These staff will be eligible to participate in a closed expression of interest process for new roles in the proposed new structure. There are 6 staff in this category.

### Minor Impact

It is proposed that positions in this category be directly translated into the new structure.

Current position	Current reporting line	Proposed position	Proposed reporting line
Group Return to Work Coordinator	Manager, Health and Safety	Group Return to Work Coordinator	Director, Risk and Assurance
Health and Safety Consultant – Property	Manager, Health and Safety	Health and Safety Consultant	Director, Risk and Assurance

### Significant impact

It is proposed that the following positions be disestablished:

Current position	Current reporting line
Health and Safety Coordinators (4.8 FTE)	Manager, Health and Safety
Health and Safety Coordinator – Chemical Safety	Manager, Health and Safety
Manager, Health and Safety (vacant since 2015)	Director, Risk and Assurance

### New positions

It is proposed that the following new positions be created:

New position	Reporting line
5 (4.8 FTE) x Health and Safety Advisors (HEW 7)	Director, Risk and Assurance
1 x Health and Safety Training and Systems Consultant (HEW 8)	Director, Risk and Assurance
1 x Biosafety, Radiation and Quarantine Consultant (HEW 8)	Director, Risk and Assurance

Position descriptions are available for the newly established positions and are subject to

feedback and final evaluation.

#### **4. Financial Implications**

The changes are not the result of budget changes. The ongoing salary costs are fully funded in the Risk and Assurance 2016 budget. There may be redundancy costs associated with the disestablishment of roles. These costs will depend on the staffing profile of the proposed new structure and whether staff in these existing positions apply for and are successfully appointed to the proposed new roles.

There are no other direct financial implications arising from this change.

#### **5. Consultation on Change Proposal**

From 16 February 2016, a one week period of consultation will take place in which the University will consider feedback from staff and unions, including any alternative suggestions or proposals.

Consultation on this proposed change will be via the below mechanisms:

- A meeting will be held on Wednesday 17 February for affected staff to provide opportunity for questions and answers about the proposal
- Staff may respond to the proposed changes through written submissions by 5pm on Tuesday 23 February 2016.

Feedback on the proposed changes outlined in this document is highly encouraged. Staff will be provided with a summary of the feedback at the conclusion of this period and the details of any amendments that have been made to the proposal as a result of the feedback.

If a decision to proceed with change is confirmed, an Implementation Plan will be developed consistent with Clauses 4.13 Managing Change in the Workplace.

#### **6. Proposed Timeframe for Change Process**

If, after considering the submissions and feedback, the University decides to implement the proposed change or some modified version of the proposal, the University will inform affected staff when they can expect this to happen. The proposed timeline for implementation for this change process is as follows:

- Release of change proposal paper – Monday 15 February 2016
- Q and A Session for the Health and Safety Team - Tuesday 16 February 2016
- Feedback closes – Tuesday 23 February 2016 at 5pm
- Period for consideration of feedback – 24 to 28 February 2016

- Response to feedback and release of implementation plan – Week commencing 29 February 2016

## 7. Information and support for affected staff

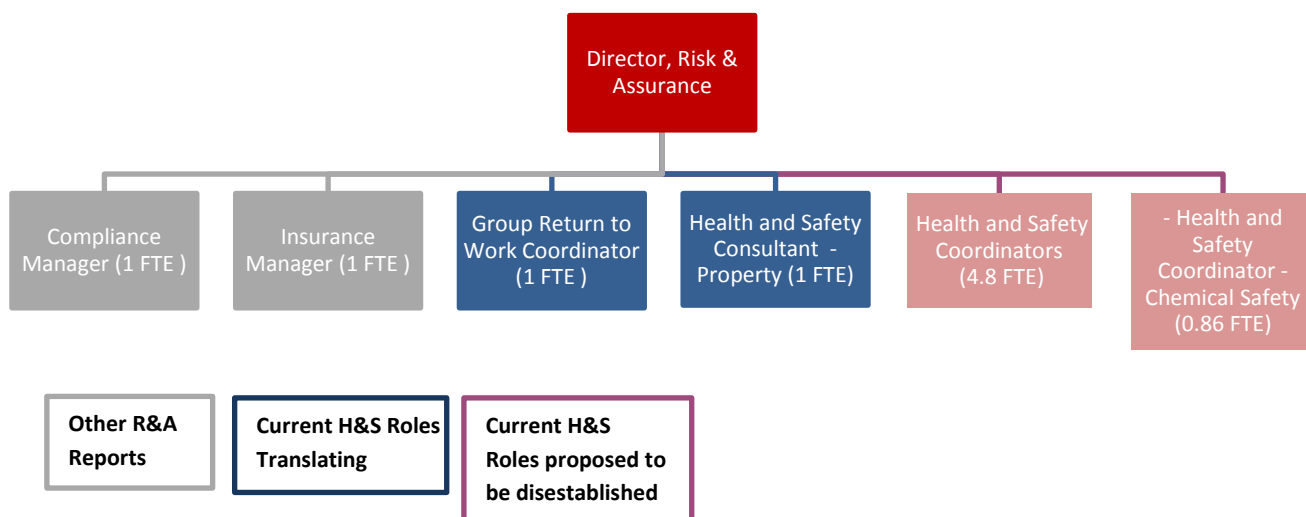
Staff may seek information and support on the proposed change and/or on issues arising from the proposal from a number of sources:

<p><b>Key Contact</b> <i>For feedback on the proposed changes and/or further information about the rationale for change or proposed faculty structure.</i></p>	<p>Trudy De Vries, Director Risk and Assurance Email: <a href="mailto:trudy.devries@mq.edu.au">trudy.devries@mq.edu.au</a> Phone: 9850 4881</p>
<p><b>Human Resources</b> <i>For general HR information, clarification around the change proposal, further information about position descriptions or new positions, recruitment processes etc. or any print accessibility issues with this document.</i></p>	<p>Aisling Hawkes Email: <a href="mailto:aisling.hawkes@mq.edu.au">aisling.hawkes@mq.edu.au</a> Phone: 9850 9771</p>
<p><b>Industrial Relations</b> <i>For information about the change process in the enterprise agreement, redeployment or for an estimate of voluntary redundancy.</i></p>	<p>Nick Crowley Email: <a href="mailto:nick.crowley@mq.edu.au">nick.crowley@mq.edu.au</a> Phone: 9850 9768</p>
<p><b>Superannuation</b> <i>For advice about superannuation, please contact your superannuation fund.</i></p>	<ul style="list-style-type: none"> <li>• For UniSuper members, <a href="http://www.unisuper.com.au">www.unisuper.com.au</a> or phone 1800 331 685</li> <li>• For SSS members, <a href="http://www.statesuper.nsw.gov.au">www.statesuper.nsw.gov.au</a> or phone 1300 130 096</li> <li>• For SASS members, <a href="http://www.statesuper.nsw.gov.au">www.statesuper.nsw.gov.au</a> or phone 1300 130 095</li> <li>• For other funds, please contact your fund's advice line or customer service centre</li> </ul>
<p><b>Employee Assistance Program</b> <i>For free counselling or support about any work or personal matter</i></p>	<p>Staff members affected by this change are encouraged to contact Access EAP. This is a professional, confidential and free counselling service available to all staff and their immediate family members. Appointments can be made by calling 1800 818 728. For more information, visit <a href="http://www.accessseap.com.au">www.accessseap.com.au</a> or the Human Resources website</p>
<p><b>Employee representative</b> <i>For personal advice about your rights and entitlements</i></p>	<p>Although this change proposal is confidential to Macquarie University staff, an affected staff member can provide a copy of this change proposal to their employee representative for the purposes of advice on the basis that its contents remains confidential</p>

## Appendix A

The changes are represented in the organisational charts below.

### Current structure



### Proposed structure

