Health and Safety Guideline
HSG 3.2 Managing Change

1.   Purpose

This document provides guidance when planning workplace change so that potential workplace health, safety and wellbeing impacts can be managed.

This guideline covers the requirements associated with changes and modifications to existing operations, including changes to hardware (plant, equipment, materials), operating conditions, new courses, responsibility and authority, organisational structure, or any other change.

2.   Scope

This Guideline applies to all health, safety and wellbeing activities of staff, students, visitors (including volunteers and contractors), Council members, and other persons interacting with the University of Newcastle (workers); the operations of staff of University aligned Research Centres and controlled entities; and all activities conducted by or on behalf of the University of Newcastle on and outside of the University's campuses.

3.   Guidelines

3.1.   Identifying health, safety and wellbeing implications of workplace change

Leaders and supervisors responsible for approving change are to ensure that all changes are assessed prior to implementation. Assessment is to determine the physical, psychological and organisational impact of the change and actions to be implemented to ensure that the change does not adversely impact on health, safety and wellbeing of workers. This applies to both technical and organisational change.

The following are examples of the types of change that can impact workplace health and safety in the workplace:

- development of new work processes;
- implementation or decommissioning of equipment (see KRA 1.7: Laboratory Safety);
- introduction of new or different materials;

- capital works and minor works, including refurbishments;
- movement of workers to new or different tasks;
- changes to systems of work (either temporary or permanent);
- presence of contractors during an installation or overhaul; and
- new training requirements and timing for training to occur.

3.2. Assessment of change

The assessment of change should identify the impact on and the requirements for actions in the following areas as a result of the change:

- Statutory / Legal requirements e.g. licensing, registration;
- Health and Safety Management System (HSMS) documentation;
- Operational and maintenance requirements;
- Emergency procedures / equipment;
- Workplace layout and environment;
- Training; and
- Communication.

The Health and Safety Operational Change Risk Register must be completed by the business area enacting the change or the leader responsible for the area during the change planning stage. Refer to the Guide for Change Leaders (pending) for further guidance on change planning.

The Health and Safety Operational Change Risk Register should be developed in consultation with the HR Business Partner and recorded in accordance with the University's Records and Information Management Policy.

The Guideline HSG 3.3: Health and Safety in the Design of Infrastructure Projects provides further advice on the process for considering health and safety implications during the design phase of any infrastructure project. KRA 2.11: Identifying and Managing Psychosocial Hazards in the Workplace details the University's commitment and process for identification, assessment and management of psychosocial and psychological risks that can impact worker wellbeing during change.

3.3. Consulting on workplace change

The following should be considered in consulting with workers regarding workplace change:

- communicate the proposed changes to the Health and Safety Committee for the area so that they can provide input to reviewing the potential health and safety hazards and the risk controls that could be implemented;

- use the risk assessment checklist in Guideline [HSG 3.1 Health and Safety Risk Management](#) to assist with identifying the hazards and risks of the workplace change;
- refer to the [KRA 2.11: Identifying and Managing Psychosocial Hazards in the Workplace](#) for identification, assessment, management and control of psychosocial hazards and risks of the workplace change;
- incorporate the risk controls identified during the risk assessment process when planning the workplace change and after consultation with the Health and Safety Committee;
- consult the Health, Safety and Wellbeing Team where the intended workplace change includes high risk work and/or substantial modifications to buildings or facilities;
- communicate proposed workplace changes, the outcome of risk assessments and the risk controls identified to staff members who will be affected by the change. Communication will include:
  o The benefits of the workplace change;
  o The consequences of the workplace change;
  o The workplace health and safety risks associated with the workplace change and how they are being managed; and
  o Amendments to existing Standard Operating Procedures (SOP) and other documents resulting from the workplace change.

4.   Definitions

In the context of the Health and Safety Management System Framework:

Executive Committee	Consisting of the Vice-Chancellor, the Deputy Vice-Chancellors, the Pro Vice-Chancellors, the Chief Operating Officer, Chief People and Culture Officer and the Chief Financial Officer, the University Secretary and the President of Academic Senate.
Hazard	A situation, condition, or event, including a person's behaviour, that exposes a worker to a risk to their health or safety during the course of work in a workplace, that has the potential to cause injury, illness or even death or to damage buildings, plant or equipment.
Leader / Supervisor	Any member of the University who is responsible for supervising staff and/or undergraduate or postgraduate students and/or for leading research projects.
Risk	The likelihood that a hazard will cause harm and the consequence of that harm.
Worker	Includes an employee, conjoint, student on work experience, contractor, sub-contractor, and volunteer. A person is a worker if the person carries out

	work in any capacity for the University or another person conducting a business or undertaking, including work as: (a) an employee, or (b) a contractor or subcontractor, or (c) an employee of a contractor or subcontractor, or (d) an employee of a labour hire company who has been assigned to work in the person's business or undertaking, or (e) an outworker, or (f) an apprentice or trainee, or (g) a student gaining work experience, or (h) a volunteer, or (i) a person of a prescribed class.
Workplace Change	Includes changes to the University's organisation and structure of work as well as changes to the physical workplace, such as capital works, where these changes may reasonably be expected to affect health, safety and wellbeing of workers.

5. Responsibilities

A comprehensive list of health, safety and wellbeing responsibilities is provided in Guideline HSG 1.2: Roles and Responsibilities.

Specific responsibilities under this Guideline include:

Infrastructure and Facility Services (IFS)

- When workplace change to buildings or facilities is being considered, provide details to the leaders and supervisors to seek their input regarding the workplace change; and

- Consult with other workers who may be impacted by the workplace change or who may be able to provide support and advice (e.g. neighbouring building occupants, the Health, Safety and Wellbeing Team).

Supervisors and Leaders

- Prior to any workplace change, undertake a risk assessment to identify any potential impacts to workplace health and safety;

- Consult workers in relation to controlling workplace health and safety risks associated with the workplace change;

- Implement appropriate actions to minimise the impact of the workplace change on workplace health and safety; and

- Monitor the effectiveness of risk controls and take corrective action if deficiencies are found.

Health, Safety and Wellbeing Team

- Provide advice and guidance where required to assist leaders and supervisors with workplace change when there are potential workplace health and safety impacts; and
- Provide input to identifying risk controls;
- Follow up on the implementation of corrective action where necessary; and
- Provide education and training where required to assist Leaders, Supervisors and workers to understand their health, safety and wellbeing responsibilities with respect to workplace change.

Workers

- Participate in risk assessments when workplace change is being proposed in their workplace that has the potential to impact workplace health and safety;
- Engage in consultation processes when workplace change is being proposed; and
- Attend instruction or training provided to communicate new or revised procedures introduced to minimise workplace health and safety risks of workplace change.

6. References & Related Documents

The following documentation is referenced in, or applicable to this Guideline:

HSG 1.2: Roles and Responsibilities

HSG 3.1: Health and Safety Risk Management

HSG 3.3: Health and Safety in the Design of Projects

Health and Safety Operational Change Risk Register (REG-EL03.08)

KRA 1.7: Laboratory Safety

KRA 2.11: Identifying and Managing Psychosocial Risks

University of Newcastle Guide for Change Leaders (pending)

University of Newcastle Records and Information Management Policy

7. Amendment History

Version	Date of Issue	Approval	Section(s) Modified	Details of Amendment
1, 2	October 2016	Manager Health and Safety	-	Original versions with latest amendment for HSG 4.3 Managing Change
3	July 2023	CPCO	All	1. Renumbered from HSG 4.3 to HSG 3.2 Managing Change 2. Updated content in all sections including new section 3.2 Assessment of Change.

				3. Added new/renamed Related Documents 4. Added Amendment History 5. Amended document control header and footer

8.   Appendices

Nil