

Change Process Risk Assessment

Change Process	Faculty of Science	Date of Proposal Release	24-Sep-25	Change Sponsor: Change Lead:	Troy Farrell
Division / Department / School	Faculty wide	Change Manager	Amy Brutton	HR Partner	Katie Killalea
Relevant Policies	Enterprise Agreement (Academic Staff) 2022-2025 Enterprise Agreement (Professional Staff) 2022-2025 MOPP Workplace Change Management MOPP Redeployment Policy MOPP Health Safety and Environment Policy MOPP Organisational Structure Policy	Relevant Documents	1. Proposal for Change - Faculty of Science 2. Change Management and Implementation Plan 3. Communications and Engagement Plan 4. Transition Plan		

Scope: The purpose of this document is to identify, assess, and mitigate risks, including psychosocial risks, associated with the proposed change process, in the Faculty of Science. By implementing controls, the plan seeks to reduce the risks to the organisation and the risks of harm, including psychosocial harm, to any staff member impacted, directly or indirectly, by the change process, both during the change process and beyond.

Background: The FoS operates with 6 Schools. Due to declining student numbers and continued financial pressures on the faculty, it is proposed to reduce the faculty academic staff by 18 positions, while reducing to four Schools. This also brings about an opportunity to streamline the School Manager and Executive Assistant support, with a proposal to centralise this team under one new team leader within FoS Operations.

Directly Impacted Staff: Directly impacted staff are considered to be all Academic staff in the Faculty, School Managers and School Executive Assistants. In the Proposal, Academic Staff from 5 current schools are invited to apply for voluntary redundancy. There is a proposed reduction and team structure to the School Managers and School Executive Assistants.

The Proposal for Change is scheduled to be released on 24 September 2025. Decision regarding the change is anticipated 6 November 2025, with implementation expected from 1 January 2026.

Hazard Category	Hazard Factor	Hazard factors Note: There may be several risks associated with each hazard. List the Consequence (how bad would it be?)	List the possible impacts	List the controls needed to remove or reduce the risks. Consider the Hierarchy of Controls: (Most Effective) Eliminate the Hazard, Substitute with a lesser Hazard, Isolate the Hazard, Engineer out the Hazard, Control by Administrative means or Control by PPE (least effective).	(C)onsequence	(L)ikelihood	(R)isk
Hazard Type	What is the hazard?	What could cause harm?	Possible impacts	Controls	Consequence	Likelihood	Risk
Psychosocial	Poor organisational change management	Change which is poorly planned, communicated or implemented.	Presenteeism Absenteeism Not being able to complete tasks on time Loss of confidence and belief in ability Difficulty interacting with other people e.g. colleagues / supervisors Reduced concentration Difficulty returning to work after absence Being late for work Reduced engagement in work Reduced engagement with colleagues Development of health condition	Change process implemented in alignment with the Enterprise Agreement (Academic and Professional Staff) and Workplace Change Management Policy. Proposal for Change communicated by the Executive Leader supported by the Change Manager. All staff provided the proposal for change document which details the reason for the proposed change, what the proposed change is, the proposed workforce profile impacts, timeline for change and the implementation plan. Communication and engagement plan for the Change Proposal including: individual meetings, School briefing session and drop in sessions. When communicating the proposal for change, the Exective Dean will ensure people are aware of who the appropriate points of contact are to direct questions and ask for additional information. Staff have opportunity to provide feedback on the Proposal for Change and are provided details on how feedback can be provided and the timeframe in which to do so. Feedback will be considered by the Change Sponsor and will inform the final decision made by the University. Contact for escalation of questions provided in the proposal. Dedicated support of People, Leadership and Capability Consultant. The change proposal includes a draft implementation plan which details timing and transition principles.	Minor	Possible	Low
Psychosocial	Low role clarity, low job control and poor support for staff within the Faculty of Science who's position is potentially redundant (both academic and professional).	The Proposal outlines an approach to reducing positions based on similar role types grouped into a pool. This is for both professional and academic positions. The uncertainty about which positions will be redundant and what the expectations are of the positions that aren't redundant may cause low job control and low role clarity for directly impacted staff. Staff may feel unsupported and isolated particularly if the change isn't communicated well and if they aren't provided opportunity to ask questions or give feedback. We understand that individuals going through this change process may also have their own individual circumstances they are managing i.e. other personal or work challenges, and that people's experience of hazards can be different.	Presenteeism Absenteeism Not being able to complete tasks on time Loss of confidence and belief in ability Difficulty interacting with other people e.g. colleagues / supervisors Reduced concentration Difficulty returning to work after absence Being late for work Reduced engagement in work Reduced engagement with colleagues Development of health condition	The Change Proposal details the proposed change and the proposed workforce profile impacts. There is a detailed Communication and Engagement Plan in place including individual meetings with directly impacted staff, staff briefings, email and a drop-in session. When communicating the proposal for change, the Exective Dean will ensure people are aware of who the appropriate points of contact are to direct questions and ask for additional information. Staff will be kept informed at key stages of the change proposal by a number of mechanisms such as meetings and email. Timelines are clearly articulated in the Proposal document, at the staff briefing and in emails. The change Proposal provides detailed information of the proposal and the methods of selection for redundancy, information to help staff feel informed about the proposed change and the implementation plan. Staff members and the Unions are invited to provide feedback on the Proposal for Change which will be considered by the Change Sponsor and will inform the final decision made by the University. Further supports available are detailed in the Proposal for Change including supervisor, HR partner, HR change team, specific resources from HR's PLC team and access to the employee assistance program. Where work impacts on health, staff are able to be referred to DHSE, Senior Health Partners, for specific workplace health support. HoS meeting with their new team members during consultation and post change decision.	Moderate	Possible	Medium

	Insignificant	Minor	Moderate	Major	Catastrophic
Almost certain	Medium	Medium	High	Very High	Very High
Likely	Low	Medium	High	High	Very High
Possible	Low	Low	Medium	High	Very High
Unlikely	Negligible	Low	Medium	Medium	High
Rare	Negligible	Negligible	Low	Medium	High

Psychosocial	Low role clarity and poor support for: - academic positions identified to transition to an existing School - academic positions identified to be merged with another School - professional positions identified to be transitioned	The change process identifies positions that should transition to a new School or a new team. This transtion has the potential to cause low role clarity and poor support, if information about the transition, new reporting structure and team integration isn't communicated.	Presenteeism Absenteeism Not being able to complete tasks on time Loss of confidence and belief in ability Difficulty interacting with other people e.g. colleagues / supervisors Reduced concentration Difficulty returning to work after absence Being late for work Reduced engagement in work Reduced engagement with colleagues Development of health condition	The Change Proposal details the proposed transition. There is a detailed Communication and Engagement Plan in place including an individual meeting with this impacted staff member, staff briefings, email and a drop-in session. When communicating the proposal for change, the Exective Dean will ensure people are aware of who the appropriate points of contact are to direct questions and ask for additional information. Staff will be kept informed at key stages of the change proposal by a number of mechanisms such as meetings and email. Timelines are clearly articulated in the Proposal document, at the staff briefing and in emails. The change Proposal provides detailed information of the proposal and the methods of selection for redundancy, information to help staff feel informed about the proposed change and the implementation plan. Staff members and the Unions are invited to provide feedback on the Proposal for Change which will be considered by the Change Sponsor and will inform the final decision made by the University. Further supports available are detailed in the Proposal for Change including supervisor, HR partner, HR change team, specific resources from HR's PLC team and access to the employee assistance program. Onboarding new staff into Faculty's and agreeing on new ways of working. (HoS meeting with their new team members during consultation and post change decision).	Moderate	Possible	Medium
Psychosocial	High job demands	There is the risk of increased average workload if the proposed job reductions workload isn't considered in the change proposal.	Loss of confidence and belief in ability Reduced concentration Difficulty returning to work after absence Being late for work Reduced engagement in work Reduced engagement with colleagues Development of health condition	The Change Proposal details the proposed change and the proposed workforce profile impacts. Where a role has been identified as redundant a workload impact assessment has been completed which overviews the work of that role, where the work will go and how the duties will be accommodated. The aforementioned information is communicated to all staff members in the Change Proposal. Staff members are able to attend drop in sessions for further information / discussion or reach out to one of the relevant contacts if there are any further questions. Further staff are able to provide feedback on the aforementioned information. Academic staff workload is managed between the Head of School and Academic in line with the Academic Workload model. The HoS will continue to work with the Academics to manage their workload in line with the Academic Workload Model to ensure adjustments can be made if there are any identified workload concerns.	Minor	Possible	Low
Psychosocial	High practical and emotional job demands	There is a risk of people in the School Leadership positions (outside the HoS), receiving increased enquiries and request for information related to the change, from directly impacted staff others within the Faculty. Whilst these people can be points of contact for business as usual activities, they aren't the most appropriate point of contact to respond to queries about the proposal for change.	Presenteeism Absenteeism Not being able to complete tasks on time Difficulty interacting with other people e.g. colleagues / supervisors Reduced concentration Difficulty returning to work after absence Being late for work Reduced engagement in work Reduced engagement with colleagues Development of health condition	There is a detailed Communication and Engagement Plan in place including a whole School staff briefing, email and a drop-in session. When communicating the proposal for change, the Exective Dean will ensure people are aware of who the appropriate points of contact are to direct questions and ask for additional information. Further supports available are detailed in the Proposal for Change including specific resources from HR's PLC team and access to the employee assistance program. Further supports available are detailed in the Proposal for Change including supervisor, HR partner, HR change team, specific resources from HR's PLC team and access to the employee assistance program.	Minor	Possible	Low
Psychosocial	Poor support	Change process can be challenging for other memebers of the School / Faculty, who aren't identified as being directly impact by the change, but are still working in the area where there is change, particularly if they are not provided communication and information appropriate for their circumstances.	Presenteeism Absenteeism Not being able to complete tasks on time Difficulty interacting with other people e.g. colleagues / staff they supervise Reduced concentration Difficulty returning to work after absence Being late for work Reduced engagement in work Reduced engagement with colleagues Development of health condition	There is a detailed Communication and Engagement Plan in place including a whole School staff briefing, email and a drop-in session. When communicating the proposal for change, the Exective Dean will ensure people are aware of who the appropriate points of contact are to direct questions and ask for additional information. Further supports available are detailed in the Proposal for Change including specific resources from HR's PLC team and access to the employee assistance program. Staff members and the Unions are invited to provide feedback on the Proposal for Change which will be considered by the Change Sponsor and will inform the final decision made by the University. Further supports available are detailed in the Proposal for Change including supervisor, HR partner, HR change team, specific resources from HR's PLC team and access to the employee assistance program.	Minor	Possible	Low
Psychosoical	Low job control and poor support	The change proposal identifies fixed term positions which would be discontinued. This can present a challenge for the affected individuals as they have limited control over their employment.	Presenteeism Absenteeism Not being able to complete tasks on time Difficulty interacting with other people e.g. colleagues / staff they supervise Reduced concentration Being late for work Reduced engagement in work Reduced engagement with colleagues Development of health condition	There is a detailed Communication and Engagement Plan in place including a whole School staff briefing, email and a drop-in session. Staff in leadership positions proposed to be discontinued would be advised ahead of briefings with staff to allow time for them to understand the Proposal prior to receiving any questions from staff. All staff members in the Division are invited to a staff briefing where the change proposal will be communicated - there is the option to attend in person and online. Following the staff briefing all staff will be provided a copy of the proposal for change via email. Staff members and the Union are invited to provide feedback on the Proposal for Change which will be considered by the Change Sponsor and will inform the final decision made by the University. Further supports available are detailed in the Proposal for Change including supervisor, HR partner, HR change team, specific resources from HR's PLC team and access to the employee assistance program.	Moderate	Possible	Medium
Psychosocial	Poor organsitional justice	This can present a challenge in a change process if there are changes or implementation of processes (recruitment etc) that are biased and applied inconsistently.	Presenteeism Absenteeism Not being able to complete tasks on time Loss of confidence and belief in ability Difficulty interacting with other people e.g. colleagues / supervisors Reduced concentration Difficulty returning to work after absence Being late for work Reduced engagement in work Reduced engagement with colleagues Development of health condition	Redundancy processes are considered using an objective measure of length of service. Voluntary redundancies will be offered before any involuntary redundancies are considered. All proposed processes are open for feedback during the consultation period. As part of the proposal, current School Executive Assistants are invited to express an interest in transitioning into a newly created Administration Officer. Following consultation, a decision will be made by the university about which staff member will transition into this role.	Moderate	Possible	Medium

Other	Reputational Damage	Reputational damage may be sustained to: - QUT's Brand Image - News of internal differences can spread quickly via media or industry networks. - May affect partnerships, donor confidence, and public perception. - In the long term, may harm market value	Negative media reporting impacting on QUT's reputation	External communications team are kept informed and proactively providing press / social media releases as appropriate.	Moderate	Possible	Medium
Other	Poor Student Experience / Wellbeing	Poor experiences may lead to: - Sense of undervaluing study field - Reduced opportunity to undertake specific field of study uncertainty over future study options -Perception of devalued course - Concern about reputation of field they are studying in	Increased workload to Student Wellbeing team Poor reputational damage Increased pressure on Academics managing students QUT reputational damage Financial implications due to loss of students	A student engagement approach is yet to be agreed with the Faculty. Consideration will be given to any communication to students about impacts to Schools once a decision is made. Media & PR Management - QUT central communications teams are made aware of the proposal ahead of release to prepare press releases and talking points in advance as required. Monitor media and social channels to respond quickly to misinformation.	Moderate	Possible	Medium