

s22(1)(a)(ii)

From: s22(1)(a)(ii)
Sent: Monday, 22 July 2024 8:36 AM
To: s22(1)(a)(ii) ; WHS Admin
Cc: Vincent, Lucy; Connell, Emma; s22(1)(a)(ii); s22(1)(a)(ii)
Subject: FOR REVIEW / AWARENESS: COO Brief and psychosocial risk management approach within Org Design Project | DUE 22/07/24 [SEC=OFFICIAL]
Attachments: ATTACHMENT A - Org Design - Psychosocial Risk Management Approach - CONDENSED paper.docx; ATTACHMENT A - Org Design - Psychosocial Risk Management Approach - LONG VERSION paper.docx; COO BRIEF - Organisation Design - Approach to managing psychosocial risks.docx

Good morning s22(1)(a)(ii),

I am reaching out as I believe s22(1)(a)(ii) is now on a break.

The organisation design team have been preparing a brief for the COO to update Tess on the psychosocial risk assessment approach for the proposed changes the [Secretary recently announced](#). This is part of our wider change management activities.

- s22(1)(a)(ii) had kindly provided some detailed feedback last week (in addition to feedback she and s22(1)(a)(ii) had previously discussed as this has evolved) on the brief and attached approach paper; which we have incorporated.
- We have provided two versions of the approach paper – a condensed ‘fact sheet’ and a longer version. Lucy (our FAS) prefers the condensed version to be sent with the brief but has indicated she is open to alternate views.
- For your comfort and visibility, I am providing both versions for a final WHS review.

Lucy would like to get this to Tess today, noting the psychosocial risk assessment workshops kick off today.

Please let me know if you have any questions or comment?

Regards

s22(1)(a)(ii)

Director | Organisation Reform Branch

Transformation Taskforce | Department of Agriculture, Fisheries and Forestry

[Click here to call me on Teams](#)

[Click here to chat to me on Teams](#)

Phone s22(1)(a)(ii)

Location – CQ2 Level 9

Post - GPO Box 858 Canberra ACT 2601 Australia

INTEGRATED TRANSFORMATION PROGRAM: ORGANISATION DESIGN PROJECT

Psychosocial risk management approach

Background

1. In response to the outcomes of the APSC and other external reviews, the department has embarked on an Integrated Transformation Program, including delivering improvements to our operating model and organisation design to optimise performance.
2. The Secretary, as delegate, has approved proposed changes to the organisation's structure to address the problems outlined in the various reviews.
3. An organisation design project has been established to enable delivery of the organisation structure changes.
4. As part of a wider approach to change management, several activities aimed at mitigating psychosocial risks are planned.
5. A psychosocial risk is a risk to the health and safety of a worker or other person arising from a psychosocial hazard.
6. Good work is healthy and safe work where the hazards and risks are eliminated or minimised so far as is reasonably practicable.

Psychosocial risk management approach

7. Key deliverables for the approach to psychosocial risk management comprise:
 - **Focus groups:** Provider-led focus groups with FAS and AS level staff to participate in a psychosocial risk assessment, which will contribute to development of guidance.
 - **Guidance on controls and treatments:** Provider to develop guidance for managers, specific to organisation design, which sets out the risk controls and treatments that will inform forward risk planning with forward risk mitigation activities to be defined as project planning progresses,
 - **Resource promotion:** We will continue engaging with the WHS team on promotion of existing materials with a view to integrating with the change management approach, and
 - **WHS consultation:** Once detailed change proposals have been developed and affected staff are known, the project will seek advice from the WHS team on meeting WHS consultation obligations.

Focus groups

8. Focus groups will be held in the week commencing Monday 22 July to inform development of guidance on psychosocial risk, controls and treatments. The focus groups will comprise managers at EL1-EL2 levels, and at AS-FAS levels.
9. The focus groups are dedicated to exploring psychosocial risks, drawing on the perspectives of middle and senior leadership cohorts.
10. The aim of the focus group discussions is to:
 - Allow for a safe and confidential environment to discuss the change initiative,
 - Explore potential concerns, stressors and areas of vulnerability associated with the change initiative,
 - Identify potential psychosocial hazards and level of risk associated,
 - Discuss potential solutions and strategies to mitigate risks, and,

- Attendees will be asked a series of questions in relation to psychosocial risks (factors that can cause psychological harm) in relation to the change initiative and will have the opportunity to suggest strategies to prevent harm to workers impacted by the change.

Guidance on controls and treatments

11. An external provider will be supplied by the WHS team, at the WHS team's cost, to the Organisation design project team, to develop guidance on managing psychosocial risks relating to organisation design.
12. The guidance will take the form of a psychosocial risk assessment that addresses psychosocial hazards. It will set out controls and treatments aimed at eliminating and minimising risks and delivering good work design.
13. The guidance will inform local management action during activities related to the organisation design project.

Resource promotion

14. The department, Safe Work Australia, and Comcare, each have extensive resources which provide information and guidance on managing psychosocial risks and delivering good work design.
15. The organisation design team will promote and publicise this guidance, to support managers and affected staff.
16. Resources include materials on the following sites [Psychosocial Hazard Information \(sharepoint.com\)](#) intranet site, [Safe Work Australia](#), and, [Comcare](#) website.

WHS consultation

17. The WHS Act (C'wealth) sets out WHS consultation obligations.
18. Following development and clearance of change proposals, affected staff will be identified, and the project will seek advice from the WHS team on engaging with WHS representatives for the relevant work groups.

Further information

19. Further information about psychosocial hazards is available from [Psychosocial hazard information](#) or from whs.admin@aff.gov.au.

Integrated Transformation Program: Organisation Design project

Psychosocial risk management approach

Introduction

1. This approach paper outlines activities aimed at managing psychosocial risks in the context of the proposed organisational design changes. The psychosocial risk management approach is a key element as part of our wider change management activities.
2. This paper outlines the approach to developing resources to support managers implement change in their teams and demonstrates how the department will meet commitments and obligations in alignment with the Safe Work Australia Code of Practice on Managing psychosocial hazards at work.
3. The objectives of this psychosocial risk management plan are to:
 - Raise awareness of managers involved in the organisation design project, to enable the elimination and minimisation psychosocial risks, and
 - Support workers take reasonable care for their own psychological and physical health and safety.

Psychosocial risk, hazards and risk management

4. A psychosocial risk is a risk to the health and safety of a worker arising from a psychosocial hazard.
5. Psychosocial hazards outlined in the Safe Work Australian Code of Practice on Managing Psychosocial hazards at work are:
 - job demands
 - low job control
 - poor support
 - lack of role clarity
 - poor organisational change management
 - inadequate reward and recognition
 - poor organisational justice
 - traumatic events or material
 - remote or isolated work
 - poor physical environment
 - violence and aggression
 - bullying
 - harassment, including sexual and gender-based harassment, and
 - conflict or poor workplace relationships and interactions
6. Psychosocial risk management involves an employer responding to, managing and preventing psychosocial risks, to deliver good work design.
7. Good work is healthy and safe work where the hazards and risks are eliminated or minimised so far as is reasonably practicable.

Background to the Organisation design project

8. In response to the outcomes of the APSC and other external reviews, the department has embarked on an Integrated Transformation Program, including delivering improvements to our operating model and organisation design to optimise performance.

9. The Secretary, as delegate, has approved proposed changes to the organisation's structure to address the problems outlined in the various reviews:
- Retaining the four Group structure of the organisation, with adjustments to Group names.
 - Commencement of phased activity to build a strong corporate centre through the centralisation of corporate functions (Human Resources, Learning and Development, Finance, Communications, and Project/Program and Change Management), implementation of a corporate service charters, and review of corporate capabilities and spans of control.
 - Changing the title of the current First Assistant Secretary (FAS) Enterprise Strategy and Governance to Chief Strategy, Performance and Engagement Officer role, to lead the functions of the current Enterprise Strategy and Governance Division.
 - Creation of a Chief Regulatory Officer at the FAS level in the Agriculture Trade & Regulation Group. This will be an additional Band 2 position which will need to be offset in the overall department structure and funding will need to be identified to support the role and division ongoing.
 - Creation of a Strategic Policy capability and re-alignment of existing policy functions.

Organisation Design Process

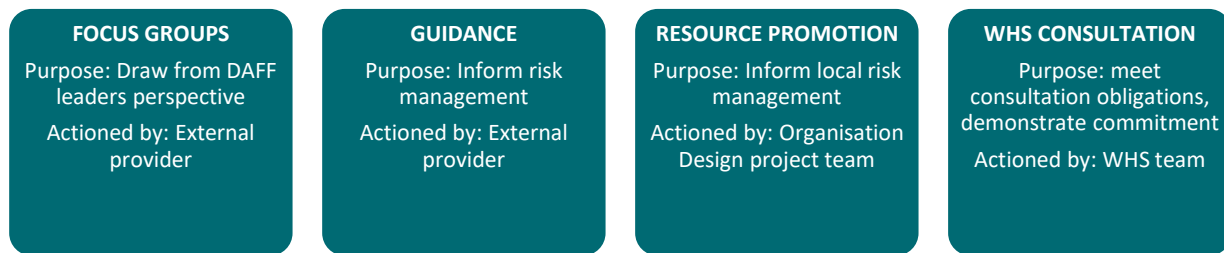
10. The Organisation Design Project comprises key roadmap phases:
- Engagement: Information about the proposed changes disseminated to all staff and their representatives, supported by opportunities to provide feedback via information sessions, and a confidential survey.
 - Planning: Consolidation of feedback and utilisation of project tools to develop service agreements and other products that define the proposed change.
 - Consultation: Formal pre decision consultation with affected employees and their representatives on the proposed changes, as detailed in this approach paper.
 - Implementation: Post consultation implementation of the proposed changes, including system updates, accountabilities, team structures, etc.

Psychosocial risk management approach

Key deliverables

11. Key deliverables for the approach to psychosocial risk management comprise:
- **Focus groups:** Provider-led focus groups with FAS and AS level staff to participate in a psychosocial risk assessment, that will contribute to development of guidance.
 - **Guidance on controls and treatments:** Provider to develop guidance for managers, specific to organisation design, that sets out the risk controls and treatments that will inform forward risk planning with forward risk mitigation activities to be defined as project planning progresses,
 - **Resource promotion:** We will continue engaging with the WHS team on promotion of existing materials with a view to integrating with the change management approach, and
 - **WHS consultation:** Once detailed change proposals have been developed and affected staff are known, the project will seek advice from the WHS team on meeting WHS consultation obligations.

Figure 3: Key deliverables for the psychosocial risk management approach



Focus groups

12. Focus groups will be held in the week commencing Monday 22 July to inform development of guidance on psychosocial risk, controls and treatments. The focus groups will comprise managers at EL1-EL2 levels, and at AS-FAS levels.
13. The focus groups are dedicated to exploring psychosocial risks, drawing on the perspectives of middle and senior leadership cohorts.
14. The aim of the focus group discussions is to:
 - Allow for a safe and confidential environment to discuss the change initiative,
 - Explore potential concerns, stressors and areas of vulnerability associated with the change initiative,
 - Identify potential psychosocial hazards and level of risk associated,
 - Discuss potential solutions and strategies to mitigate risks, and,
 - Attendees will be asked a series of questions in relation to psychosocial risks (factors that can cause psychological harm) in relation to the change initiative and you will have the opportunity to suggest strategies to prevent harm to workers impacted by the change.

2. Guidance

15. An external provider will be supplied by the WHS team, at the WHS team's cost, to the Organisation design project team, to develop guidance on managing psychosocial risks relating to organisation design.
16. The guidance will take the form of a psychosocial risk assessment that addresses psychosocial hazards. It will set out controls and treatments aimed at eliminating and minimising risks and delivering good work design.
17. The guidance will inform local management action during activities related to the organisation design project.

3. Resource Promotion

18. The department, Safe Work Australia, and Comcare, each have extensive resources which provide information and guidance on managing psychosocial risks and delivering good work design.
19. The organisation design team will promote and publicise this guidance, to support managers and affected staff.
20. Resources include materials on the following sites:
 - [Psychosocial Hazard Information \(sharepoint.com\)](#) intranet site,
 - [Safe Work Australia](#), and,
 - [Comcare](#) website.

4. WHS Consultation

21. Once detailed change proposals have been developed and affected staff are known, the project will seek advice from the WHS team on meeting WHS consultation obligations.

Further information

Further information about psychosocial hazards is available from [Psychosocial hazard information](#) or from whs.admin@aff.gov.au.



Australian Government
Department of Agriculture,
Fisheries and Forestry

Ref: N/A

Internal general briefing

To: Tess Bishop, Deputy Secretary and Chief Operating Officer, SEE

Action required: (For Noting)

Timing: 19 July 2024

Subject: Organisation Design – Psychosocial risk management approach

Recommendations

1. That you **note** the activities we are taking as part of managing psychosocial risks to support the Organisation Design project, and that will form part of our wider change management approach; and are part of our overall focus on uplifting change management capability under the Integrated Transformation Program.

Decision: Noted.

Signature of SES/FAS: Tess Bishop **Date:** Select a date

Key points

1. The psychosocial risk management approach is a key element as part of our wider change management activities.
2. A psychosocial risk is a risk to the health and safety of a worker arising from a psychosocial hazard.
 - a. Psychosocial risk management involves an employer responding to, managing and preventing psychosocial risks, to deliver good work design.
 - b. Good work is healthy and safe work where the hazards and risks are eliminated or minimised so far as is reasonably practicable.
3. Current planned activities for your visibility during the planning phase are:
 - a. **Focus groups:** Provider-led (People Sense by Altius, our WHS partner) focus groups with SES and Executive Level staff to participate in a psychosocial risk assessment, which will contribute to development of guidance. These are currently scheduled as follows:
 - i. Monday 22 July, 15 EL1-EL2 participants.
 - ii. Wednesday 24 July, 15 EL1-EL2 participants.
 - iii. Thursday 25 July, 15 EL1-EL2 participants.
 - iv. Monday 29 July, up to 15 AS-FAS participants.
 - b. **Guidance on controls and treatments:** Provider to develop guidance for managers, specific to organisation design, which sets out the risk controls and treatments that will inform forward risk planning with forward risk mitigation activities to be defined as project planning progresses.

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Document 1C

- c. **Resource promotion:** We will continue engaging with the WHS team opportunities for promotion of existing materials with a view to integrating with the change management approach.
- d. **WHS consultation:** Once detailed change proposals have been developed and affected staff are known, the project will seek advice from the WHS team on meeting WHS consultation obligations.

Farmer/stakeholder implications (mandatory for all submissions)

- 4. The department does not anticipate any direct implications for farmers, industry or the community.

Consultation

- 5. The Work Health and Safety team have been consulted in the development of this paper and WHS obligations as part of the organisation design project.

Clearing officer

Name: Lucy Vincent

Position: First Assistant Secretary, Transformation Taskforce

Division: Transformation Taskforce

Email: lucy.vincent@aff.gov.au

Date document forwarded to decision-maker: Friday 19 July 2024

Contact officers

Name: s22(1)(a)(ii)

Branch: Organisation Design project branch

Email: s22(1)(a)(ii) [@aff.gov.au](mailto:s22(1)(a)(ii)@aff.gov.au)

Name: s22(1)(a)(ii)

Branch: Organisation Design project branch

Email: s22(1)(a)(ii) [@aff.gov.au](mailto:s22(1)(a)(ii)@aff.gov.au)

Attachments

- A: Organisation Design – Psychosocial risk management approach

s22(1)(a)(ii)

From: s22(1)(a)(ii)
Sent: Wednesday, 10 July 2024 1:59 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii); Connell, Emma
Subject: RE: FOR FEEDBACK: Psychosocial risk management approach [SEC=OFFICIAL]

Thanks s22(1)(a)(ii) and s22(1)(a)(ii) this is very comprehensive.

I would appreciate if you could set up some time with s22(1)(a)(ii) and potentially s22(1)(a)(ii) as she followed up with Em and I yesterday evening as she is keen to progress the paper to Tess.

If s22(1)(a)(ii) is going to be there I would be keen to also attend.

Cheers,
s22(1)(a)(ii)

From: s22(1)(a)(ii)
Sent: Wednesday, July 10, 2024 1:01 PM
To: s22(1)(a)(ii)
Cc: s22(1)(a)(ii) ; Connell, Emma
Subject: RE: FOR FEEDBACK: Psychosocial risk management approach [SEC=OFFICIAL]

Good morning s22(1)(a)(ii),

Please find below comments/feedback from s22(1)(a)(ii) and I for consideration. We are happy to work with the business area – our intent is to ensure we are protecting the department and our workforce.

- We need to be cautious about what we are capturing and proposing – (noting that this document is subject to FOI / visible to Comcare) – the paper should focus more on the overall change management plan and proactive/early engagement that is currently occurring;
- The paper focuses solely on psychosocial work health and safety risks when the department should be focusing on all facets of risk (not just work health and safety risks);

- Comcare has outlined their regulatory priorities for the next financial year and they have indicated that the primary focus for 2024-25 regulatory activities will be the importance of WHS consultation, communication and cooperation;
- The Comcare program of work will cover every organisation in the Commonwealth jurisdiction and entail regulatory enquiry of the systems in place for issue resolution processes, workplace consultation during times of organisational change or the introduction of new systems of work, and prevention strategies;
- We have concerns that if a DAFF worker were to approach Comcare directly we have not yet finalised the risk assessment and this is needs to be the priority focus – we need to document the control measures we have identified and demonstrate that the Transformation Taskforce are proactively implementing these to minimise harm to the workforce;
- We need to ensure a priority focus to ensure the department is protected from regulatory scrutiny (extensive) from Comcare and also the CPSU as they will have an interest;
- Of note, the paper does not identify that psychosocial risks have been included in the overall project risk assessment. WHS risks including psychosocial risks should be incorporated into the overall project risk assessment and identify controls and risk owners.;
- Also, the paper reiterates general WHS duties, good work design principles, and consultation. However, the paper has focused on WHS legislative obligations and regulatory guidance on psychosocial risk rather than WHS consultation requirements. More emphasis should be placed on the methods of consultation, and validation of the effectiveness of the consultation. Noting, that protracted consultation or change management process, in itself is a psychosocial risk;
- Further, the paper has not quite articulated the role of HSRs where there is workplace change. The Code of Practice on WHS consultation, co-operation and co-ordination requires that HSRs must be included in consultation that affects, or is likely to affect, the health and safety of members of the HSRs work group. This requirement does not mean that the HSRs should be independently consulted or that they should be consulted on the psychosocial risk management guidance developed by the external provider (Altius). Noting that a PCBU cannot give additional duties or expand the role of the HSR outside of the legislated requirements and supporting regulatory guidance.

Risks – Table 2

- Identifies two risks, and notes risk tolerance and acceptable level of risk – the WHS Act does not prescribe to risk tolerance i.e. the risk must be eliminated or minimised using the hierarchy of control.
- There are potential other psychosocial risks and WHS risks in general, all of which should be included in the change management project plan.

Happy to discuss / raise these points with Monika and also include further feedback you both may have on this paper.

From: s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>
Sent: Tuesday, July 9, 2024 3:11 PM
To: s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>
Cc: s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>
Subject: FW: FOR FEEDBACK: Psychosocial risk management approach [SEC=OFFICIAL]

Hi s22(1)(a)(ii)

Thanks for bringing this one to my attention. I note Em's name is on the brief as a contributor, I'm not sure if she has read it yet.

What might be helpful is if you could put a few dot points together for me that details your concerns and we can flag with Em.

I agree with you that a brief does not need to be developed specifically on how we are going to manage psychosocial risks, but rather include in a paper about the broader project that we are consulting with staff on the changes and are undertaking a broad risk assessment on the project.


Happy to chat.

Cheers,
s22(1)(a)(ii)

From: s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>
Sent: Monday, July 8, 2024 3:32 PM
To: s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>; s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>
Cc: s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>; s22(1)(a)(ii) <s22(1)(a)(ii)@aff.gov.au>; s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>; s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>; Connell, Emma <Emma.Connell@aff.gov.au>; s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>
Subject: RE: FOR FEEDBACK: Psychosocial risk management approach [SEC=OFFICIAL]

Hi s22(1)(a)(ii) and s22(1)(a)(ii)

Please see below links to the paper and cover page for the psychosocial risk management approach, as we've just discussed.

 [PAPER - COVER PAGE - Organisation Design - Approach to managing psychosocial risks.docx](#)

 [PAPER - ATTACHMENT A - Organisation Design - Managing Psychosocial Risk Approach.docx](#)

Version 0.1 is unchanged, and changes made following our meeting are in revisions mode as version 0.2.

Feel free to make any changes needed in revisions mode – we really appreciate your advice !

Once you're ready the paper reflects an appropriate approach from a WHS perspective, please add the date to the document properties on page 2, thanks heaps.

Kind regards

s22(1)(a)(ii)

Assistant Director Organisation Design | **Transformation taskforce**

From: s22(1)(a)(ii)

Sent: Monday, July 1, 2024 5:59 PM

To: Connell, Emma <Emma.Connell@aff.gov.au>; s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>; s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>

Cc: s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>; s22(1)(a)(ii) <s22(1)(a)(ii)@aff.gov.au>; s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>; s22(1)(a)(ii) <s22(1)(a)(ii) @aff.gov.au>

Subject: FOR FEEDBACK: Psychosocial risk management approach [SEC=OFFICIAL]

Hi all

FOR FEEDBACK: Psychosocial risk management approach

Your feedback is kindly sought on the approach to psychosocial risk management for the organisation design project, by cob Wed 3 July.

Notes:

- The approach captures scoping of inputs by the external provider, Altius, regarding guidance to inform managers and focus groups,
- We'd be grateful for some information on engaging with HSRs and consultation,
- The project proposes to promote existing resources on psychosocial risk management, to support manager's meet their responsibilities.

 [PAPER - COVER PAGE - Organisation Design - Approach to managing psychosocial risks.docx](#)

 [PAPER - ATTACHMENT A - Organisation Design - Managing Psychosocial Risk Approach.docx](#)

Kind regards

s22(1)(a)(ii)

Assistant Director Organisation Design | Transformation taskforce

Mobile s22(1)(a)(ii) | s22(1)(a)(ii) [@aff.gov.au](mailto:s22(1)(a)(ii)@aff.gov.au)

Transformation Taskforce

Our role is to manage the department's reforms and uplift in governance, capability and strategy.



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Australian Government
Department of Agriculture,
Fisheries and Forestry

Ref: [insert no.]

Internal general briefing

To: Tess Bishop, Chief Operating Officer

Action required: (For Noting)

Timing: 28 June 2024

Subject: Organisation Design – Approach to managing psychosocial risks

Recommendations

1. That you **note** the Approach to managing psychosocial risks to support the Organisation Design project as outlined in Attachment A.

Decision: Noted.**Signature of SES/FAS:** [insert name or signature] **Date:** Select a date

Key points

1. This approach paper outlines activities aimed at managing psychosocial risks, in the context of the proposed organisational design changes, to commence implementation from September 2024.
2. A psychosocial risk is a risk to the health and safety of a worker arising from a psychosocial hazard (eg lack of role clarity, poor support, harassment, bullying, etc).
3. Recommended actions within scope include:
 - a. Engagement of external provider to develop guidance for managers, specific to organisation design, that sets out the risk controls and treatments that will inform implementation,
 - b. Focus groups with FAS and AS level staff to participate in a provider-led psychosocial risk assessment, that will contribute to development of guidance.
 - c. Promote existing resources and materials on the WHS intranet site,
 - d. Engage with Health and Safety Representatives (HSRs) and affected staff, to meet WHS Act consultation obligations, and,
 - e. Communicate responsibilities of managers for managing psychosocial risks within their teams.

Farmer/stakeholder implications (mandatory for all submissions)

4. The department does not anticipate any direct implications for famers, industry or the community from the One daff campaign, as the work is focused internally and seeks to support internal culture activities.

Consultation

5. This approach paper (**Attachment A**) has been informed by, and aligns with, the details contained in the “Minute to the Secretary - Organisation Design”, approved by the Secretary on Tuesday 11 June 2024.

Commented s22(1)(a): This needs to be changed to for noting.**Commented** [s22(1)(g): This needs to include that we'll be using an external provider to assist us in delivering this. And that we'll be doing workshops to define the offering etc. It's too high level right now. We need to assume that they won't read the attachments and that the minute outlines everything that they need to know.**Select classification**

Department of Agriculture, Fisheries and Forestry

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6. This approach paper (**Attachment A**) has been developed in consultation with the Transformation Taskforce – Tiger Team including representatives from Change Management and Strategic Communications, and the department’s Workplace Health and Safety team.

Commented [s22(1)]: Not sure - but suspect this needs a new subject heading?

Clearing officer

Name: Lucy Vincent
Position: First Assistant Secretary, Transformation Program
Division: Transformation Program
Email: lucy.vincent@aff.gov.au
Date document forwarded to decision-maker: [enter /dd/mm/yyyy]

Contact officers

Name: s22(1)(a)(ii)
Branch: A/g Assistant Secretary Organisation Design project branch
Email: s22(1)(a)(ii) @aff.gov.au

Name: Emma Connell
Branch: Assistant Secretary People Strategy and Safety branch
Email: emma.connell@aff.gov.au

Attachments

A: Organisation Design –Psychosocial risk management - Paper (emailed)

Select classification

Department of Agriculture, Fisheries and Forestry

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Transformation Taskforce

Our role is to manage the department's reforms and uplift in governance, capability and strategy.



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Integrated Transformation Program

Psychosocial risk management

Organisation Design project

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Department of Agriculture, Fisheries and Forestry

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Document properties

Contact

Position	Name	Version	Date
Assistant Director Organisation Design Project	s22(1)(a)(ii)	0.1	27/06/2024

Reviewed by

Position	Name	Version	Date
Director Organisation Design Project	s22(1)(a)(ii)	0.1	27/6/2024
Director Workplace Health and Safety	s22(1)(a)(ii)	0.2	
Director Workplace Health and Safety	s22(1)(a)(ii)	0.2	

Endorsement

Position	Name	Version	Date
AS Organisation Design Project	s22(1)(a)(ii)		
AS People Strategy and Safety	E Connell		

Approval

Position	Name	Version	Date
FAS Transformation Program	L Vincent		

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Department of Agriculture, Fisheries and Forestry

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Introduction

Purpose of document

This approach paper outlines activities aimed at managing psychosocial risks in the context of the proposed organisational design changes to commence from September 2024.

A psychosocial risk is a risk to the health and safety of a worker arising from a psychosocial hazard (eg lack of role clarity, poor support, harassment, bullying, etc).

This paper outlines the approach to developing resources to support managers implement change in their teams, and demonstrates how the department will meet commitments and obligations in alignment with the Safe Work Australia Code of Practice on Psychosocial hazards.

Objectives

Psychosocial risk management involves an employer responding to, managing and preventing psychosocial risks, to deliver good work design.

The objectives of this psychosocial risk management plan are to:

- Enable good work design which eliminates and minimises psychosocial risks,
- raise awareness of stakeholders involved in the organisation design project, in particular managers and affected staff, of the resources available,
- remind 'Officers', a role defined in section 27 of the WHS Act 2011, that they have an immediate, positive and proactive duty to exercise due diligence to ensure the department, complies with the WHS Act and WHS Regulation, and,
- support workers take reasonable care for their own psychological and physical health and safety.

Good work is healthy and safe work where the hazards and risks are eliminated or minimised so far as is reasonably practicable.

A **psychosocial risk** is a risk to the health and safety of a worker or other person arising from a psychosocial hazard.

A person conducting a business or undertaking (PCBU) must manage psychosocial risks.

Commented [s22(1)]: Date to be checked - also, we're only doing implementation from this date, other activities are starting sooner? Not sure if we need to be that specific?

Background

In response to the outcomes of the APSC and other external reviews, the department has embarked on an Integrated Transformation Program, including delivering improvements to our operating model and organisation design to optimise performance.

The Secretary, as delegate, has approved proposed changes to the organisation's structure to address the problems outlined in the various reviews:

- Retaining the four Group structure of the organisation, with adjustments to Group names.
- Commencement of phased activity to build a strong corporate centre through the centralisation of corporate functions (Human Resources, Learning and Development, Finance, Communications, and Project/Program and Change Management), implementation of a corporate service charters, and review of corporate capabilities and spans of control.
- Changing the title of the current First Assistant Secretary (FAS) Enterprise Strategy and Governance to Chief Strategy, Performance and Engagement Officer role, to lead the functions of the current Enterprise Strategy and Governance Division.

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Department of Agriculture, Fisheries and Forestry

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- Creation of a Chief Regulatory Officer at the FAS level in the Agriculture Trade & Regulation Group. This will be an additional Band 2 position which will need to be offset in the overall department structure and funding will need to be identified to support the role and division ongoing.
- Creation of a Strategic Policy capability and re-alignment of existing policy functions.

Organisation Design Process

The Organisation Design Project comprises key roadmap phases:

- Engagement: Information about the proposed changes disseminated to all staff and their representatives, supported by opportunities to provide feedback via information sessions, and a confidential survey.
- Planning: Consolidation of feedback and utilisation of project tools to develop service agreements and other products that define the proposed change.
- Consultation: Formal pre decision consultation with affected employees and their representatives on the proposed changes, as detailed in this approach paper.
- Implementation: Post consultation implementation of the proposed changes, including system updates, accountabilities, team structures, etc.

Multiple concurrent change activities

The Organisation Design Project involves multiple concurrent change activities.

Each change activity will have:

- Change Lead: Assistant Secretary level leader who is responsible for all aspects of planning, consultation and implementation.
- Change artefacts: documentation that details the changes planned, that will be the subject of formal consultation with affected employees and their representatives, and that will form the basis for approved implementation scope. Artefacts might include a team structure, requirements template, service agreement, service delivery model, action plan, etc.

The change activities are:

- Consolidated Human Resources capabilities, including Learning and Development capabilities.
- Consolidated Finance capabilities.
- Consolidated Communications and Media capabilities.
- Consolidated Project management and change management capabilities.
- Consolidated Regulatory capabilities.
- Consolidated Strategic policy capabilities.
- Identification of implications of changes to names and accountabilities across the four Groups, and the Strategy Performance and Engagement branch.

Commented [s22(1)]: Change centralised to consolidated please

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Psychosocial risk management commitments

Psychosocial hazards

There are 14 psychosocial hazards set out in the [Safe Work Australia Model Code of Practice: Managing psychosocial hazards at work](#), as set out in figure 1: Psychosocial hazards that may arise at work.

Figure 1: Psychosocial hazards that may arise at work



Good work design

Good work design is healthy and safe work where the hazards and risks are eliminated or minimised so far as is reasonably practicable, covering:

- The work,
- Workers' needs, preferences and capacities,
- The physical environment, and,
- The systems and processes involved in the work.

The principles of good work design are:

- Principle 1: Good work design gives the highest level of protection so far as is reasonably practicable,
- Principle 2: Good work design enhances health and wellbeing, and,
- Principle 3: Good work design enhances business success and productivity.

Work health and safety duties

An organisation must ensure, so far as is reasonably practicable, workers and other persons are not exposed to risks to their psychological or physical health and safety. An organisation must eliminate psychosocial risks in the workplace, or if that is not reasonably practicable, minimise these risks so far as is reasonably practicable.

Under the WHS Act the department is a Person Conducting a Business and Undertaking (PCBU).

Officers' responsibilities

Officers have a duty to exercise due diligence to ensure the PCBU complies with its duties under the WHS Act and WHS Regulations. For psychosocial risks this means the officer must take reasonable steps to:

- acquire and keep up-to-date knowledge of psychosocial work health and safety matters
- gain an understanding of the nature of the operations of the business or undertaking of the PCBU and generally of the psychosocial hazards and risks associated with those operations
- ensure the PCBU has available for use, and uses, appropriate resources and processes to eliminate or minimise psychosocial risks from work carried out by the business or undertaking

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- ensure the PCBU has appropriate processes for receiving and considering information regarding incidents, psychosocial hazards and risks to health and safety and responding in a timely way to that information
- ensure the PCBU has, and implements, processes for complying with any duty or obligation they have under the WHS Act and WHS Regulations, and
- verify the provision and use of the resources and processes mentioned above and that they are performing effectively.

Workers responsibilities

Workers must take reasonable care for their own psychological and physical health and safety and to not adversely affect the health and safety of other persons.

Workers must comply with reasonable health and safety instructions, as far as they are reasonably able, and cooperate with reasonable health and safety policies or procedures that have been notified to workers.

Consultation

An organisation must consult, so far as is reasonably practicable, with workers who carry out work for the business or undertaking and who are (or are likely to be) directly affected by a work health and safety matter.

An organisation must consult with workers when assessing risks or making decisions about the psychosocial risks to health and safety including what control measures are implemented.

All consultation must include any Health and Safety Representatives (HSRs) representing workers.

When consulting with workers the PCBU must:

- share relevant information
- give workers a reasonable opportunity to express their views, raise health and safety issues and contribute to the decision-making process
- take those views into account before making decisions on health and safety matters, and
- advise workers of the outcome of consultations in a timely manner.

An organisation must consult with workers when:

- identifying hazards and assessing risks to health and safety arising from the work carried out or to be carried out,
- making decisions about ways to eliminate or minimise those risks,
- making decisions about the adequacy of facilities for the welfare of workers,
- proposing changes that may affect the health or safety of workers, and
- making decisions about procedures for - consulting with workers, resolving health or safety issues at the workplace, monitoring health of workers, monitoring the conditions at the workplace under management or control, and providing information and training for workers.

Figure 2: Overview of the process to manage psychosocial risks



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Psychosocial risk management approach

Target outcomes

The target outcomes for the psychosocial risk management approach, as per the Code of Practice, are:

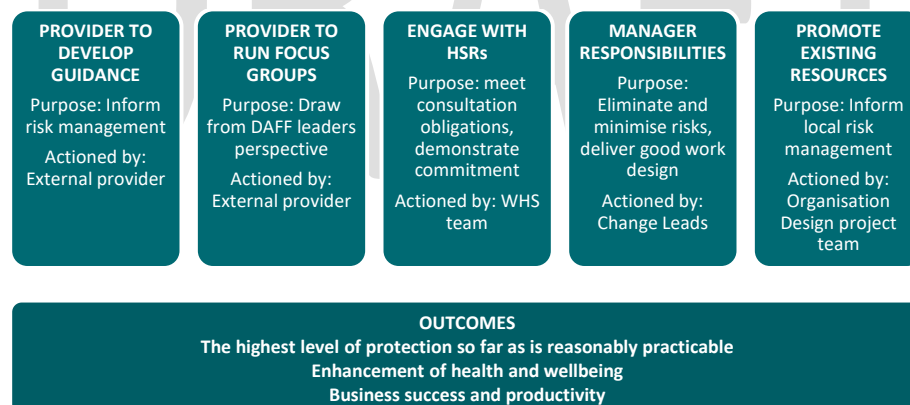
- The highest level of protection so far as is reasonably practicable,
- Enhancement of health and wellbeing, and,
- Business success and productivity.

Key deliverables

Key deliverables for the approach to psychosocial risk management comprise:

- Engagement of external provider to develop guidance for managers, specific to organisation design, that sets out the risk controls and treatments that will inform implementation,
- Provider-led focus groups with FAS and AS level staff to participate in a psychosocial risk assessment, that will contribute to development of guidance.
- Promote existing resources and materials on the WHS intranet site,
- Engage with Health and Safety Representatives (HSRs) and affected staff, to meet WHS Act consultation obligations, and,
- Communicate responsibilities of managers for managing psychosocial risks within their teams.

Figure 3: Key deliverables for the psychosocial risk management approach



Engage provider to run focus groups and develop guidance

An external provider will be supplied by the WHS team, at their cost, to the Organisation design project team, to develop guidance on managing psychosocial risks relating to organisation design.

The guidance will take the form of a psychosocial risk assessment that addresses the 14 psychosocial hazards identified in the Safe Work Australia Code of Practice. It will set out controls and treatment aimed at eliminating and minimising risks, and delivering good work design.

Development of the guidance will involve focus groups comprising senior PCBU accountable managers.

The WHS section will review the guidance developed by the external provider for alignment with the Code of Practice on Managing Psychosocial risks prior to approval by the relevant FAS.

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Commented [s22(1)]: The approach doesn't seem to capture the work we're doing with Altius.

This needs to be clear that we're working with a supplier to design this work, and will be doing a risk assessment etc.

It's also not clear to me that we'll be working with FAS groups to do this.

Commented [s22(1)]: This doesn't seem to match the outcomes that Renae has flagged in the catch up today. Can we please make sure that we're capturing those high level outcomes?

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The guidance will inform local management action during activities related to the organisation design project.

Engagement with Health and Safety Representatives (HSRs)

During the formal consultation phase, there will be engagement with Health and Safety Representatives (HSRs) covering ~~in work~~ areas with affected staff.

This engagement will include consultation on the psychosocial risk management guidance developed by the external provider.

Engagement with Health and Safety Representatives will seek to enable the department to meet its obligations under the WHS Act 2011 (C'wealth).

During formal consultation HSR engagement activities will include:

- Providing the same information to HSRs for a relevant work area, as is provided to affected employees, and at the same time,
- Request feedback from HSRs specifically in their role as an HSR,
- Offer to meet with HSRs to discuss proposed changes, and,
- Subject to Chair approval, invite HSRs to WHS Committee meetings where changes are discussed.

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Engagement will be coordinated by the Work Health and Safety team.

Local management action

Our leaders will be supported to action their responsibilities for managing psychosocial risks during change.

Local management of change in a way that eliminates and minimises risk includes:

- Provide guidance, coaching and direction to others who are managing uncertainty and change,
- Engage staff in change processes and provide clear guidance, coaching and support, and,
- Identify cultural barriers to change and implement strategies to address these.

There are also formal accountabilities for Officers, and activities they are expected to undertake, as set out in Table 1: PCBU/ Officer roles, legislative responsibilities, and activities.

Promotion of existing resources

The department, Safe Work Australia, and Comcare, each have extensive resources which provide information and guidance on managing psychosocial risks and delivering good work design.

The organisation design team will promote and publicise this guidance, to support managers and affected staff.

Resources include materials on the [Psychosocial Hazard Information \(sharepoint.com\)](#) intranet site, and the [Safe Work Australia](#) and [Comcare](#) websites.

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Table 1: PCBU/ Officer roles, legislative responsibilities, and activities

Role	Legislative Responsibilities	Activities
Person conducting a business or undertaking		
<p>As defined by the WHS Act, the Person Conducting a Business or Undertaking (PCBU), has the primary duty to provide a safe working environment for workers while at work.</p> <p>The PCBU has the control of how they:</p> <ul style="list-style-type: none"> direct or influence work carried out by a worker engage a worker to carry out work, including through sub-contracting manage or control a workplace or activity. <p>The department (as an entity) and Secretary (as an individual) are classified as a PCBU.</p>	<ul style="list-style-type: none"> Provide and maintain a work environment without risks to health, safety, and wellbeing Provide and maintain safe plant and structures Provide and maintain safe systems of work Ensure the safe use, handling and storage of plant, structures, and substances Provide adequate facilities for the welfare at work, including ensuring access to those facilities Provide information, training, instruction, or supervision that is necessary to protect all persons from risks to their health, safety and wellbeing arising from work Monitor the condition at the workplace for the purpose of preventing illness or injury of workers 	<ul style="list-style-type: none"> Manage hazards/ risks through risk management processes Consultation framework for WHS matters Maintenance regimes of plant/ structures/ equipment WHS safety systems Chemical storage facilities/ plant/ equipment Ensure adequate facilities for workers at work (bathrooms, team/ break out rooms) Ensure staff are trained or informed of WHS matters (perform their roles effectively and safely) Audit and verification programs of WHS Systems
Officer		
<p>As defined under the WHS Act as a person who makes decisions, or participates in making decisions, that affect the whole, or a substantial part, of a business or undertaking and has the capacity to significantly affect the financial standing of the business or undertaking.</p> <p>As an Officer, provide safety leadership and exercise due diligence. The department classifies officers to be the:</p> <ul style="list-style-type: none"> Secretary Deputy Secretaries First Assistant Secretaries Assistant Secretaries 	<ul style="list-style-type: none"> Acquire and keep up-to-date knowledge of work health and safety matters (including wellbeing) Gain an understanding of the nature of the operations of the department, including the hazards and risks associated with those operations Ensure that the department and DNP has available for use, and uses, appropriate resources and processes to eliminate or minimise risks to health, safety and wellbeing from work carried out Ensure that the department has appropriate processes for receiving and considering information regarding incidents, hazards and risks and responding in a timely way to that information Ensure that the department and DNP has, and implements, processes for complying with any duty or obligation under this Act Verify the provision and use of the resources. 	<ul style="list-style-type: none"> Access to WHS team and regulatory/statutory bodies on WHS (Comcare/ SafeWork Australia/ AMSA, etc.) Regular consultations with workers on WHS matters through forums, WHS committees, etc. Adequate resourcing to perform the role required by area of responsibility. Accessing WHS information systems and reports to identify trends, hazards, risks to make informed decision on critical risks Participation in audit, verification, and workplace inspections as required by area of responsibility

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Risks

Risk Matrix					
Rating	Insignificant	Minor	Moderate	Major	Catastrophic
Highly Likely	Medium (M8)	Medium (M6)	High (H5)	Severe (S3)	Severe (S1)
Likely	Low (L5)	Medium (M7)	High (H6)	High (H3)	Severe (S2)
Possible	Low (L6)	Low (L2)	Medium (M4)	High (H4)	High (H1)
Unlikely	Low (L7)	Low (L3)	Medium (M5)	Medium (M2)	High (H2)
Remote	Low (L8)	Low (L4)	Low (L1)	Medium (M3)	Medium (M1)

Table 2: Risk assessment

#	Status	Risk	Risk Owner	Risk shared with stakeholder	Controls	Control Effectiveness	Current Risk Rating	Risk within tolerance?	Risk level acceptable	Treatments	Target Risk Rating
1	Open	Employee experiences psychosocial injury.	TBA	TBA	Consultation as per Guidance available on Psychosocial Hazard Information	Good	Low (L3)	Yes	Yes	Early intervention - Rehabilitation	Low (7)
2	Open	Managers do not fully understand their role in local management of psychosocial risks	TBA	TBA	The department makes guidance available on psychosocial risk management.	Good	Low (L3)	Yes	Yes	Project promotes this guidance on psychosocial risk management.	Low (7)

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Psychosocial risk management activity plan

Commented [s22(1)]: This one just needs to be updated following our chat today.

Activities	Lead	Participants	Timing	Artefacts	Purpose
Provider-led Guidance on managing psychosocial risks					
Engagement of external provider (Altius)	Dir WHS	WHS team	w/c 24 June	Contractual materials	Authority to proceed with development of guidance on managing psychosocial risks.
Guidance on managing psychosocial risks					
Engagement of external provider (Altius)	Dir WHS	WHS team	w/c 24 June	Contractual materials	Authority to proceed with development of guidance on managing psychosocial risks.
Scoping of work	Dir WHS	Dir OD project AD OD project	Friday 28 June	Proposed scope, dated	Details organisation design requirements
Request for focus group nominations	AD OD project	Weekly drop-in session participants	Friday 5 July	Content on purpose and activities of focus groups	Draw from DAFF perspective to develop relevant guidance.
Focus groups	External provider – Altius	Self-nominated FAS-level and AS-level employees	w/c 22 July	External provider-run focus group materials Information about the Organisation design project	To identify controls and treatments for identified psychosocial hazards in the context of the organisation design project.
Focus groups	External provider – Altius	Self-nominated people leader-level employees	w/c 29 July	External provider-run focus group materials Information about the Organisation design project	To identify controls and treatments for identified psychosocial hazards in the context of the organisation design project.

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Activities	Lead	Participants	Timing	Artefacts	Purpose
Delivery of guidance on managing psychosocial risks	External provider – Altius	Dir WHS AS People Strategy and Safety AS Organisation design project	w/c 5 August	DRAFT Guidance on managing psychosocial risks, including controls and treatments, related to the organisation design project	To inform management of psychosocial risks by PCBU Officers.
Approval of guidance on managing psychosocial risks	AS People Strategy and Safety	Dir WHS	TBA	DRAFT Guidance on managing psychosocial risks, including controls and treatments, related to the organisation design project	To confirm that the guidance meets the requirements of the Code of Practice on Psychosocial Safety.
Engagement with Health and Safety representatives and affected staff					
Project briefing for Health and Safety representatives covering areas with affected employees	Dir WHS	AS Organisation Design Project	Project implementation phase	Information about the Organisation design project	To inform Health and Safety Representatives about the project, to enable them to represent affected employees.
Consultation on guidance on managing psychosocial risks – HSRs	Dir WHS	Health and Safety representatives covering areas with affected employees	Project implementation phase	DRAFT Guidance on managing psychosocial risks, including controls and treatments, related to the organisation design project	To demonstrate commitment and meet consultation obligations under the WHS Act 2011 (C'wealth)
Consultation on guidance on managing psychosocial risks – affected employees	Dir WHS	Affected employees	Project implementation phase	DRAFT Guidance on managing psychosocial risks, including controls and treatments, related to the organisation design project	To demonstrate commitment and meet consultation obligations under the WHS Act 2011 (C'wealth)
Promotion of existing resources					

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Activities	Lead	Participants	Timing	Artefacts	Purpose
Integration of content from existing resources into project communications	Dir Communications, Organisation Design project	Organisation design project team, Communications staff	w/c 7 July	Project communications materials.	To enable managers to understand their responsibilities for managing psychosocial risks, and to enable employees access resources that support change.
Promotion of resources via Change agent network	Dir Communications, Organisation Design project	Organisation design project team, Communications staff	w/c 7 July	Project communications materials	To enable managers to understand their responsibilities for managing psychosocial risks, and to enable employees access resources that support change.
Local management of psychosocial risks					
Regular consultations with workers on WHS matters, through forums, WHS committees, etc.	Relevant leadership at the Secretary, Deputy Secretary, First Assistant Secretary and Assistant Secretary level	Affected employees	All project phases (as per managers' existing accountability)	Resources and materials on managing psychosocial risks available on the department's intranet, and the Safe Work Australia and Comcare websites.	To demonstrate commitment and meet consultation obligations under the WHS Act 2011 (C'wealth)
Adequate resourcing to perform the role required by area of responsibility.	Relevant leadership at the Secretary, Deputy Secretary, First Assistant Secretary and Assistant Secretary level	Affected employees	All project phases (as per managers' existing accountability)	Resources and materials on managing psychosocial risks available on the department's intranet, and the Safe Work Australia and Comcare websites.	To demonstrate commitment and meet consultation obligations under the WHS Act 2011 (C'wealth)
Accessing WHS information systems and reports to identify trends, hazards, risks to make informed decision on critical risks	Relevant leadership at the Secretary, Deputy Secretary, First Assistant Secretary and Assistant Secretary level	Affected employees	All project phases (as per managers' existing accountability)	Resources and materials on managing psychosocial risks available on the department's intranet, and the Safe Work Australia and Comcare websites.	To demonstrate commitment and meet consultation obligations under the WHS Act 2011 (C'wealth)

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Activities	Lead	Participants	Timing	Artefacts	Purpose
	Assistant Secretary level				
Participation in audit, verification, and workplace inspections as required by area of responsibility	Relevant leadership at the Secretary, Deputy Secretary, First Assistant Secretary and Assistant Secretary level	Affected employees	All project phases (as per managers' existing accountability)	Resources and materials on managing psychosocial risks available on the department's intranet, and the Safe Work Australia and Comcare websites.	To demonstrate commitment and meet consultation obligations under the WHS Act 2011 (C'wealth)

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Appendix A: Video and transcript: Good work design – Managing change at work



TRANSCRIPT: Good Work Design, Managing Change At Work.

Around the world, the pace of change in workplaces is getting faster.

Workplace change is normal and brings benefits.

It can influence growth and innovation in organizations.

But change can still leave workers feeling anxious and distressed.

Managing change at work has long been part of the manager's role.

It's now more important than ever that managers are able to help their teams adapt.

Workplace change occurs when a business alters key components of its strategy or operations.

This can include changes to culture, technologies, structure, automate initiatives, activities and goals.

Sometimes workers can struggle to adapt to change at work, even when the change appears minor.

Great managers never assume that there is no impact and are proactive when leading their teams through change.

Great managers communicate and collaborate with their teams, review roles, and provide support.

Communication is the single most important strategy to achieve successful change.

Have early and regular conversations with your team.

Keep your team informed of what is going on.

When nothing is happening, let them know that too.

Provide opportunities for your team to voice concerns and views.

Listen to your team's concerns and make sure you respond to them.

Be fair and equitable and explain reasons for decisions.

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Check back in later to see whether people feel that their concerns have been addressed.

Involve your workers in the change process.

This can ease feelings of lack of control and support.

Have conversations with your workers about what the change means for them.

Provide opportunities for them to influence how the team responds and adapts.

Involve them in the redesign of tasks, roles, and responsibilities.

During or following change, team members may feel uncertain about what their role involves, or what their current priorities are.

Sometimes change creates conflict between different aspects of a person's role, or between different members in a team.

Check that your team members know what they need to do, how they can do it, and when it needs to be done by.

Workers may need additional practical or emotional support during times of change.

Encourage them to share their feelings about the changes and acknowledge the emotions they express.

Make sure people know what support services are available and how to access them.

Remember that change can take time to process, so it's important to be patient.

Great managers who support workers through change at work make the process a smoother and easier journey for everyone.

END

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