

Psychosocial Risks Enterprise Level Risk mitigation strategies summary

This document summaries Enterprise Level Risk mitigation strategies.

Table 1 summarises strategies that apply across multiple types of psychosocial hazards.

Table 2 lists additional strategies to those listed in Table 1 that are relevant to specific hazard types.

Table 1: Enterprise level risk mitigation strategies applicable across multiple hazards

Policies, Procedures, Guidelines	Systems and Processes	Training & Resources	Other
• Staff Code of Conduct • Student Code of Conduct • Staff Assistance Services • Health Safety and Wellness • Workers Compensation and Rehabilitation • Disability Inclusion & Reasonable Adjustment • Academic Annual Performance and Development • Executive and Professional Staff Annual Performance and Development	• UQSafe hazard and incident reporting system • HSW Committees • Complaints Management System • Safety audit program	• Appropriate Workplace Behaviour (mandatory) • Staff standards of Conduct (Mandatory) • Supervisor Work Health and Safety Responsibilities (Mandatory for supervisors) • Understanding and Managing Psychosocial Hazards for Supervisors • UQ Leadership Framework • Web available resources – Health and wellbeing, psychosocial hazards and risk management	• Health, Safety and Wellness Strategic Plan 2022-2026 • Annual Pulse survey • HR Client Partnering support for org units • Staff wellness program • HSW coordinator support for org units • UQ awareness programs (E.g. RU OK day, Mental Health Week, Safe work month) • Provision of an Employee Assistance Program (EAP) • Manager Assist Program • Provision of work-related rehabilitation, return to work and reasonable adjustments for compensable and non-compensable health concerns • Staff support networks - Mental Health Champions, Wellness Ambassadors

Table 2: Additional Enterprise level hazard specific additional risk mitigation strategies

Hazard	Policies, Procedures, Guidelines	Systems and Processes	Training and Resources	Other
Excessive work demands	• Recreation Leave • Flexible Working Arrangements • Management of Professional Staff Workloads • Attendance, Hours of Work and Overtime (Professional Staff) • Diminished and Unsatisfactory Performance • Workload Allocation for Academic Staff • Staff Grievance Resolution • Leave Entitlements Policy	• UQ Temps (facilitated by HR) for short term administrative support • Workload relief allocation for early career researchers • Recruitment processes to optimize person-job fit	• Web available resources for supervisors and staff • Systems training hub and Workday courses on digital tools • Leading Mentally Healthy Teams for Supervisors (includes SMART work design) • Access to AI platforms • Fatigue Awareness and Management	• Enterprise agreement 2021-2026 Clause 12 Professional Employee workloads, Clause 15 Academic Employee Workloads • IT support services
Undertaking emotionally demanding work	• Flexible Working Arrangements		• Understanding Compassion Fatigue (workday module, optional) • Compassion Fatigue in Animal Related Occupations – Part 1 (Workday module, optional) • ‘Science of Compassion’ series Linked in learning • Supervisory Skills in Animal Related Occupations (hybrid, optional) • Fatigue Awareness and Management	• Proactive Wellbeing Check program for at-risk staff in specific business areas (funded locally, EAP provider).
Low job control	• Flexible Working Arrangements • Staff Grievance Resolution	• UQ Onboarding process and local induction programs • Positions Descriptions for every role, reviewed by Manager before recruitment		

Job Insecurity	Recruitment Selection and Appointment	- Workforce Management Roadmap (including casual conversions) - Teaching Associates Academic Category commenced 2024 - Transparent information about role type in recruitment process	Appointment Type Decision Tool to support managers	- UQ Enterprise Agreement 2021-2026 - Clause 12 (eligibility for professional employee fixed-term conversion) - Clause 13 (eligibility for casual professional employee conversion) - Clause 16 (Casual Conversion: Teaching Associate Positions)
Poor support from Supervisors and Co-Workers	- Medical Conditions Affecting Performance - Disability Inclusion and Reasonable Adjustments for Staff - Staff Assistance Services - Mentoring Policy - Flexible Working Arrangements - Domestic Violence and the Workplace: Support options for Staff - Staff Assistance Services - Mentoring Policy		- Managing a Diverse Team - Supporting Staff Experiencing Domestic and Family Violence for Supervisors	- Recognition and leadership support resources - Enterprise agreement 2021-2026 - Part 5 leave Entitlements, including Compassionate, Parental Carers, Cultural, Family and Domestic Violence Leave, Gender Affirmation leave, reproductive health and wellbeing leave. - Domestic and Family Violence Staff plan - UQ Disability Inclusion Advocacy Network - Respect network - Ally network
Lack of role clarity	- Recruitment Selection and Appointment Procedure - Staff Development Policy	- UQ Onboarding process and local induction programs - Positions Descriptions for every role, reviewed by Manager before recruitment		
Poor organisational change management	- Staff Grievance Resolution Procedure - Recruitment Selection and Appointment Procedure	Consultation mechanisms – Joint consultation committee, Academic Staff Consultative Committee, Professional staff consultative committee, HSW committees	- Change at UQ online learning - Change management planning resources for projects - Complaint management training	- Enterprise agreement 2021-2026 clause 69 (consultation in relation to major organisational change) - Regular senior leadership communication and communication systems in place to inform of issues that may impact on workers (e.g., VC messages, Town halls, all staff emails) - Director Strategic Transformation (Professional) commenced 2025 (COO)

				Community of Practice for Change Management
Inadequate reward and recognition	- Staff development - Study Assistance Scheme for Professional Staff - Conformation and Promotions (Academic Staff) - Special Studies Program	- Career development for Tutorial Fellows and Tutorial Assistants - Complaints Management System - Formal Recognition Programs and events: - VC's awards for excellence, UQ Recognition and Reward framework, Awards for Teaching Excellence, UQ Awards for Programs that enhance learning (APEL), UQ Citations for Outstanding Contributions to Student Learning (COCSL), Awards for Excellence in HDR Supervision, 25 years of service award (professional staff), UQ Thanks You events - Local organisational area awards and recognition programs (e.g. Faculty, Institute, division level awards)		UQ Enterprise Agreement 2021-2026 Clause 61 Employee Development and Career Planning
Poor organisational justice	- Staff Grievance Resolution Procedure - Recruitment Selection and Appointment Procedure	- UQ Onboarding process and local induction programs - Positions Descriptions for every role, reviewed by Manager before recruitment	Complaint management training	
Conflict or Poor workplace relationships	- Staff Grievance Resolution - Prevention of Racism Policy - Prevention of Discrimination Harassment and Bullying Behaviours - Equity Diversity and Inclusive Behaviours	EDI strategic committee	- Values based leadership – addressing inappropriate behaviours - Unconscious bias - Complaint Management	- Respect network - Ally network

			Leading Mentally Healthy Teams for Supervisors	
Remote or isolated work	- Domestic Violence and the Workplace: Support options for Staff - Staff Assistance Services - Work Off-Campus - Flexible Working Arrangements	- Travelling tracking system and emergency support through International SOS - Safezone app - Risks assessments for off campus work	- Fatigue Awareness and Management training - Field Work Safety	- Equipment, IT systems and Infrastructure to enable contact with remote workers
Poor environmental conditions		- Archibus- Enterprise Facilities Management System for requesting tasks/support and tracking actions - Comprehensive health and Safety management system that controls physical and environmental hazards, including: - Hazard identification and risk management systems - Specialist HSWD technical advisors and HSW network provide local risk management advice on lighting, air quality/ventilation mould, ergonomics - PREM process, P&F Design guidelines	Systems Training Hub	HSW Division occupational hygienist and ergonomics consultants
Exposure to traumatic events and materials	- Recreation Leave - Flexible Working Arrangements - Animal Ethics in Teaching and Research	- Application of job design principles, including rostering arrangements to reduce exposure in at-risk roles. - Talent acquisition systems, including provision of job descriptions and selection processes	- Compassion Fatigue - Compassion Fatigue in Animal related Occupations - Understanding Vicarious Trauma - Fatigue Awareness and Management	Proactive Wellbeing Check program for at-risk staff in specific business areas (funded locally, EAP provider).

Work related violence and aggression	• Staff Grievance Resolution • Domestic Violence and the Workplace: Support options for Staff	• Access to on-campus security (St Lucia, Herston and Gatton) • Safezone app • Security escort to public transport or vehicle St Lucia, Gatton, Herson, Long Pocket • Emergency Call points • CCTV cameras on all campuses • Swipe access to staff areas • Provision of duress alarms and other security measures in high-risk work areas. Testing schedules verified via HSW workplace inspections. Local area management and controls (identified via risk assessments and security audits) where exposure may be prevalent (e.g., clinical based workplaces) • Application of job design principles and safe systems of work reduce exposure in at-risk roles • Processes to remove harmful or abusive content/feedback in student evaluation surveys • Staff Domestic Family Violence Support Plan	• Sexual Harassment and Sexual Assault: What are the drivers and how can staff respond? • Trauma-informed practices for staff involved in formal and informal response processes (targeted for HR, IU and HSW personnel)	• EDI strategic committee • Manager and supervisors tip sheet – Work-related violence or aggression
Bullying	• Prevention of Discrimination, Harassment and Bullying Behaviours • Complaints Management • Student Integrity and Misconduct • Diversity, Equity and Inclusive Behaviours Policy	• EDI strategic committee	• Values based leadership – addressing inappropriate behaviours • Bullying and Harassment Prevention and Response • Ethical bystander Interventions in the University Context	• Respect network • UQ Disability Inclusion Advocacy Network

			• Respect Network Workshop 1: Prevention in Action • Trauma-informed practices for staff involved in formal and informal response processes (targeted for HR, IU and HSW personnel) •	
Exposure to Harassment	• Prevention of Discrimination, Harassment and Bullying Behaviours • Staff Grievance Resolution • Sexual Misconduct Prevention and Response • Diversity, Equity and Inclusive Behaviours • Public Interest Disclosure • Designing effective and inclusive learning environments at UQ • Alcohol and Other Drugs Policy • Event Approval and Control Procedure	• EDI strategic committee • Disability Inclusion Committee • Age friendly committee • Cultural Inclusion Council • Gender Steering Committee • Safezone app • 24/7 on campus Security St Lucia and Gatton, on site Security Dutton Park and Herston • Social Media Community Guidelines • Events approvals process and risk assessments	• Staff Disability Inclusion Masterclass • Managing Unconscious Bias • Ethical Bystander interventions in the University Context • Aboriginal and Torres Strait Islander Core Cultural Learning Modules • Respect Network Workshop 1: Prevention in Action • Respect Network Workshop 2: Responding to Gender-Based Violence • Trauma-informed practices for staff involved in formal and informal response processes (targeted for HR, IU and HSW personnel)	• Gender Equality Action plan 2023-2025 implementation • UQ Disability Inclusion Advocacy Network • Respect network • Appointment of Director of Campus Culture 2025 • UQ's commitment to workplace diversity and inclusion (supported by statements, webpages, signage)
Sexual harassment and sex or gender based harassment	• Sexual Misconduct Prevention and Response • Prevention of Discrimination, Harassment and Bullying Behaviours • Diversity, Equity and Inclusive Behaviours Policy • Public Interest Disclosure Policy • Alcohol and Other Drugs Policy • Event Approval and Control Procedure	• EDI strategic committee • VC Advisory Committee on Sexual Misconduct: Prevention and Response (chaired by VC) • Sexual Misconduct Support Unit • Safezone app • Local risk assessments for fieldwork and events	• Sexual Harassment and Sexual Assault: What are the drivers and how can staff respond? • Respect Network Workshop 1: Prevention in Action • Respect Network Workshop 2: Responding to Gender-Based Violence	• Sexual Misconduct Prevention and Response Action Plan 2024-2027 • Implementation of the UQ Gender Equality Action Plan 2023-2025 • Implementation of Psychological Health and Safety Master Action Plan • Respect Network • Promotion of gender equity through SAGE Athena SWAN program (currently

		• Archibus to promptly address lighting or environmental security failures • 24/7 on campus Security St Lucia and Gatton, on site Security Dutton Park and Herston • Social Media Community Guidelines • Events approvals process and risk assessments	• Trauma-informed practices for decision makers which is mandatory for level 1-5 managers • Trauma-informed practices for staff involved in formal and informal response processes (targeted for HR, IU and HSW personnel) • All students complete mandatory respect module every two years as part of UQ enrolment.	bronze status) and local Faculty initiatives. • Integrity Unit and Human Resources services (including, Investigations, Misconduct prevention, Workplace Relations, HR Client Partnering) • Sexual Misconduct Prevention and Response Action Plan 2024-2027 implementation • UQ Gender Equality Action Plan 2023-2025 implementation • Respect network • Ally network • Warm welcome program • UQ Gender Equality action plan implementation • Strategic Framework Action plan for Sexual Misconduct Prevention and Response. • UQ Disability Inclusion Advocacy Network
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