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## 1. OBJECTIVE

To outline the approach taken at RMIT for managing health safety & wellbeing (HSW) change in the work and learning environment, in order to identify, assess and control hazards that could be associated with new or changed HSW processes. HSW changes to the work and learning environment could be new or different practices, plant & equipment or materials that have the potential to adversely affect the Health, Safety and Wellbeing of our leaders, staff and students.

## 2. BACKGROUND

N/A

## 3. SCOPE

This process applies to all RMIT Staff and Students.

## 4. WHAT MUST GO RIGHT

The expected outcomes – known as ‘what must go right’ – will be that:

- Prior to changes to process or the workplace are made, the risks of the change will be identified, assessed and appropriately controlled
- Leaders, staff and students are made aware of the change, prior to the change occurring
- Leaders, staff and students are consulted on the change to process or the workplace to ensure it is fit-for-purpose.

## 5. PROCEDURE/IMPLEMENTATION

### 5.1. Preliminary Determination of Potential Risk

The person who has initiated the change (Change Initiator) shall be responsible for the Change Management Process.

Where any change is being proposed, the Change Initiator must document and record all changes being proposed/implemented, to ensure that there is sufficient tracking evidence of changes, as well as clear documentation of changes which have been rejected.

The Change Initiator, in consultation with an appropriate selection of relevant persons shall consider the potential for the proposed change to introduce or change any hazards or risks, both physical and psychological.

Where it is deemed:

- Unlikely that the proposed change will introduce new hazards or increase the risks associated with existing hazards, the change shall be rolled out appropriately with relevant communication and training.
- Likely that the proposed change will introduce new hazards or increase the risks associated with existing hazards, the change management process must be followed.

### 5.2. Risk Assessment

Where it is likely that the change will introduce new hazards or increase the risks associated with existing hazards (both physical and psychological), the Change Initiator/Project Manager is required to:

- Undertake comprehensive hazard identification and risk assessment, in consultation with relevant staff and/or their HSR in accordance with the requirements contained within the HSW Risk Management Process (HSW-PR09). This assessment should establish whether the organisational change or new/changed processes, plant & equipment, hazardous chemical and/or materials will introduce new hazards or risks or exacerbate any existing hazards or risks, both physical and psychological.
- Identify the need for and the scope of the project management process, including the allocation of accountabilities and responsibilities. If it is a major change then the Change Initiator shall determine the requirement to appoint a Project Manager to be responsible for the management of change activity. This will be determined upon the scale of the change and the anticipated impact that the change has on RMIT's operations. Where Project Managers are appointed, the Project Manager shall determine the requirement for a Project Management Plan to be developed based upon the nature, extent and complexity of the change being considered.
- Consult with designers, manufacturers, importers or suppliers in relation to calculations, data, analysis, risk assessments to identify all potential hazards and risks associated with the use, handling, storage, construction, installation, maintenance, decommissioning, dismantling and disposal arrangements associated with the proposed change. This must be done to ensure where reasonably practicable the recommendations/ controls as detailed can be complied with at the workplace.
- Consult with the HSW Department regarding the risk assessment and appropriateness of control mechanisms defined or intended to be introduced.
- Identify the legislation, regulations, standards, codes of practice and guidance material associated with the proposed change.
- Identify any relevant registration, permit and licencing requirements. Arrangements shall be made for all registration applications to be prepared in accordance with regulatory requirements. Consideration should be given as to the ongoing impact of new regulatory requirements (e.g. is it an onerous process to demonstrate compliance?).
- Where the change involves the purchase of new plant, equipment, chemicals, goods or materials, ensure there is compliance with the Procurement Policy Process in addition to the requirements of this Process.
- Reassess the proposed change and where necessary make any amendments in order to prevent the introduction of new hazards or minimise the risk impact on existing hazards.

### 5.3. Consultation

In consultation with the appropriate Health and Safety Representative(s) (HSR) and their HSW Committee or relevant staff, the Change Initiator/Project Manager shall provide the key information obtained from the designers, manufacturers, importers or suppliers on the proposed change.

The Change Initiator/Project Manager will then seek feedback in relation to any foreseeable new hazards or any increased risks of existing hazards that are likely to result from the use, handling, storage, construction, installation, maintenance, decommissioning, dismantling and disposal arrangements from the proposed change.

This will include consideration of:

- Identification and assessment of relevant legislative requirements
- Plant and equipment management processes
- Chemical management processes
- Process compatibility

- Goods compatibility
- Risk management/training/emergency response requirements.
- Likely psychological effects of change on people.

### 5.4. Implementation of the Change

If, based on the consultation and risk assessment completed above, the change is deemed appropriate, the Change Initiator/Project Manager must:

- Consult with the HSW Department to ensure that the HSW management system is appropriately updated to reflect the change.
- Ensure Local College, School, Portfolio and Departmental processes are updated to reflect the change in process or workplace.
- Update registers and inspection systems to accommodate the change. Potential process and compatibility issues will be identified, considered and where necessary addressed to ensure the proposed change does not impact negatively on site activities
- Communicate the change to leaders, staff and students through the most appropriate mechanism per the Training, Competency and Awareness Process (*HR - HSW-PR06 – Training, Competency & Awareness*).

The application of the change management process may be undertaken utilising the Change Management Form (*HR - HSW-PR11-FR01 - HSW Change Management Form*).

### 5.5. Control Reviews

As part of ongoing operations, it is important to ensure that controls are operating effectively and reducing the risk as intended. Assessing the effectiveness of controls is an important process of managing change.

Risk assessments and the control measures are required to be assessed periodically after the change has been implemented to determine ongoing effectiveness. Consult with your Senior Advisor, Health and Safety about undertaking this assessment.

Notwithstanding the above, risk assessments and control measures are required to be reviewed in any of the following circumstances:

- There is evidence that the control measure does not control the risks identified or are not understood or being implemented
- There are further proposed changes to the workplace or work environment, a system of work, work practice, process that may create new or different risks.
- A new or relevant hazard is identified
- New legislation is introduced or current legislation is revised that has implication on the controls implemented.
- As a result of consultation occurring between relevant staff and/or their representatives
- As a result of an incident where the investigation indicates that the controls may be insufficient.
- Additional information is obtained from the designer, manufacturer, importer or supplier that changes the manner in which identified hazards and risks should be controlled or identifies/indicates new or potential hazards present.
- As a result of an incident where the investigation indicates that the control may be insufficient.

### 5.6. Records

All records relating to the management of change are required to be maintained by the local area and a copy provided to the HSW Department. Refer to **HR - HSW-PR04 – Records Management**.

## 6. Responsibilities

### 6.1. Executive Leaders

- Provide resources to implement this Process in their area of control.

### 6.2. Operational Leaders

- Ensure that those persons requiring to initiate a change receive appropriate training and information about compliance with this Process
- Monitor and report on performance through audits and performance reviews
- Review and report on performance in relation to this Process.

### 6.3. HSW Department

- Distribute this Process, as required
- Provide instruction, mentoring and coaching in relation to this Process as required
- Monitor and report on performance through audits and performance reviews.

### 6.4. Change Initiator / Project Manager

- Comply with the Management of Change Process
- Attend any information and training on implementation of this Process
- Appropriately identify where it is required to implement this Process
- Undertake risk management training
- Ensure that appropriate records of the change are maintained
- Consult with leaders, staff and students regarding the change.

## 7. Definitions

Defines any key terms and acronyms relating to the process where they apply.

Term / acronym	Definition
Change	The introduction, purchase or trial of a new item of plant, hazardous chemical, process or material a modification made whether temporary or permanent, to an existing unit of plant, or process from its current design or state. Normal repairs or other activities to restore same functionality are NOT considered as change.
Change Initiator / Project Manager	The person responsible for introducing the proposed change
HSW	Health, Safety & Wellbeing

## 8. Supporting Documents

Lists the supporting and related Processes and Guidance Material, Legislative references, Australian and International Standards etc. that may be useful references for process users.

- HR - HSW-PR06 - Training, Competency & Awareness
- HR - HSW-PR09 - HSW Risk Management
- HR - HSW-PR04 - HSW Records Management
- HSW-PR11-FR01 - HSW Change Management Form