



# Psychosocial Risk Assessment: UOW Transformation

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<b>Consultation:</b>	<ul style="list-style-type: none"><li>▪ In line with UOW WHS Committee Consultation Statement, specific details of consultation log listed Attachment 1.</li></ul>
<b>References:</b>	<ul style="list-style-type: none"><li>▪ <a href="#">UOW Standing Mental Health Risk Assessment</a></li><li>▪ <a href="#">Health and Safety Executive Management Standard</a> (UK)</li><li>▪ <a href="#">Guarding Minds at Work</a> (Canada)</li><li>▪ <a href="#">Psychosocial Hazards</a> SafeWork Australia</li><li>▪ <a href="#">Mental Health at Work</a> (NSW)</li><li>▪ <a href="#">Work-related psychological health and safety: A systematic approach to meeting your duties</a> SafeWork Australia</li><li>▪ <a href="#">Code of Practice: Managing Psychological Hazards at Work</a> SafeWork NSW</li></ul>
<b>Associated Documents:</b>	<ul style="list-style-type: none"><li>▪ Psychosocial Risk Assessment: UOW Transformation Action Plan</li></ul>

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# Background

This risk assessment is built upon the UOW Psychosocial Risk Assessment that follows the University's [WHS Risk Management Guidelines](#) and utilises the SafeWork Australia model for undertaking a risk assessment.

## STANDING MENTAL HEALTH RISK ASSESSMENT

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The [Standing Mental Health Risk Assessment](#) was initially developed in 2019 and reviewed in consultation with the WHS Committee in 2021 and again in 2023 after a comprehensive review by the Psychosocial Risks Subcommittee. After consultation with SafeWork NSW, the Health and Safety Executive (HSE) Management Standards have been used as a basis to help identify and manage six areas of work design which if not managed appropriately can become a hazard and adversely affect mental health in the workplace. The six psychosocial hazards include demand, control, support, relationships, role and change. These are in line with Safe Work Australia's psychosocial hazards at work. The Management Standards also outline the recommended risk controls for each standard to help establish what activities are to be in place to help lower the risk of psychological harm.

As per the [WHS Amendment Regulation 2022 \(NSW\)](#), employers must implement control measures: *(a) to eliminate psychosocial risks so far as is reasonably practicable, and (b) if it is not reasonably practicable to eliminate psychosocial risks so far as is reasonably practicable.* This risk assessment lists current activities undertaken by UOW to help reduce the risk for each standard. Normally, the WHS Unit will regularly review any gaps between the recommended risk control and activities being undertaken by UOW, local areas should also review their local area risk assessments to identify any gaps.

Throughout 2022, 2023 and 2024, the UOW WHS Committee has consistently focused on identifying and addressing the challenges of managing and mitigating risks related to psychosocial hazards. The work undertaken as part of the Workforce Advisory Groups has also contributed to working towards further mitigation of psychosocial hazards. On the 10 October 2024, the UOW WHS Committee commenced formal consultation to identify further updates and or amendments needed to the Standing Mental Health Risk Assessment. Though initial feedback has been received, further updates have been identified through this risk assessment process. Feedback is encouraged and can be forwarded through local Safe@Work Committees, Safe@Work Representatives on the UOW WHS Committee or via [whs-admin@uow.edu.au](mailto:whs-admin@uow.edu.au).

## UOW TRANSFORMATION

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UOW is undertaking a transformation process to achieve financial sustainability after experiencing a \$35 million drop in revenue this year and countless external pressures. This is largely due to the Government's changes to visa processing relating to Ministerial Direction 107, which was introduced in December 2023. In July 2024, UOW implemented a range of expenditure controls to stabilise the 2024 Budget. These included a recruitment freeze, travel restrictions and leave management. While good progress has been made in stabilising the 2024 budget, these measures are not long-term solutions. UOW cannot afford to be in a position where it must resort to blunt instruments every year to stabilise the budget position.

Though UOW is still finalising its 2025 Budget, a significant budget gap exists compared to our 2024 forecasts. UOW revenue has decreased while the cost of teaching and research has increased. Current forecast international onshore enrolments and revenue will be well behind our original forecasts and even if Parliament passes legislation enabling international student caps, UOW will not reach its indicative cap of 3,700 in 2025. Full details are

available on the [UOW Transformation Intranet Page](#). With all this considered, if UOW does not act, the current forecasts indicate UOW will be cash negative by 2027. This is an unviable situation. UOW is seeking to reduce its cost base over the next 12 months, considering the work being done in every part of the University by both academic and professional staff. This will include the reduction of both salary and non-salary costs in teaching and research.

## PHASE 1

The change proposal as outlined aims to reduce salary costs in areas of academic activity that are unviable. UOW cannot justify maintaining current levels of staffing in the identified disciplines and will aim to reduce recurrent expenditure by either disestablishing disciplines or downsizing and consolidating to reduce costs. Where a discipline is downsized, the subject offerings will also be reduced. There is both a financial and operational imperative to undertake this work now ahead of the 2025 academic year, providing certainty for staff and students and delivering a cost saving. These changes, implemented in line with the timeline, will:

- Consolidate our teaching activities and strengthen key areas of focus.
- Minimise disruption to teaching and learning activities and maintaining an emphasis on a quality student experience.
- Ensure that changes are implemented in time for the start of a new (teaching year) in 2025.
- Contributing \$15-20 million savings to UOW's ongoing operations.

This process will be conducted in line with the requirements of our enterprise agreements. Implementation phase will commence on 20 December 2024.

## PHASE 2

Phase 2 will commence in early 2025.

## Conclusion

UOW is unable to eliminate the psychosocial risks associated with the need to undertake organisational change and in line with the WHS Amendment Regulation 2022, has undertaken a revision of the Standing Mental Health Risk Assessment and considered the specific risks relating to UOW Transformation change to produce the Psychosocial Risk Assessment: UOW Transformation.

## CONSULTATION

Consultation on the Psychosocial Risk Assessment: UOW Transformation has been undertaken in line with the [UOW WHS Constitution](#) and the [UOW WHS Consultation Statement](#). The development of this risk assessment has been undertaken commenced on 23 October 2024 and is ongoing. A log of the consultation undertaken to date is listed in Attachment I.

## **IMPLEMENTATION**

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To ensure effective monitoring and support compliance, we will transform the identified control actions into a comprehensive action plan (Psychosocial Risk Assessment: UOW Transformation Action Plan). This plan will be updated regularly and will include detailed action steps with specific, measurable tasks, assigned responsibilities to designated team members or departments to ensure accountability, and established timelines and milestones to track progress.

## **MONITORING**

Monitoring will occur by WHS Unit and the WHS Committee to ensure execution of the action plan, provide necessary resources and training to support team members in adhering to compliance requirements, and create a feedback mechanism to continuously improve the action plan based on performance and compliance outcomes. This structured approach will facilitate ease of monitoring and ensure ongoing compliance with regulatory obligations.

# Stakeholder Analysis

STAKEHOLDER GROUP	CONCERNS	PSYCHOSOCIAL RISKS	CONTROL ACTIONS
<b>AFFECTED STAFF</b>	<ul style="list-style-type: none"> <li>Job security</li> <li>Changes in job roles</li> <li>Increased workload</li> </ul>	<ul style="list-style-type: none"> <li>Fear of redundancy</li> <li>uncertainty about future roles</li> <li>potential for decreased morale and motivation</li> </ul>	<ul style="list-style-type: none"> <li>Timely information and updates about the change</li> <li>Personalised communication regarding the impact on their roles</li> <li>Access to counselling and mental health support services</li> <li>Opportunities to provide feedback and influence the change process</li> <li>Access to out placement services</li> <li>Training and resources to manage stress and build resilience</li> </ul>
<b>MANAGERS AND SUPERVISORS</b>	<ul style="list-style-type: none"> <li>Managing team morale</li> <li>communicating changes effectively</li> <li>identifying and addressing psychosocial risks</li> </ul>	<ul style="list-style-type: none"> <li>Increased pressure to support staff</li> <li>potential for burnout</li> <li>managing their own stress while supporting their teams</li> </ul>	<ul style="list-style-type: none"> <li>Briefings and training on change management and psychosocial risk identification</li> <li>Support from P&amp;C Business Partners and professional support tools</li> <li>Regular check-ins with staff to monitor well-being</li> <li>Clear guidelines on managing workloads and flexible work arrangements</li> </ul>
<b>EXECUTIVE LEADERSHIP</b>	<ul style="list-style-type: none"> <li>Ensuring smooth implementation of changes</li> <li>Maintaining institutional stability</li> <li>Addressing staff concerns</li> <li>Managing team morale</li> </ul>	<ul style="list-style-type: none"> <li>High responsibility and pressure</li> <li>potential for decision fatigue</li> <li>Increased pressure to support staff</li> <li>managing stakeholder expectations</li> </ul>	<ul style="list-style-type: none"> <li>Regular communication with staff to provide updates and address concerns</li> <li>Collaboration with WHS Unit to monitor and manage psychosocial risks</li> <li>Access to coaching and support for managing change</li> <li>Access to counselling and mental health support services</li> </ul>
<b>STUDENTS</b>	<ul style="list-style-type: none"> <li>Impact on their education</li> <li>Changes in course offerings</li> <li>Support during the transition</li> </ul>	<ul style="list-style-type: none"> <li>Anxiety about course continuity</li> <li>Stress from potential changes in academic support</li> </ul>	<ul style="list-style-type: none"> <li>Clear communication about changes and how they will affect their studies</li> <li>Support services for students, including counselling and academic advising</li> <li>Resources to help students manage stress and adapt to changes</li> </ul>
<b>UNIONS AND STAFF REPRESENTATIVES</b>	<ul style="list-style-type: none"> <li>Ensuring fair treatment of staff</li> <li>Advocating for staff rights</li> <li>Influencing the change process</li> <li>Increase in workload</li> </ul>	<ul style="list-style-type: none"> <li>High workload in supporting affected staff</li> <li>Potential conflict with management</li> </ul>	<ul style="list-style-type: none"> <li>Management undertaking change processes in line with Enterprise Agreements</li> <li>Regular consultation and involvement in the change process</li> <li>Clear channels for feedback and communication</li> <li>Collaboration with management to address staff concerns and psychosocial risks</li> </ul>
<b>WHS COMMITTEE</b>	<ul style="list-style-type: none"> <li>Monitoring and managing psychosocial risks</li> <li>Ensuring compliance with WHS regulations</li> </ul>	<ul style="list-style-type: none"> <li>High responsibility for staff well-being</li> <li>Potential for increased workload</li> </ul>	<ul style="list-style-type: none"> <li>Regular meetings to review and address psychosocial risks</li> <li>Development and implementation of WHS risk assessments</li> <li>Monitoring of support services and staff well-being</li> </ul>

# Hazards And Risks Summary

There are several psychosocial risks associated with the UOW Transformation process. Here are the key risks identified:

HAZARD	DESCRIPTION	RISKS	RISK SCORE
<b>1. ORGANISATIONAL CHANGE</b>	<ul style="list-style-type: none"> <li>Change not conducted in an organised and timely manner</li> <li>Leading to staff not having access to timely information, consultation opportunities, or training</li> </ul>	<ul style="list-style-type: none"> <li>Loss of well-being</li> <li>Psychological injury/illness</li> </ul>	High
<b>2. LACK OF SUPPORT</b>	<ul style="list-style-type: none"> <li>Staff not having access to support and care during the change process.</li> </ul>	<ul style="list-style-type: none"> <li>Distress at key times</li> <li>psychological injury/illness</li> </ul>	High
<b>3. INCREASED WORK DEMANDS</b>	<ul style="list-style-type: none"> <li>Increased workload due to attending meetings</li> <li>Impacts on supervision, marking exams, and supporting the change process.</li> </ul>	<ul style="list-style-type: none"> <li>Psychological stress</li> <li>Potential burnout</li> </ul>	Medium
<b>4. STRAINED WORKPLACE RELATIONSHIPS</b>	<ul style="list-style-type: none"> <li>Interaction and behaviours may become strained or inappropriate.</li> </ul>	<ul style="list-style-type: none"> <li>Verbal aggression</li> <li>Psychological illness/injury</li> </ul>	High
<b>5. UNCERTAINTY IN ROLES</b>	<ul style="list-style-type: none"> <li>Staff unsure of their roles post-change.</li> </ul>	<ul style="list-style-type: none"> <li>Confusion</li> <li>Distress</li> <li>Psychological injury/illness</li> </ul>	Medium

These psychosocial hazards and controls are outlined in detail.

# Detailed Risks and Controls

## HAZARD 1: ORGANISATIONAL CHANGE

The underlying regulatory standard to meet: Employees indicate that the organisation engages them frequently when undergoing an organisation change.

HAZARD	RISK
<p>Change not conducted in an organised and timely manner, leading to staff not having access to timely information, consultation opportunities, or training. This may include:</p> <ul style="list-style-type: none"> <li>▪ Not consulting on changes</li> <li>▪ Insufficient consideration of the change may impact WHS risk and performance</li> <li>▪ Staff overwhelmed with change due to limited information communicated.</li> <li>▪ Staff perceive feedback is not appropriately considered.</li> <li>▪ Perception of poorly planned organisational changes</li> <li>▪ Not enough support for the changes</li> </ul>	<p><b>Prior to Controls:</b></p> <ul style="list-style-type: none"> <li>▪ Consequence: <i>Major (Extensive medical treatment (hospital or absence from work &gt;7 days))</i></li> <li>▪ Likelihood: <i>Possible (The event may occur, but occasionally)</i></li> </ul> <p><b>= High Risk</b></p> <p><b>After controls in place:</b></p> <ul style="list-style-type: none"> <li>▪ Consequence: <i>Major (Extensive medical treatment (hospital or absence from work &gt;7 days))</i></li> <li>▪ Likelihood: <i>Unlikely (The event is unlikely to occur, however it is possible)</i></li> </ul> <p><b>= Medium</b></p>

CHANGE RISK CONTROLS	ACTIONS
<b>Risk Controls According to the Management Standards</b>	
<p>1.1 The organisation provides employees with timely information to enable them to understand the reason for proposed changes.</p>	<ul style="list-style-type: none"> <li>▪ <b>Transformation Hub:</b> Regular updates on the UOW intranet providing information on the change process.</li> <li>▪ <b>Regular Updates:</b> Regular updates provided by the Vice-Chancellor and UOW Executive to communicate change and seek feedback about issues related to change. This will occur through Universe, All staff forums, faculty communications and other mechanisms.</li> <li>▪ <b>Direct Communication:</b> Executive Deans of directly impacted staff personally communicate the proposed change and its relevance to their roles.</li> <li>▪ <b>Consultation protocols:</b> The development and deployment of an online fact sheet or intranet page is undertaken to outline the process and minimum timing/protocols and expectations for formal change processes to increase transparency and clarity and reduce instances where perceptions of change timelines not following required standards occur.</li> </ul>
<p>1.2 The organisation ensures adequate employee consultation on changes and provides opportunities for employees to influence proposals.</p>	<ul style="list-style-type: none"> <li>▪ <b>Change Process:</b> Organisational change process outlined in academic and professional service staff enterprise agreements. Additional clause was added in 2023 EAs outlining <i>Preliminary Phase</i>. Organisation change follows Academic and Professional Staff Enterprise Agreement clauses.</li> <li>▪ <b>Change Resources:</b> Change resources are available through <a href="#">Enterprise Program Management</a> and Community of Practice.</li> </ul>



CHANGE RISK CONTROLS	ACTIONS
	<ul style="list-style-type: none"> <li>▪ <b>Consultation Sessions:</b> Staff are provided with opportunities to participate in the agreed change process through consultation sessions, meetings, or discussions on change implementation.</li> <li>▪ <b>Feedback Process:</b> A feedback process is in place, communicated and encouraged by managers, and responded to where appropriate.</li> <li>▪ <b>Increased Formal WHS Consultation:</b> <ul style="list-style-type: none"> <li>○ Additional WHS Committee meetings scheduled with Management Representatives and UOW Transformation Leaders to ensure psychosocial risks are managed and controls are consulted on.</li> <li>○ Safe@Work Committees are engaged more regularly to provide input and feedback to ensure psychosocial risks are managed and controls are consulted on.</li> </ul> </li> <li>▪ <b>Monitoring:</b> Monitoring of consultation mechanisms as outlined in the UOW WHS Consultation Statement to ensure all necessary avenues are being undertaken to facilitate genuine and broad consultation. Update and report to be provided to the WHS Committee at least monthly.</li> </ul>
<p>1.3 Employees are aware of the probable impact of any changes to their jobs. If necessary, employees are given training to support any changes in their jobs.</p>	<ul style="list-style-type: none"> <li>▪ <b>Senior Manager Briefings:</b> Executive Deans and other identified of staff directly impacted by the change process are briefed on the change and consultation requirements.</li> <li>▪ <b>Direct Communication:</b> Executive Deans of directly impacted staff personally communicate the proposed change and its relevance to their roles.</li> </ul>
<p>1.4 Employees are aware of timetables for changes.</p>	<ul style="list-style-type: none"> <li>▪ <b>Transformation Hub:</b> Regular updates on the UOW intranet providing information on the change process.</li> <li>▪ <b>Regular Updates:</b> Regular updates provided by the Vice-Chancellor and UOW Executive to communicate change and seek feedback about issues related to change.</li> <li>▪ <b>Direct Communication:</b> Executive Deans/P&amp;C Business Partners of directly impacted staff communicate the proposed change timetable and its relevance to their roles.</li> <li>▪ <b>Clear Advice:</b> Clear advice provided online and to all staff on appropriate channels to refer questions, concerns, or feedback.</li> </ul>
<p>1.5 Employees have access to relevant support during changes.</p>	<ul style="list-style-type: none"> <li>▪ <b>SEE HAZARD 2: LACK OF SUPPORT FOR FULL DETAILS</b></li> <li>▪ <b>Change Leader contribution to WHS risks and staff performance:</b> Change Leader is working closely with WHS Unit and WHS Committee to ensure that changes consider the psychosocial risks and are proactively managed. This is evidenced by the volume and breadth of support services available to staff throughout this change process.</li> <li>▪ <b>Counselling Support:</b> Provision of onsite counselling support for staff impacted by the proposed change, in addition to existing employee support services.</li> <li>▪ <b>Onsite Counselling Sessions:</b> <ul style="list-style-type: none"> <li>○ Onsite Counselling is scheduled, available and advertised.</li> <li>○ Regular monitoring of onsite psychological services, and other key services, to ensure that staff demand is met, staff are able to easily access these support services and any potential hazards to</li> </ul> </li> </ul>

CHANGE RISK CONTROLS	ACTIONS
	<p>other staff located near the delivery locations of these services is managed as required. Clear directions on where to locate these services is to be provided.</p> <ul style="list-style-type: none"> <li>▪ <b>Outplacement Services:</b> Provision of outplacement services, including career transition counselling and financial counselling for impacted staff.</li> <li>▪ <b>Support Materials:</b> Those not directly impacted by the change are provided with support materials and tools to care for themselves and others.</li> <li>▪ <b>Peer Support Mechanisms:</b> Provision of peer support mechanisms, including the UOW Peer Support Program, buddy systems, and other peer support groups.</li> </ul>
<p>1.6 Training provided for managers and employees on change management.</p>	<ul style="list-style-type: none"> <li>▪ <b>Executive Dean Coaching:</b> Specialised coaching provided to all Executive Deans prior to communicating to directly impacted staff of change process.</li> <li>▪ <b>Manager Briefings:</b> Managers of staff directly impacted by the change process are briefed on the change and consultation requirements.</li> <li>▪ <b>All Staff Training:</b> TODS to provide various mechanisms of training on and for change management for all staff</li> </ul>
<p>1.7 Operational and workplace environment changes consulted via All staff forums, Faculty and unit meetings/communication.</p>	<ul style="list-style-type: none"> <li>▪ <b>Meetings Scheduled and Undertaken:</b> <ul style="list-style-type: none"> <li>○ Regular updates provided by the Vice-Chancellor and UOW Executive to communicate change and seek feedback about issues related to change.</li> <li>○ Staff are provided with an opportunity to participate in the agreed change process through consultation sessions, meetings or discussions on change implementation.</li> <li>○ Clear advice is to be provided online and to all staff but also specifically to Executives, Managers and key personnel on what channels are the most appropriate to refer questions, concerns or feedback to if it is raised in another forum. e.g. complaints or concerns relating to non-WHS matters being raised with the WHS Committee.</li> <li>○ Regular drop ins and Faculty/unit meetings held to facilitate open communication throughout the change process.</li> </ul> </li> <li>▪ <b>Clear Advice:</b> Executives, Managers and all staff provided with clear directions on appropriate open meeting behavioural expectations to ensure staff are able to attend and engage in a psychosocially safe manner.</li> </ul>
<p>1.8 Use of survey tools to consult with staff, identify risks and collate feedback data</p>	<ul style="list-style-type: none"> <li>▪ <b>Surveys:</b> Distribution of survey on perceptions of change to impacted staff during the first and second phase of consultation in line with best practice.</li> </ul>
<p>1.9 Risk assessments completed in SafetyNet incorporated into workplace change process.</p>	<ul style="list-style-type: none"> <li>▪ <b>SafetyNet risk assessment</b> completed. Consultation has occurred in line with WHS Consultation Statement and listed Attachment I: Consultation Log. <ul style="list-style-type: none"> <li>○ Risk Assessment is provided in an amended format to support staff engagement with document and available controls. Copy to be uploaded in SafetyNet for transparency.</li> <li>○ Known impacts of the UOW Transformation on teaching and research activities are collated and listed in a risk register. Appropriate controls are implemented and monitored. Tailored risk assessments are developed as new impacts are identified, allowing strategies to be adapted in response to evolving</li> </ul> </li> </ul>

CHANGE RISK CONTROLS	ACTIONS
	<p>circumstances and feedback. Monitoring and reporting to the WHS Committee will occur at least monthly.</p>
<p>1.10 Staff undergoing change in workplaces/work units to have particular attention given to support appropriate flexible arrangements are in place.</p>	<ul style="list-style-type: none"> <li>▪ <b>Manager Support:</b> Managers are provided information to recognise and respond to early warning signs of work distress and low morale (e.g. unplanned absences, increased conflict, withdrawal, and deteriorating work performance) and how to report these psychosocial hazards.</li> <li>▪ <b>Local Monitoring:</b> Managers and supervisors regularly check in on the well-being of the staff that report to them and provide information to support networks.</li> <li>▪ <b>Support for Workload Management:</b> <ul style="list-style-type: none"> <li>○ Managers and supervisors are provided with information that workloads for staff during the change process are reasonable. They also implement flexible work arrangements, workforce planning, and temporary staffing solutions when necessary.</li> <li>○ Updates to the University Workload Principles is developed and made to provide for the workload impact for academic staff in responding and managing impact of change proposals and eventual change. Appropriate strategies established to appropriate reference periods to ensure expectations accommodate the disruption for staff between Q4, 2024 and Q2,2025.</li> </ul> </li> </ul>

## HAZARD 2: LACK OF SUPPORT

The underlying regulatory standard to meet: Employees indicate that they receive adequate information and support from their colleagues and superiors.

HAZARD	RISK
<p>Staff not having access to support and care during the change process. This may include:</p> <ul style="list-style-type: none"> <li>▪ Distress at key times, psychological injury/illness.</li> <li>▪ Staff do not feel supported by management or colleagues.</li> <li>▪ Managers are not able to recognise and respond to early warning signs of distress and low morale (these include: unplanned absences, increased conflict, withdrawal and deteriorating work performance).</li> <li>▪ Staff do not understand what is expected of them.</li> <li>▪ Staff going through the change process do not feel confident or supported to apply for new roles.</li> <li>▪ Lack of reward and recognition.</li> <li>▪ Staff do not have the resources required to complete their job well, safely or on time.</li> <li>▪ Not being able to access supervisor support easily.</li> <li>▪ Not receiving necessary information.</li> </ul>	<p><b>Prior to any controls in place:</b></p> <ul style="list-style-type: none"> <li>▪ Consequence: Major (Extensive medical treatment (hospital or absence from work &gt;7 days))</li> <li>▪ Likelihood: Possible (the event may occur, but occasionally)</li> </ul> <p><b>= High Risk</b></p> <p><b>After controls in place:</b></p> <ul style="list-style-type: none"> <li>▪ Consequence: Major (Extensive medical treatment (hospital or absence from work &gt;7 days))</li> <li>▪ Likelihood: Possible (the event may occur, but occasionally)</li> </ul> <p><b>= High Risk</b></p>

SUPPORT RISK CONTROLS	ACTIONS
<p><b>Recommended Risk Controls According to the Management Standards</b></p>	
<p>2.1 The organisation has policies and procedures to adequately support employees.</p>	<ul style="list-style-type: none"> <li>▪ <b>Transformation Hub:</b> Available and updated regularly on the UOW intranet providing information on change to staff.</li> <li>▪ <b>Support Services:</b> Identification and provision of specific support with particular attention to psychological, financial counselling and other key support services are available to staff especially over the Christmas period. This is to include explicit advice and mechanisms for all staff to be able to access and refer others to during periods where a large number of staff are on leave or resources might have skeleton staff.</li> <li>▪ <b>Employee Assistance Provider (TELUS Health):</b> Provision of onsite counselling support for staff impacted by the proposed change. This is in addition to the existing employee support available by TELUS Health. Onsite support will be weekly and ramped up and down depending on the key points of the change process and demand.</li> <li>▪ <b>Code of Conduct and Bullying Prevention Policy:</b> Ensures appropriate workplace behaviour and addresses psychosocial hazards.</li> <li>▪ <b>Values in Action:</b> Continue the 'Values in Action' framework including the consultation stage so that the University can have an agreed set of values, and behaviours to assist all of the UOW community when engaging with each other throughout the change processes.</li> <li>▪ <b>Service Monitoring:</b> Regular monitoring of onsite psychological services, and other key services, to ensure that staff demand is met, staff are able to easily access these support services and any potential hazards to other</li> </ul>

SUPPORT RISK CONTROLS	ACTIONS
	<p>staff located near the delivery locations of these services is managed as required. Clear directions on where to locate these services is to be provided.</p> <ul style="list-style-type: none"> <li>▪ <b>Heath Promotion:</b> Health promotion activities still to be undertaken such as RUOK Day, women’s and men’s health, nutrition, active lifestyles, sleep and financial well-being.</li> <li>▪ <b>Leave Management:</b> UOW is promoting the use and access of various types of leave to undertake treatment as well as policies to ensure staff take an appropriate amount of leave per year. This will also support UOW leave management strategies.</li> </ul>
<p>2.2 Systems are in place to enable and encourage managers to support their staff.</p>	<ul style="list-style-type: none"> <li>▪ <b>Manager Briefings:</b> Managers of staff directly impacted by the change process and supporting roles (e.g., P&amp;C Business Partners) have been briefed on the change and consultation requirements. Executive Deans and Heads of Schools are provided with coaching opportunities and tailored support to deliver support to their staff.</li> <li>▪ <b>Training &amp; Support for Managers:</b> Managers of directly impacted staff personally communicate the proposed change and how this is relevant to their role and purpose to staff. These managers are also supported by P&amp;C Business Partners and professional support/tools. Including but not limited to: <ul style="list-style-type: none"> <li>○ Executives, Managers (including HOS, Discipline Leaders, Associate Deans and other people leaders) with particular attention to those who are occupying either acting or interim roles and have identified gaps in their skills, knowledge and/or capacity to manage and support staff through change, are provided with specialised coaching and support to assist them in executing the role they are undertaking.</li> <li>○ Executives and Managers are required to submit identified risks and hazards related to this change through SafetyNet as they arise. The WHS Unit will monitor these submissions and provide weekly updates to the Change Lead and WHS Chair, highlighting trends that need review and additional actions.</li> <li>○ Clear advice is to be provided online and to all staff but also specifically to Executives, Managers and key personnel on what channels are the most appropriate to refer questions, concerns or feedback to if it is raised in another forum. e.g. complaints or concerns relating to non-WHS matters being raised with the WHS Committee.</li> <li>○ Managers are provided information to recognise and respond to early warning signs of work distress and low morale (e.g., unplanned absences, increased conflict, withdrawal, and deteriorating work performance) and how to report these psychosocial hazards.</li> <li>○ Managers and supervisors are provided with information that workloads for staff during the change process are reasonable. They also implement flexible work arrangements, workforce planning, and temporary staffing solutions when necessary.</li> <li>○ Updates to the University Workload Principles is developed and made to provide for the workload impact for academic staff in responding and managing impact of change proposals and eventual change. Appropriate strategies established to appropriate reference periods to ensure expectations accommodate the disruption for staff between Q4, 2024 and Q2,2025.</li> </ul> </li> <li>▪ <b>Reporting:</b> Direction is provided to Executives and Managers to document identified impacts of the change via SafetyNet as they arise to ensure that support services and appropriate controls in line with the standing and specific risk assessments are implemented.</li> </ul>
<p>2.3 Systems are in place to enable and encourage employees to support their colleagues.</p>	<ul style="list-style-type: none"> <li>▪ <b>Peer Support Mechanisms:</b> This includes reenacting the UOW Peer Support Program, buddy systems, and other peer support groups.</li> </ul>

SUPPORT RISK CONTROLS	ACTIONS
2.4 Employees know what support is available and how and when to access it.	<ul style="list-style-type: none"> <li>▪ <b>Mental Health Awareness Training:</b> Further awareness of mental health awareness training available to staff to help identify and provide referrals to colleagues in psychological distress.</li> <li>▪ <b>Transformation Hub:</b> Available and updated regularly on the UOW intranet providing information on support services available to staff.</li> <li>▪ <b>Regular Updates:</b> Regular updates provided by VC and UOW Executive to communicate change, and seek feedback about issues related to change.</li> <li>▪ <b>Direct communications regarding support services:</b> <ul style="list-style-type: none"> <li>○ Impacted and non-impacted staff are communicated with regularly about what support is available to them. This will be through Universe, Intranet, All Staff Forums, Faculty/Unit Meetings and via supervisors.</li> <li>○ Access to financial advice and counselling through TELUS Health, UniSuper and Outplacement services as appropriate.</li> </ul> </li> <li>▪ <b>Training for staff:</b> <ul style="list-style-type: none"> <li>○ Navigating change LinkedIn Learning resources are provided to all staff to prepare and adjust to impending change.</li> <li>○ Further awareness of mental health awareness training available to all staff to help identify and provide referrals to colleagues in psychological distress.</li> <li>○ Provision of Mindarma resilience and mindfulness coaching tool for staff.</li> </ul> </li> <li>▪ <b>Onsite Counselling Support:</b> Provision of onsite counselling support for staff impacted by the proposed change. This is in addition to the existing employee support available by TELUS Health. Onsite support will be weekly and ramped up and down depending on the key points of the change process and demand.</li> </ul>
2.5 Employees know how to access the required resources to their job.	<ul style="list-style-type: none"> <li>▪ <b>Direct Communication:</b> Executive Deans of directly impacted staff personally communicate the proposed change and its relevance to their roles.</li> <li>▪ <b>Feedback Process:</b> Feedback process is in place, communicated/encouraged by managers and responded to where appropriate.</li> <li>▪ <b>Consultation Sessions:</b> Staff are provided with an opportunity to participate in the agreed change process through consultation sessions, meetings, or discussions on change implementation.</li> <li>▪ <b>Navigating Change Resources:</b> Navigating change LinkedIn Learning resources are provided to all staff to prepare and adjust to impending change.</li> <li>▪ <b>Position Descriptions and Performance Planners:</b> Managers reminded that changes to roles are made clear via updating of position descriptions in consultation with staff. Support is provided to staff whose roles may change during or after the completion of the change process.</li> <li>▪ <b>Impacts of UOW Transformation:</b> Known impacts of the UOW Transformation on teaching and research activities are collated and listed in a risk register. Appropriate controls are implemented and monitored. Tailored risk assessments are developed as new impacts are identified, allowing strategies to be adapted in response to evolving circumstances and feedback. Monitoring and reporting to the WHS Committee will occur at least monthly.</li> </ul>
2.6 Employees receive regular and constructive feedback.	<ul style="list-style-type: none"> <li>▪ <b>Feedback Process:</b> Feedback process is in place, communicated/encouraged by managers and responded to where appropriate.</li> <li>▪ <b>Consultation Sessions:</b> Staff are provided with an opportunity to participate in the agreed change process through consultation sessions, meetings, or discussions on change implementation.</li> </ul>

SUPPORT RISK CONTROLS	ACTIONS
<p>2.7 Employees potentially at higher risk of injury or part of a vulnerable group offered tailored support.</p>	<ul style="list-style-type: none"> <li>▪ Change Leader will discuss with the WHS Unit any impacted staff that are currently away from work or on return to work plans so that communication on any impact is communicated clearly.</li> <li>▪ Referral to appropriate medical treatment providers for staff that exhibit signs of psychological illness or injury</li> <li>▪ WHS Unit will collaborate with Change Lead, Executives and managers to identify those staff who may be at higher risk or part of a vulnerable group ensuring they are offered the tailored support they need.</li> <li>▪ Executives and Managers are required to submit identified risks and hazards related to this change through SafetyNet as they arise. The WHS Unit will monitor these submissions and provide weekly updates to the Change Lead and WHS Chair, highlighting trends that need review and additional actions.</li> <li>▪ UOW Injury Management and Return to Work Programs are in place so that employees with either a workplace or non-work-related mental health illness are able to recover at work in line with treating doctor's recommendations.</li> <li>▪ If an injury occurs, staff will be supported by the UOW Injury Management and Return to Work Programs that are in place so that employees with either a workplace or non-work-related mental health illness are able to recover at work in line with treating doctor's recommendations.</li> <li>▪ Support for employees with a disability provided via their managers and support from Equity, Diversity and Inclusion Unit</li> </ul>

## HAZARD 3: INCREASED WORK DEMANDS

The regulatory standard to meet: Employees indicate that they are able to cope with the demands (or requirements) of their jobs.

HAZARD	RISK
<p>Excessive demands in the working environment. This may include:</p> <ul style="list-style-type: none"> <li>- Increased workload/ demand resulting from workplace change, new processes, increased demand during consultation.</li> <li>- Staff in new or altered positions don't understand their workload expectations.</li> <li>- Staff experiencing physical and/or psychological fatigue due to the increased workload as a result of the change process.</li> <li>- Work requests from different areas are uncoordinated, resulting in staff not understanding priorities.</li> <li>- Time pressures and work volumes are not managed</li> <li>- Staff are working longer hours.</li> <li>- Staff are exposed to verbal and/or physical abuse.</li> <li>- Job demands exacerbated by staff attrition, offboarding of staff, long recruitment processes and additional layers of approvals</li> <li>- Staff not taking necessary sick leave due to job demand.</li> <li>- Staff not utilising their breaks (morning tea, lunch etc) due to excessive work demands</li> <li>- Recruitment mismatch</li> <li>- Limited casual pools</li> </ul>	<p><b>Prior to any controls in place:</b></p> <ul style="list-style-type: none"> <li>▪ Consequence: <i>Major (Extensive medical treatment (hospital or absence from work &gt;7 days))</i></li> <li>▪ Likelihood: <i>Unlikely (the event is unlikely to occur, however it is possible)</i></li> </ul> <p><b>= Medium Risk</b></p> <p><b>After controls in place:</b></p> <ul style="list-style-type: none"> <li>▪ Consequence: <i>Major (Extensive medical treatment (hospital or absence from work &gt;7 days))</i></li> <li>▪ Likelihood: <i>Unlikely (the event is unlikely to occur, however it is possible)</i></li> </ul> <p><b>= Medium Risk</b></p>

WORK DEMANDS RISK CONTROLS	ACTIONS
<p><b>Recommended Risk Controls According to the Management Standards</b></p>	
<p>3.1 The organisation provides employees with adequate and achievable demands in relation to the agreed hours of work.</p>	<ul style="list-style-type: none"> <li>▪ Managers and supervisors are provided with information that workloads for staff during the change process are reasonable. They also implement flexible work arrangements, workforce planning, and temporary staffing solutions when necessary.</li> <li>▪ Workloads of business units indirectly impacted by the UOW Transformation are monitored and where there is a change in work demand this is proactively managed. It has been identified that the scale and timing of this change, coupled with potentially complex requests could place considerable demand on associated units supporting impacted staff. This is to be monitored through regular Portfolio meetings, reports via SafetyNet, WHS committee and WHS Unit.</li> <li>▪ Direction and advice is provided to Executives, Managers, Academic program directors, HDR supervisors and all other relevant Staff relating to appropriate accommodations and work redesign and available support services to accommodate any increase in work demands and intensity resulting from students relating to change. Information should include resources to support the provision of pastoral care and reassurance to potentially distressed students.</li> </ul>



WORK DEMANDS RISK CONTROLS	ACTIONS
	<p><b>Standard Controls Still in Place:</b></p> <ul style="list-style-type: none"> <li>▪ Academic workload allocation is outlined in Academic Enterprise Agreement and faculty academic staff workload models.</li> <li>▪ Professional Services Staff Enterprise Agreement details employment conditions and hours of work.</li> <li>▪ SafetyNet is available for staff to report psychosocial hazards and psychological injuries.</li> <li>▪ Communication provided to staff regarding workload management expectations and techniques to empower staff to discuss impacts of work for example Vice-Chancellor messaging and staff newsletters.</li> <li>▪ Employees are recruited according to essential and desirable selection criteria as outlined within a position description which includes qualifications, skills and experience. Recruitment Selection panels receive appropriate training and guidance from Talent Acquisition.</li> <li>▪ Academic Performance Framework, Career Development Interview (Academic Staff) and Performance Planner process (Professional Services Staff) enables workload to be identified and monitored.</li> <li>▪ Team and individual meetings are conducted to discuss work, priorities, challenges and concerns.</li> <li>▪ Flexible work patterns are available to allow for peak work periods in accordance with agreed enterprise agreements, <a href="#">Professional Services Staff Time and Attendance Policy</a>, <a href="#">Flexible Work Guidelines</a> and operation of <a href="#">Flexible Hours of Work Procedures</a>.</li> <li>▪ Various employee work arrangements including using of casuals for peak work times and fixed term positions for back fill of staff.</li> <li>▪ Use of leave reviewed by People &amp; Culture to ensure that all staff are taking appropriate breaks throughout the year.</li> <li>▪ Supervisors document flexible working arrangements to ensure flexibility and appropriate arrangements are in place.</li> <li>▪ Face to face and online training available which includes: <ul style="list-style-type: none"> <li>○ <a href="#">Time management</a></li> <li>○ <a href="#">Getting the most out of your performance planner</a></li> <li>○ <a href="#">Performance planner training for supervisors</a></li> <li>○ <a href="#">Leading teams</a></li> <li>○ <a href="#">HR 101 for managers</a></li> </ul> </li> </ul>
<p>3.2 People's skills and abilities are matched to the job demands.</p>	<ul style="list-style-type: none"> <li>▪ Supervisors are trained in support resources available for staff.</li> <li>▪ Managers and supervisors are provided with information that workloads for staff during the change process are reasonable. They also implement flexible work arrangements, workforce planning, and temporary staffing solutions when necessary.</li> <li>▪ Managers are provided information to recognise and respond to early warning signs of work distress and low morale (e.g. unplanned absences, increased conflict, withdrawal, and deteriorating work performance) and how to report these psychosocial hazards. Managers and supervisors regularly check in on the well-being of the staff that report to them and provide information to support networks.</li> </ul>
<p>3.3 Jobs are designed to be within the capabilities of employees.</p>	<ul style="list-style-type: none"> <li>▪ Updates to the University Workload Principles is developed and made to provide for the workload impact for academic staff in responding and managing impact of change proposals and eventual change. Appropriate strategies established to appropriate reference periods to ensure expectations accommodate the disruption for staff between Q4, 2024 and Q2,2025.</li> </ul>

WORK DEMANDS RISK CONTROLS	ACTIONS
	<ul style="list-style-type: none"> <li>▪ Managers reminded that changes to roles are made clear via updating of position descriptions in consultation with staff. Support is provided to staff whose roles may change during or after the completion of the change process.</li> </ul>
<p>3.4 Employees concerns about their work environment are addressed.</p>	<ul style="list-style-type: none"> <li>▪ Managers and supervisors regularly check in on the well-being of the staff that report to them and provide information to support networks.</li> <li>▪ Continue the 'Values in Action' framework including the consultation stage so that the University can have an agreed set of values, and behaviours to assist all of the UOW community when engaging with each other throughout the change processes.</li> <li>▪ Those not directly impacted by the change are provided with support materials and tools to care for themselves as well as others.</li> </ul>

## HAZARD 4: STRAINED WORKPLACE RELATIONSHIPS

The underlying regulatory standard to meet: Employees indicate that they are not subjected to unacceptable behaviours, e.g. bullying at work.

HAZARD	RISK
<p>Being subject to unacceptable behaviours – Interaction and behaviours may become strained or inappropriate including bullying, harassment and workplace violence and aggression. This may include:</p> <ul style="list-style-type: none"> <li>▪ Decreased opportunity for workplace social connections and interactions.</li> <li>▪ Conflict and/or negative behaviours occurring in the workplace.</li> <li>▪ Lack of reporting/action of unacceptable behaviours in the workplace.</li> <li>▪ Relationships between colleagues are strained due to the stress of the change process.</li> <li>▪ Staff don't feel comfortable to talk to supervisors if they need additional support.</li> </ul>	<p><b>Prior to any controls in place:</b></p> <ul style="list-style-type: none"> <li>▪ Consequence: <i>Major (Extensive medical treatment (hospital or absence from work &gt;7 days))</i></li> <li>▪ Likelihood: <i>Possible (The event might occur, but occasionally)</i></li> </ul> <p><b>= High Risk</b></p> <p><b>After controls in place:</b></p> <ul style="list-style-type: none"> <li>▪ Consequence: <i>Major (Extensive medical treatment (hospital or absence from work &gt;7 days))</i></li> <li>▪ Likelihood: <i>Unlikely (The event is unlikely to occur, however it is possible)</i></li> </ul> <p><b>= Medium Risk</b></p>

RELATIONSHIPS RISK CONTROLS	ACTIONS
<b>Recommended Risk Controls According to the Management Standards</b>	
<p>4.1 The organisation promotes positive behaviours at work to avoid conflict and ensure fairness.</p>	<ul style="list-style-type: none"> <li>▪ <b>Values in Action:</b> Continue the 'Values in Action' framework including the consultation stage so that the University can have an agreed set of values, and behaviours to assist all of the UOW community when engaging with each other throughout the change processes.</li> <li>▪ <b>Framework to Support Respect:</b> Academic and professional staff Enterprise agreements outline expectations, specifically, Dignity and Respect at Work clause (AEA clause 37, PSEA clause 9)</li> <li>▪ <b>Training available:</b> Support and training is provided to those most likely to experience difficult behaviour or complaints during the course of their work e.g. front-line customer service employees. Promoted through the UOW Transformation Hub.</li> </ul>
<p>4.2 Employees share information relevant to their work.</p>	<ul style="list-style-type: none"> <li>▪ <b>Transformation Hub:</b> Transformation Hub is available and updated regularly on the UOW intranet providing information on change to staff.</li> <li>▪ <b>Feedback Process:</b> Feedback process is in place, communicated/encouraged by managers and responded to where appropriate.</li> <li>▪ <b>Consultation Sessions:</b> Staff are provided with an opportunity to participate in the agreed change process through consultation sessions, meetings, or discussions on change implementation.</li> <li>▪ <b>Values in Action:</b> Continue the 'Values in Action' framework including the consultation stage so that the University can have an agreed set of values, and behaviours to assist all of the UOW community when engaging with each other throughout the change processes.</li> </ul>

RELATIONSHIPS RISK CONTROLS	ACTIONS
	<ul style="list-style-type: none"> <li>▪ <b>Peer Support Mechanisms:</b> Provision of peer support mechanisms, including the UOW Peer Support Program, buddy systems, and other peer support groups.</li> </ul>
<p>4.3 The organisation has agreed policies and procedures to prevent or resolve unacceptable behaviour</p>	<ul style="list-style-type: none"> <li>▪ <b>UOW Code of Conduct</b> outlines the expected and acceptable behaviours required of employees and socialised by the Vice-Chancellor via all staff emails and/or Universe article at least twice yearly outlining expected behaviours as outlined by the UOW Code of Conduct.</li> <li>▪ <b>Values in Action:</b> Continue the 'Values in Action' framework including the consultation stage so that the University can have an agreed set of values, and behaviours to assist all of the UOW community when engaging with each other throughout the change processes. The subsequent goal being that the developed University Values In Action are incorporated into Strategic Plan.</li> <li>▪ <b>Clear Advice:</b> Clear advice provided online and to all staff on appropriate channels to refer questions, concerns, or feedback.</li> <li>▪ <b>Policies and procedures</b> are in place to outline acceptable workplace behaviour standards e.g. UOW Code of Conduct, Bullying Prevention Policy, Respect for Diversity Policy.</li> <li>▪ Policies, procedures and systems are in place to investigate occurrences of unacceptable behaviour and/or resolve grievances e.g. Grievance Policy, and Complaints Management Centre. <ul style="list-style-type: none"> <li>○ Policies and procedures are in place to foster an equitable workplace including e.g. Disability Policy, Employment Equity and Workforce Diversity Policy, and Inclusive Language Guidelines.</li> <li>○ Emergency Management Response Procedures are in place which outline response for workplace violence scenarios e.g. active armed offender, robbery, sexual assault, communicate threat.</li> <li>○ University Access and Order Rules which outline requirements for persons to behave while on campus and also means to terminate access e.g. a violent offender. Licensed Security Officers that can develop and implement employee security plans where required.</li> </ul> </li> </ul>
<p>4.4 Systems are in place to enable and encourage managers to deal with unacceptable behaviour</p>	<ul style="list-style-type: none"> <li>▪ <b>Identification of Emerging Issues:</b> Managers are provided information to recognise and respond to early warning signs of work distress and low morale (e.g. unplanned absences, increased conflict, withdrawal, and deteriorating work performance) and how to report these psychosocial hazards.</li> <li>▪ <b>Regular Check Ins:</b> Managers and supervisors regularly check in on the well-being of the staff that report to them and provide information to support networks.</li> </ul>
<p>4.5 Systems are in place to enable and encourage employees to report unacceptable behaviours.</p>	<ul style="list-style-type: none"> <li>▪ <b>Reporting Psychosocial Hazards:</b> Staff reminded of the need to report psychosocial hazards in SafetyNet via to their supervisor, Safe@Work Committee representative, union or WHS Unit.</li> <li>▪ <b>Clear Advice:</b> Clear advice is to be provided online and to all staff but also specifically to Executives, Managers and key personnel on what channels are the most appropriate to refer questions, concerns or feedback to if it is raised in another forum. e.g. complaints or concerns relating to non-WHS matters being raised with the WHS Committee.</li> </ul>

## HAZARD 5: UNCERTAINTY IN ROLES

The regulatory standard to meet: Employees indicate that they understand their role and responsibilities

HAZARD	RISK
<p>Staff unsure of their roles during and post change. This may include:</p> <ul style="list-style-type: none"> <li>▪ Demands of new roles have not been assessed and matched to staff abilities</li> <li>▪ Inductions for new roles have not been provided</li> <li>▪ Workstation assessments have not been completed for new roles</li> <li>▪ Staff do not have clarity about what is expected of them in new or altered roles</li> <li>▪ Isolated/Remote Work</li> <li>▪ Hazardous physical working environment</li> <li>▪ Overlapping responsibilities</li> <li>▪ Unclear reporting lines</li> <li>▪ Unclear work priorities</li> </ul>	<p><b>Prior to any controls in place:</b></p> <ul style="list-style-type: none"> <li>▪ Consequence: <i>Major (Extensive medical treatment (hospital or absence from work &gt;7days))</i></li> <li>▪ Likelihood: <i>Possible (The event might occur, but occasionally)</i></li> </ul> <p><b>= High Risk</b></p> <p><b>After controls in place:</b></p> <ul style="list-style-type: none"> <li>▪ Consequence: <i>Major (Extensive medical treatment (hospital or absence from work &gt;7 days))</i></li> <li>▪ Likelihood: <i>Possible (The event might occur, but occasionally)</i></li> </ul> <p><b>= High Risk</b></p>

UNCERTAINTY RISK CONTROLS	ACTIONS
<p><b>Recommended Risk Controls According to the Management Standards</b></p>	
<p>5.1 The organisation ensures that, as far as possible the different requirements it places upon employees are compatible.</p>	<ul style="list-style-type: none"> <li>▪ <b>Workload Management:</b> Managers and supervisors are provided with information that workloads for staff during the change process are reasonable. They also implement flexible work arrangements, workforce planning, and temporary staffing solutions when necessary.</li> <li>▪ <b>Workload Monitoring:</b> Workloads of business units indirectly impacted by the UOW Transformation are monitored and where there is a change in work demand this is proactively managed. It has been identified that the scale and timing of this change, coupled with potentially complex requests could place considerable demand on associated units supporting impacted staff. This is to be monitored through regular Portfolio meetings, reports via SafetyNet, WHS committee and WHS Unit.</li> <li>▪ <b>Reporting:</b> Staff reminded of the need to report psychosocial hazards in SafetyNet via to their supervisor, Safe@Work Committee representative, union or WHS Unit.</li> <li>▪ <b>Standard Controls Still in Place:</b> <ul style="list-style-type: none"> <li>○ Work objectives are outlined in position descriptions, performance planners and career development interviews. Inherent requirements of roles are outlined in position descriptions.</li> <li>○ Employees are recruited and appointed to roles according to essential and desirable selection criteria as outlined in position descriptions. Recruitment panels receive training and guidance on appropriate recruitment selection techniques.</li> <li>○ Workforce planning procedures are in place including review of existing position descriptions when a current position is recruited.</li> </ul> </li> </ul>

UNCERTAINTY RISK CONTROLS	ACTIONS
	<ul style="list-style-type: none"> <li>○ Performance planner and career development interview processes enable employees to identify skills and training required to perform their role effectively. Key activities and goals of the role can be monitored/defined in the performance planner and career development interview process.</li> <li>○ Induction training occurs at an organisation and local level so that new employees are aware of roles and responsibilities and unit objectives.</li> <li>○ Facilities Management Division has processes to ensure the design, layout and environmental conditions of the workplace are safe and constantly reviewed</li> <li>○ Employees are able to raise physical working environment concerns via BEIMS and SafetyNet</li> <li>○ Employees are able to raise concerns with their immediate supervisor if there are uncertainties or conflict they have in their role.</li> <li>○ Provision of training to managers and supervisors and staff: <ul style="list-style-type: none"> <li>- Supervising remote teams training and resources</li> <li>- Working remotely resources</li> </ul> </li> <li>○ Supervisors and managers to document flexible working arrangements to ensure flexibility and appropriate arrangements are in place</li> <li>○ Use of regular/annual performance planner mechanisms to identify and address psychosocial demands in position descriptions and individual differences.</li> </ul>
5.2 The organisation provides information to enable employees to understand their role and responsibilities	<ul style="list-style-type: none"> <li>▪ <b>Direct Communication:</b> Managers of directly impacted staff personally communicate the proposed change and how this is relevant to their role and purpose to staff. These managers are also supported by P&amp;C Business Partners and professional support/tools.</li> <li>▪ <b>Workload Provisions:</b> Updates to the University Workload Principles is developed and made to provide for the workload impact for academic staff in responding and managing impact of change proposals and eventual change. Appropriate strategies established to appropriate reference periods to ensure expectations accommodate the disruption for staff between Q4, 2024 and Q2,2025.</li> </ul>
5.3 The organisation ensures that, as far as possible, the requirements it places upon employees are clear.	<ul style="list-style-type: none"> <li>▪ <b>Role Clarity:</b> Managers reminded that changes to roles are made clear via updating of position descriptions in consultation with staff. Support is provided to staff whose roles may change during or after the completion of the change process.</li> <li>▪ <b>Work Redesign:</b> Direction and advice is provided to Executives, Managers, Academic program directors, HDR supervisors and all other relevant Staff relating to appropriate accommodations and work redesign and available support services to accommodate any increase in work demands and intensity resulting from students relating to change. Information should include resources to support the provision of pastoral care and reassurance to potentially distressed students.</li> </ul>
5.4 Systems are in place to enable employees to raise concerns about any uncertainties or conflicts they have in their role and responsibilities.	<ul style="list-style-type: none"> <li>▪ <b>Consultation Sessions:</b> Staff are provided with an opportunity to participate in the agreed change process through consultation sessions, meetings or discussions on change implementation.</li> <li>▪ <b>Feedback Process:</b> A feedback process is in place, communicated and encouraged by managers, and responded to where appropriate.</li> <li>▪ <b>Consultation Sessions:</b> Staff are provided with opportunities to participate in the agreed change process through consultation sessions, meetings, or discussions on change implementation.</li> </ul>

UNCERTAINTY RISK CONTROLS	ACTIONS
	<ul style="list-style-type: none"> <li>▪ <b>Risk and Hazard Reporting:</b> Executives and Managers required to submit identified risks and hazards related to the change through SafetyNet, with the WHS Unit monitoring these submissions and providing weekly updates.</li> <li>▪ <b>Reporting Psychosocial Hazards:</b> Staff reminded of the need to report psychosocial hazards via SafetyNet to their supervisor, Safe@Work Committee representative, union, or WHS Unit.</li> <li>▪ <b>Additional WHS Committee Meetings:</b> Additional WHS Committee meetings scheduled with key UOW Transformation Leaders to ensure psychosocial risks are managed and controls are consulted on.</li> </ul>

# Attachment 1: Consultation Log

DATE	CONSULTATION UNDERTAKEN
Friday 18 October 2024	<ul style="list-style-type: none"> <li>▪ Regular WHS Manager &amp; Chair Discussion: Need to further progress action from WHS Committee Meeting in October relating to updating Standing Mental Health Risk Assessment. Agreed to WHS Unit to undertake initial amendment for further discussion based on feedback already received.</li> </ul>
Wednesday 23 October 2024	<p><b>Preliminary Phase of Change Commenced (23-29 October)</b></p> <ul style="list-style-type: none"> <li>▪ Management briefing with Unions re: Pre-consultation Phase.</li> </ul>
Thursday 24 October 2024	<ul style="list-style-type: none"> <li>▪ Additional Regular Meeting – Senior Manager WHS &amp; Chair               <ul style="list-style-type: none"> <li>○ Consultation commenced regarding WHS issues relating to drafting of the Specialised Mental Health Risk Assessment for upcoming change above Standing Mental Health Risk Assessment.</li> <li>○ Discussed progression of Values in Action work to support ongoing improvement in UOW culture.</li> </ul> </li> <li>▪ Email to WHS Committee re: Addressing Psychosocial Impacts and Supporting staff through change.</li> <li>▪ Further discussions regarding staff support for change commenced between Senior Manager WHS and Chair, WHS Committee to provide further advice on emerging risks.</li> <li>▪ Chair, WHS Committee Email to I-VC with Chancellor and Deputy Chancellor included change concerns and critical control being Values in Action framework needs to be implemented.</li> <li>▪ On campus psychological support commenced.</li> </ul>
Monday 28 October 2024	<ul style="list-style-type: none"> <li>▪ Senior Manager WHS continued to act on advice received to finalise the draft of the UOW Transition Risk Assessment over and above Standing Mental Health Risk Assessment.</li> </ul>
Tuesday 29 October 2024	<ul style="list-style-type: none"> <li>▪ Initial draft of the Specific Mental Health Risk given to Chair, WHS committee for initial review.</li> <li>▪ Feedback on supports were received through P&amp;C and incorporated into the initial draft.</li> <li>▪ Chair, WHS Committee and Senior Manager, WHS met to discuss initial draft developing it further prior to distribution for consultation.</li> </ul>
Wednesday 30 October 2024	<ul style="list-style-type: none"> <li>▪ Detailed feedback on initial draft was provided to Senior Manager WHS, Change Lead and Interim CPCO.</li> <li>▪ Further Development of Specific Mental Health Risk Assessment undertaken. Senior Manager WHS, Chair WHS Committee, CPCO, and Change Lead.</li> <li>▪ Chair, WHS Committee communicated with UOW WHS Committee members regarding initial draft Mental Health Risk Assessment being worked through. Advised that UOW WHS Committee would meet more regularly and meeting scheduled.</li> </ul>
Thursday 31 October 2024	<ul style="list-style-type: none"> <li>▪ Discussions to finalise initial draft Mental Health Risk Assessment completed.</li> <li>▪ Draft UOW Transformation Risk Assessment sent to WHS Committee. Committee advised by Chair, WHS Committee. <i>“If you have feedback on the <u>draft</u> Risk Assessment for UOW Transformation Change please don’t wait until next week’s meeting. Please consider those you represent and identify if there are things they need to support they might need that isn’t currently listed in the plan. If you notice something now, please share your feedback immediately so that necessary adjustments are made. By next Thursday, there may be additional items or tweaks that become evident. As with all risk assessments, they should evolve to mitigate safety risks as they continue to be identified.”</i></li> <li>▪ Multiple pieces of feedback were received by Chair, WHS Committee and Senior Manager, WHS.</li> </ul>
Friday 1 November 2024 AM	<ul style="list-style-type: none"> <li>▪ Chair, WHS Committee forwarded the initial draft of the UOW Transformation Risk Assessment to all Safe@Work Chairs.               <ul style="list-style-type: none"> <li>○ <i>“As you would be aware the announcement of transformational change will occur early next week. The safety and wellbeing of everyone is our collective top priority. I have only seen evidence that confirms that the team working on the change is fully committed to making sure the right controls are in place to support all staff during this change. The WHS Committee is performing its important consultative function for this impending change.</i></li> </ul> </li> </ul>



DATE	CONSULTATION UNDERTAKEN
	<p><i>Please find attached the draft risk assessment for the UOW Transformation change for your consideration and feedback. As you will see this is being collaboratively developed and will continue to develop as we go along. It is important that we keep sharing if we identify additional controls to support staff.</i></p> <p><i>Please consider those within your area and identify if there are things they need to support they might need that isn't currently listed in the plan. If you notice something, please share your feedback immediately so that necessary adjustments are made."</i></p> <ul style="list-style-type: none"> <li>▪ Chair, WHS Committee and Senior Manager, WHS held discussions on draft and support services now in place</li> </ul>
Monday 4 November 2024	<p><b>Consultation Stage 1 (4 - 29 November)</b></p> <ul style="list-style-type: none"> <li>▪ Chair, WHS Committee and Senior Manager, WHS had clarifying discussions regarding support services included and operating</li> </ul>
Tuesday 5 November 2024	<p><b>VC All-Staff Forum</b></p> <ul style="list-style-type: none"> <li>▪ Agenda covered: Finance Update, UOW Transformation, Reviews Update, Values in Action Framework, Q&amp;A</li> </ul>
Wednesday 6 November 2024	<ul style="list-style-type: none"> <li>▪ Formal letter of detailed feedback received by NTEU.</li> </ul>
Thursday 7 November 2024	<p><b>Extraordinary November WHS Meeting</b></p> <ul style="list-style-type: none"> <li>▪ Discussion about consultation and timeline. Importance of consultation statement. Outlined themes of the feedback received and showed additional controls. Invited members to the subgroup to revise the specific UOW Transformation risk assessment.</li> </ul>
Friday 8 November 2024	<ul style="list-style-type: none"> <li>▪ Formal response to NTEU sent by Chair, WHS Committee.</li> </ul>
Monday 11 November 2024	<ul style="list-style-type: none"> <li>▪ Further feedback received from UOW WHS Committee Members, UOW Transformation Change Lead and incorporated.</li> </ul>
Wednesday 13 November 2024	<ul style="list-style-type: none"> <li>▪ Amended format draft finalised for broad consultation.</li> </ul>