



POOR ORGANISATIONAL CHANGE MANAGEMENT

RISK MANAGEMENT

Risk Management involves identifying potential risks, assessing their likelihood and impact, and developing strategies to mitigate or control them. It is a proactive process that seeks to prevent risks from occurring or minimise their impact if they do occur.

No person should be injured in their workplace, including psychological injury. To meet their duties to ensure health and safety, employers must identify and eliminate or minimise psychosocial risks so far as is reasonably practicable. How long (duration), how often (frequency) and how significantly (severity) workers are exposed to psychosocial hazards impacts the level of risks. Hazards interacting or combining with each other may also impact this. Further guidance on the risk management process is available in the Code of Practice: [How to manage work health and safety risks](#). For more information on the risk management process for psychosocial hazards, please view [Section 2 of the Model Code of Practice](#).

Mind Your Head advocates for *prevention* – that is, identifying risk, implementing or changing systems to prevent worker harm or injury *before it occurs*.

Examples of Risk Management Strategies for Poor Organisational Change Management include:

Prevention

Job design, safe work systems and procedures:

- Consult workers who may be affected by work health and safety issues, agree on consultation arrangements, and use them for changes that may impact safety.
- Modify and adjust work plans to accommodate changes (for example, KPIs or performance targets whilst a worker learns a new role)
- Ensure that changes to duties, tasks, objectives, and reporting arrangements are reasonable and fair.
- Encourage workers to participate in the creation of new job descriptions and work procedures.
- Encourage workers to engage in the consultation process and express any questions, worries or suggestions they may have.
- Acknowledge individual differences and be aware that workers may have diverse responses to change, thus requiring different levels of consultation and support.



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- Workers must receive all the necessary information, training, instruction, and supervision to safely perform their work. For example, if new equipment is introduced, workers should be trained on how to use it safely.
- The person who communicates changes should have the necessary skills and authority to do so. Additionally, supervisors should have the skills to support workers through periods of change.

Physical work environment:

- Offer practical assistance, such as ensuring that workers have the necessary tools and resources to effectively carry out new tasks.
- Establish mechanisms, such as information or feedback sessions, to guide them through the process and address any concerns.

Managing and communicating organisational change:

- Provide reliable and accurate information about upcoming changes and options being considered as soon as possible. Keep workers informed and up-to-date on any developments, and ensure that they understand the changes being made (e.g., by providing updates at team meetings or on notice boards).
- Inform customers and suppliers about any upcoming changes and the potential impacts they may have.
- Provide workers with clear reasons for any changes being made.
- Provide support to workers who may experience challenges or frustrations as a result of the change and uncertainty.

Intervene Early

- Monitor the change management process closely: Keep track of how the change is being managed, including the communication process, the level of engagement with employees, and the extent of the impact on the workforce.
- Identify potential issues: Pay attention to signs of resistance, confusion, or dissatisfaction among employees. This can help you identify potential issues and address them before they escalate.
- Involve employees: Involve employees in the change management process by seeking their input, feedback, and ideas. This will help to increase their sense of ownership and commitment to the change.
- If current systems and control measures are not effective, take prompt action to identify and implement additional controls.

Support Recovery

- Provide early assistance and support to access treatment and rehabilitation services, from the time an injury occurs.



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- Support timely and sustainable recovery at work (RAW) or return to work (RTW) through effective consultation, addressing any remaining work-related hazards and risks that may exacerbate the existing work-related psychological injury or cause a new injury.

WAYS TO MANAGE RISKS

Consult workers and HSRs. Establish Health and Safety Committees with at least 50% representation from workers. Encourage feedback, especially on any changes.

Consider how long, how often and how severely workers are exposed to hazards. The longer, more often and worse the low job control, the higher the risk that workers may be harmed.

Utilise surveys and tools to assess psychosocial risks in the workplace, particularly for businesses with over 20 employees.

Establish a system for workers to report their concerns, while ensuring anonymity and treating their concerns with respect and seriousness to encourage reporting.

Observe work and behaviours, such as prolonged work duration, excessive paperwork, or customer frustration, which may indicate low job control.

Review available information, including employee retention, incident reports, complaints, time-off records, injuries, incidents, and workers' compensation to identify potential hazards.

Identify other hazards present and evaluate how they may interact or combine to create new, heightened risks. For instance, low job control could pose a greater risk in workplaces with high job demands if workers are unable to take breaks or switch tasks to manage fatigue. Finally, consider the duration, frequency, and severity of workers' exposure to hazards, as prolonged and severe exposure to low job control could increase the risk of harm.