



**Australian Government**

**Comcare**

# LOOKING AFTER YOUR EMPLOYEES DURING TIMES OF CHANGE

## Self-Assessment Tool

During times of organisational change, it is important to ensure work health and safety is integrated into all the changes that are occurring to monitor and prevent risks to workers. Employers/Persons conducting a business or undertaking (PCBUs) have a duty under the *Work Health and Safety Act 2011* (WHS Act) to ensure the health and safety of their workers. Consultation and prevention are the keys to creating a safe and healthy workplace for employees affected by change.

This tool should be read alongside the Comcare publication *Looking after your employees during times of change*, and supports organisations impacted by change to identify how to utilise work health and safety mechanisms to support workers and minimise risks. This can be achieved by consulting with workers and systematically addressing the risks (physical and psychosocial) associated with organisational change that may lead to injury, both prior to and after employees have commenced work in the changed circumstances or environment.

### HOW TO USE THE SELF-ASSESSMENT TOOL

This self-assessment tool has been designed to provide you with a checklist to assess your performance and plan of systems and processes required to ensure the health and safety of workers undergoing Machinery of Government (MoG) changes.

This tool should be used to review your current planning and implementation of organisational change in the areas of:

- > consultation
- > prevention
- > early intervention
- > rehabilitation and return to work (RTW)
- > management and leadership.

Each category contains a series of statements. To complete the form, you should tick the statements that reflect where you are at in your process. Statements in the green section indicate good practice in managing health and safety during times of change. Statements in the orange section are areas which should be reviewed, and statements in the red section require action.

By ticking the boxes that apply to your department's action you will be able to review your own performance, determine if areas require support and/or improvements, and identify strengths that should be monitored for continual improvement.

## INSTRUCTIONS:

1. This tool should be completed by a person who has responsibility for managing the organisational change process.
2. You are encouraged to seek the views of health and safety representatives (HSRs) and workers. This process will ensure that workers' understanding is captured in the assessment.
3. By identifying the outcome of your assessment in each category, you will be able to assess your overall WHS performance. This will enable you to address risks and build prevention into your current system.
4. After you have undertaken a self-assessment, you should then review the table of relevant interventions [to be added] that correspond with your areas of improvement to determine the most effective intervention to address these concerns.
5. You should then draft an action plan to address any areas of improvement which you have noted to implement and address the gaps.
6. For areas that you have rated 'green', you should use a continual improvement approach and monitor for good performance.

## MACHINERY OF GOVERNMENT—DEPARTMENT SELF-ASSESSMENT TOOL

Department Name: \_\_\_\_\_

Name of person completing the assessment: \_\_\_\_\_

Tick the boxes that most apply to you and find out how you rate.

### Ratings legend

**Green:** Each tick in the green zone means you are more likely to be demonstrating good practice. MONITOR AND REVIEW TO CONTINUALLY IMPROVE.

**Orange:** Each tick in the orange zone means you are increasing your level of compliance. BUT YOU STILL HAVE WORK TO DO.

**Red:** Each tick in the red zone means you are less likely to be compliant. ADDRESS THESE AREAS IMMEDIATELY.

## CONSULTATION

Green	Orange	Red
<ul style="list-style-type: none"> <li><input type="checkbox"/> Changes have been communicated to all workers</li> <li><input type="checkbox"/> Workers and HSRs have participated in consultation sessions, meetings or discussions on change implementation</li> <li><input type="checkbox"/> Workers impacted by change have been identified (including people off work) and consulted on changes that will affect them</li> <li><input type="checkbox"/> All managers have personally communicated the changes to their workers. (for example, communicating the organisational purpose and connecting an individual's work with this purpose)</li> <li><input type="checkbox"/> Consultation arrangements between agencies where workers are being moved to/from are in place</li> <li><input type="checkbox"/> Formal arrangements in place to ensure ongoing feedback and consultation with workers on the impact of MoG</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Changes have been communicated to workers directly impacted</li> <li><input type="checkbox"/> Informal discussions about how changes can be implemented have been undertaken</li> <li><input type="checkbox"/> Some managers have communicated the changes to their workers</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Considered changes have not been communicated to workers</li> <li><input type="checkbox"/> Workers have not been consulted about the change</li> <li><input type="checkbox"/> Department has not used consultation provisions under the WHS Act</li> </ul>

## PREVENTION

Green	Orange	Red
<ul style="list-style-type: none"> <li><input type="checkbox"/> Physical and psychosocial risk assessments have been conducted on work arrangements (existing and new work arrangements)</li> <li><input type="checkbox"/> All workers have been provided with information and supervision on new duties and WHS procedures</li> <li><input type="checkbox"/> Workstation assessments have been conducted to ensure the new work environment is appropriate</li> <li><input type="checkbox"/> Inductions have been provided to workers in new work areas, including culture, expectations and governance arrangements</li> <li><input type="checkbox"/> High risk work groups have been identified and provided with support/advice and training (as required)</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Physical and psychosocial risk assessments have been conducted on existing work arrangements</li> <li><input type="checkbox"/> Some workers have been provided with information and supervision on new duties and WHS procedures</li> <li><input type="checkbox"/> Workers are aware of the agency's health and safety policies and procedures</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> No risk assessments conducted</li> <li><input type="checkbox"/> No workers provided with information, training and supervision on new duties and any WHS procedures</li> <li><input type="checkbox"/> No workstation assessments conducted</li> <li><input type="checkbox"/> No Induction provided</li> <li><input type="checkbox"/> Workers are not aware of the agency's health and safety policies and procedures</li> </ul>

## EARLY INTERVENTION

Green	Orange	Red
<ul style="list-style-type: none"> <li><input type="checkbox"/> Managers have been trained to recognise early warning signs of worker distress and low morale (these include: unplanned absences, increased conflict, withdrawal and deteriorating work performance)</li> <li><input type="checkbox"/> Workers are aware of support and assistance that is available to them (for example, EAP, HSRs)</li> <li><input type="checkbox"/> Managers have been provided with information on workers from other departments who may require additional support in new roles.</li> <li><input type="checkbox"/> Support has been offered/provided to workers regarding the changes</li> <li><input type="checkbox"/> Managers know how to access and utilise support for their team members and themselves</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Workers are aware of support and assistance that is available to them</li> <li><input type="checkbox"/> Managers know how to access and utilise support</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Managers are given no support to recognise early warning signs of worker distress and low morale</li> <li><input type="checkbox"/> Workers are not aware of support and assistance that is available to them</li> </ul>

## REHABILITATION AND RTW

Green	Orange	Red
<ul style="list-style-type: none"> <li><input type="checkbox"/> Relevant work areas are aware of workers who are on return to work programs</li> <li><input type="checkbox"/> Injured or ill workers have been provided with contact details of their new rehabilitation case manager</li> <li><input type="checkbox"/> Supervisors and team leaders are informed of any special needs for injured workers</li> <li><input type="checkbox"/> Injured workers have been contacted and meetings arranged with relevant stakeholders, such as treating practitioners, RTW coordinator and supervisor, to discuss any changes to the rehabilitation program</li> <li><input type="checkbox"/> Rehabilitation delegations (SRC Act s. 41(A)) have been fully reviewed</li> <li><input type="checkbox"/> Approved Rehabilitation Provider arrangements have been reviewed</li> <li><input type="checkbox"/> Individual risk assessments have been undertaken for workers who are on a RTW plan or who are currently away from the workplace, to identify if any changes will affect them</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Human Resources is aware of workers who are on RTW programs</li> <li><input type="checkbox"/> Injured workers have been contacted to discuss changes to the rehabilitation program</li> <li><input type="checkbox"/> Follow-up arrangements have been made with the worker and supervisor to provide ongoing support</li> <li><input type="checkbox"/> Some risk assessments have been undertaken for workers who are on a RTW plan</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Human Resources has not identified the impact of MoG for workers who are on RTW programs</li> <li><input type="checkbox"/> No injured or ill workers provided with contact details of their new rehabilitation case manager</li> <li><input type="checkbox"/> Injured workers have not been contacted to discuss changes to the organisation, their jobs, and rehabilitation</li> <li><input type="checkbox"/> Rehabilitation delegations (SRC Act s. 41(A)) have not been reviewed</li> </ul>

## MANAGEMENT AND LEADERSHIP

Green	Orange	Red
<ul style="list-style-type: none"> <li><input type="checkbox"/> Senior managers regularly communicate changes with workers, and consider the health and wellbeing impacts of organisational change</li> <li><input type="checkbox"/> MoG transition support team/role identified/ allocated</li> <li><input type="checkbox"/> When providing information about voluntary redundancies, workers are provided with access to:               <ul style="list-style-type: none"> <li><input type="checkbox"/> Financial advice</li> <li><input type="checkbox"/> Career planning</li> <li><input type="checkbox"/> Job search support</li> <li><input type="checkbox"/> Counselling services</li> </ul> </li> <li><input type="checkbox"/> Department has a workplace culture and change management strategy to support the integration of new workers and relocation of workers</li> <li><input type="checkbox"/> Senior managers have consistently encouraged feedback from workers about issues related to MoG transition support</li> <li><input type="checkbox"/> HSRs and informal leaders in the organisation have been identified and provided with ongoing information to reduce rumours and other stressors related to the changes</li> <li><input type="checkbox"/> Open door policy has been instituted to enable workers to talk openly about their concerns</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Senior managers have communicated changes to workers, and seek their feedback</li> <li><input type="checkbox"/> Workers are provided with contact details of EAP services</li> <li><input type="checkbox"/> Training needs analysis undertaken for new job roles</li> <li><input type="checkbox"/> MOG transition support incorporated into existing people management roles</li> <li><input type="checkbox"/> Open door policy has been considered but has not yet been instituted to enable workers to talk openly about their concerns</li> </ul>	<ul style="list-style-type: none"> <li><input type="checkbox"/> Inconsistent communication to workers from senior management about the impact of MoG</li> <li><input type="checkbox"/> EAP available on intranet</li> <li><input type="checkbox"/> No plans for training needs analysis</li> <li><input type="checkbox"/> No open door policy or informal communication strategy to enable workers to talk openly about their concerns</li> </ul>

For more information, please see the Comcare publication *Looking after your employees during times of change*, available at [www.comcare.gov.au](http://www.comcare.gov.au)