



Psychological health and safety – Master Action Plan *as at 21 July 2025*

The Master Plan categorises action items into the seven key areas that include Leadership, Culture, Knowledge, Risk Management, Support, Reporting and response, and Monitoring, evaluation and transparency. This is to ensure that a holistic approach is taken by UQ as suggested by the Australian Human Rights Commission* (AHRC) to guide action planning and enable to advance and fulfil the university's obligations in relation to positive duty.



*Source: Australian Human Rights Commission (AHRC)

[*Guidelines for Complying with the Positive Duty under the Sex Discrimination Act 1984 \(Cth\)*](#)

Across the seven areas, actions have been categorised as short, medium and long term with an anticipated final delivery date of December 2025 for the long-term goals.



Leadership

The following statement has been adapted from the Australian Human Rights Commission - [Guidelines for Complying with the Positive Duty under the Sex Discrimination Act 1984 \(Cth\)](https://www.humanrights.gov.au/guidelines-for-complying-with-the-positive-duty-under-the-sex-discrimination-act-1984) [humanrights.gov.au](https://www.humanrights.gov.au).

Senior leaders understand their obligations under the WHS Act and the Sex Discrimination Act and maintain an up to date understanding of psychosocial and other workplace hazards. All leaders at the University are responsible for ensuring that appropriate measures for preventing and responding to identified risks and relevant unlawful conduct are developed, documented, communicated to workers and implemented. Senior leaders are visible in their commitment to safe, respectful and inclusive workplaces that value diversity and gender equality. They set the cultural temperature and the health and safety standard, clear expectations and role model respectful behaviour.

Action Number	Agreed Action	Owner/s	Leader	Progress	Due Date
1.1	Review of the Sexual Misconduct Policy and Procedures to include roles and responsibilities. Sexual Misconduct is a standing item on agenda on Senate and USET meetings.	Academic Registrar, Chief Human Resources Officer, Director Student Services	Human Resources	In Progress	Q4 2025
1.2	Review Governance Framework re: obligations to address sexual harassment.	Academic Registrar, Chief Human Resources Officer, Director Student Affairs, Legal	Human Resources	Completed	Q2 2025
1.3	Update Job Profiles to include criteria on fostering safe, Respectful and Inclusive culture in the workplace.	Workplace Diversity and Inclusion, Rewards and Employee Services	Human Resources	Completed	Q2 2024
1.4	Report on, then monitor proportion of Senate, USET and VC Sexual Misconduct Advisory Committee who have completed regular Sexual Misconduct training.	Director Student Services, Office of Vice Chancellor, Chief Human Resources Officer	Human Resources	In Progress	Q2 2025
1.5	Ensure focus on safety, respect and inclusion is incorporated and articulated in APD processes.	Director of Organisational Culture and Capability, Talent Acquisition, Associate Director Workplace, Diversity and Inclusion	Human Resources	In Progress	Q2 2025
1.6	Quarterly statements outlining Senate/USET commitment to a safe, respectful and inclusive place to work and study as part of a wider Sexual Misconduct Communications Plan.	Chief Marketing and Communications Officer, Chief Human Resources Officer, Director Student Services	Chief Marketing and Communications Officer	Completed	Q2 2025
1.7	Inclusive Leadership Practice learning outcomes included in training for leaders.	Director of Organisational Culture and Capability, Associate Director Workplace Diversity and Inclusion	Human Resources	Completed	Q2 2025



1.8	Ongoing development of a manager toolkit to support and empower managers in identifying, responding to and managing staff health and wellbeing. May include the development of training and/or information resources on establishing psychologically safe and inclusive workplace practices.	Director Health, Safety and Wellness	Health Safety and Wellness	Completed	Q2 2025
1.9	Resources to support leadership development in areas such as effective communication, conflict resolution, supportive leadership competencies.	Chief Human Resources Officer, Director Health, Safety and Wellness	Chief Human Resources Officer	In Progress	Q2 2025
1.10	Review the leadership competencies required for supervisors and managers and ensure these are considered during recruitment processes.	Chief Human Resources Officer	Human Resources	In Progress	Q4 2025
1.11	Review UQ's leadership framework to ensure that the management of psychosocial risk is considered and embedded into the suite of leadership development programs for UQ leaders, particularly around how work is organised and how people are managed. That is, are these matters considered in the content of the existing leadership programs?	Chief Human Resources Officer	Human Resources; Health, Safety and Wellness	In Progress	Q4 2025
1.12	Review and implementation of a proactive wellbeing and support model for staff at higher risk (e.g. wellbeing checks).	Director Health, Safety and Wellness	Health, Safety and Wellness	In Progress	Q4 2025



Culture

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The culture of an organisation is a crucial factor in determining how an organisation prevents and responds to sexual harassment and psychosocial risk. Organisations and businesses should foster a culture that is safe (including psychologically safe), respectful and inclusive, and values diversity and gender equality. The Anti-Discrimination and Human Rights Legislation Amendment (Respect at Work) Act 2022 introduces a new positive duty on employers and PCBC's to eliminate: workplace sexual harassment, sex discrimination, sex-based harassment and victimisation. A positive organisational culture minimises harm and holds people accountable for their actions.

Action Number	Agreed Action	Owner/s	Leader	Progress	Due Date
2.1	Develop Sexual Misconduct Communications Plan to disseminate progress and actions to UQ community.	Director of Communications, Chief Human Resources Officer	Vice-Chancellors Advisory Committee	Completed	Q4 2024
2.2	Review current policies and procedures for staff including supervisors regarding personal relationships, disclosure of intimate relationships, conflict of interest and power imbalance.	Director HR Workplace Relations, Director of Integrity Unit	Human Resources	In Progress	Q4 2025
2.3	Develop pathways to consult around Sexual misconduct Prevention and response.	Associate Director Workplace Diversity and Inclusion	Human Resources	In Progress	Q2 2025
2.4	Provide comprehensive annual report for Workplace Gender Equality Agency, specifically addressing new reporting questions on Sexual misconduct.	Associate Director Workplace Diversity and Inclusion, Chief Human Resources Officer	Human Resources	Completed	Q2 2025
2.5	Review of applicable policy to ensure relevant psychosocial considerations, including relevance to vulnerable groups and management.	Director of Student Support and Wellbeing Services, Director of Health, Safety and Wellness, Chief Human Resources Officer, Director of Integrity Unit	Human Resources	Completed	Q2 2025



Knowledge

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Organisations and businesses develop, communicate and implement policy regarding respectful behaviour and unlawful conduct, and the promotion of healthy and safe (including psychologically safe) work environments. Organisations and businesses support workers (including leaders and managers) to engage in safe, respectful and inclusive behaviour through education on:

- expected standards of behaviour, including actions and attitudes that foster equality and respect
- identifying behaviours that constitute relevant unlawful conduct and the consequences for engaging in such conduct
- their rights and responsibilities in relation to healthy, safe, respectful and inclusive workplaces and working relationships.

Action Number	Agreed Action	Owner/s	Leader	Progress	Due Date
3.1	Ensure that diverse experiences and intersectionality (e.g. LGBTIAQ+) is reflected in the content and training materials for all Sexual misconduct training.	Associate Director Workplace Diversity and Inclusion, Strategic Equity, Diversity and Inclusion Committees, Chief Human Resources Officer, Director of Student Support and Wellbeing Services	Human Resources	Completed	Q4 2024
3.2	Level 1-5 Leadership attend trauma-informed practices workshop/training. Report on numbers of staff completing training.	Chief Human Resources Officer, Director Student Services	Human Resources	In Progress	Q4 2024
3.3	Develop relevant gender-based violence training targeted to different UQ roles to enable appropriate response.	Chief Human Resources Officer, Director of Student Support and Wellbeing Services	Human Resources	In Progress	Q2 2025
3.4	Review Complaints Management PPL to ensure PPL outlines investigation procedures, processes and victimisation statements	Director of Integrity Unit	Integrity Unit	Completed	Q4 2024
3.5	Consider the current draft of the action plan of the VC Advisory Committee for Sexual Misconduct-Prevention and Response as whether it meets UQ's requirements of the new WHS Regulation amendment to require PCBUs to have a sexual harassment prevention plan.	Director of Health, Safety and Wellness, Chief Human Resources Officer	Health, Safety and Wellness	Completed	Q2 2025
3.6	Develop guidance to encourage leaders to regularly communicate about the importance of respectful conduct on a formal and informal basis. Consider how these communications can be evaluated and monitored.	Chief Human Resources Officer	Human Resources	In progress	Q2 2025



3.7	Provision of information resources and processes to ensure complainants are aware of the investigation or complaints management process at the outset when a formal complaint is made.	Chief Human Resources Officer, Director, Integrity Unit, Academic Registrar	Human Resources	In Progress	Q2 2025
3.8	Development of training and resources to understand and support effective job design at the individual/team level	Chief Human Resources Officer; Director Health, Safety and Wellness	Health, Safety and Wellness	In Progress	Q2 2025
3.9	Meet the HSW KPI of "50% of managers/supervisors complete the new Managing Psychosocial Risk online training".	Director Health, Safety and Wellness	Health, Safety and Wellness	In Progress	Q4 2025
3.10	Development of training and resources to understand and support effective job design at the enterprise level	Chief Human Resources Officer; Director Health, Safety and Wellness	Health, Safety and Wellness	In Progress	Q2 2025



Risk Assessment and Transparency

The following statement has been adapted from the Australian Human Rights Commission - [Guidelines for Complying with the Positive Duty under the Sex Discrimination Act 1984 \(Cth\)](https://www.humanrights.gov.au/guidelines-for-complying-with-the-positive-duty-under-the-sex-discrimination-act-1984) [humanrights.gov.au](https://www.humanrights.gov.au).

Organisations and businesses take a risk-based approach to prevention and response to ensure psychosocial risks are eliminated, or where this is not possible, minimised as far as reasonably practicable. It is recognized that the Managing psychosocial risks at work Code of Practice articulates a number of psychosocial risk factors that require prudent identification, assessment and management. Risk assessment must occur within a framework that is transparent, evidence-based and proportionate.

Action Number	Agreed Action	Owner/s	Leader	Progress	Due Date
4.1	Working to agreed primary prevention frameworks – e.g. Educating for Equality, Our Watch, Managing psychosocial risks at work Code of Practice	Gender Steering Committee, Director Health, Safety and Wellness, Chief Human Resources Officer	Human Resources	Completed	Q4 2024
4.2	Develop a methodology to use PULSE to assist in identifying trends relating to psychosocial hazards.	Chief Human Resources Officer, Director Health, Safety and Wellness	Integrated Project Implementation Group	Completed	Q4 2024
4.3	Review Sexual misconduct risk assessment including the available controls to ensure reflective of current actions.	Chief Human Resources Officer, Director of Health, Safety and Wellness, Director of Student Support and Wellbeing Services	Health, Safety and Wellness	Completed	Q4 2024
4.4	Workplace relationships: review effectiveness of current controls in current enterprise level risk assessment.	Chief Human Resources Officer, Director Health, Safety and Wellness	Health, Safety and Wellness	Completed	Q2 2025
4.5	Supervisory relationships: review current policies and procedures to ensure sufficient controls are in place and considers issues such as power imbalance.	Chief Human Resources Officer, Director Integrity Unit	Human Resources	In Progress	Q2 2025
4.6	Develop effective consultation processes in the implementation of current enterprise level risk assessment.	Chief Human Resources Officer, Director Health, Safety and Wellness	Health, Safety and Wellness	Completed	Q4 2024
4.7	Local business units to identify relevant hazards and undertake risk assessments as required, aligned with Code of Practice	Director Health, Safety and Wellness	Health, Safety and Wellness	In Progress	Q4 2025
4.8	Development of high-level role-based risk assessments for vulnerable work roles, e.g. animal workers, staff exposed to traumatic materials, staff or student support roles.	Director Health, Safety and Wellness	Health, Safety and Wellness	In Progress	Q4 2025



4.9	Develop annual reports on frequency, nature, organisational response and consequences for perpetrators of sexual misconduct for dissemination to UQ staff.	Vice-Chancellors Advisory Committee, Director of Student Support and Wellbeing Services, Chief Human Resources Officer, Integrity Unit	Vice-Chancellor's Advisory Committee	Completed	Q4 2024
4.10	Develop the functionality of the SafeZone app.	CHRO, Director of HSW, Director of Student Support and Wellbeing Services, Security	Human Resources	Completed	Q2 2025
4.11	Investigate training needs for Security to ensure scope and depth of training is appropriate for role requirements	Chief Human Resources Officer, Director Health, Safety and Wellness	Human Resources	In progress	Q2 2025
4.12	Review expectations in contracts with external providers to ensure compliance with Respect at Work legislation.	Chief Human Resources Officer, Director Health, Safety and Wellness	Human Resources	Completed	Q4 2024
4.13	Review of how workload allocation policies are implemented in practice.	Chief Human Resources Officer	Human Resources	In progress	Q4 2025
4.14	Implement a procedure to support how Academic workload is managed and distributed.	Chief Human Resources Officer	Human Resources	Completed	Q2 2025
4.15	Further education and guidelines to promote the incorporation of psychosocial hazards in event, task or activity-based risk assessments aligned with Code of Practice.	Director Health, Safety and Wellness	Health, Safety and Wellness	In Progress	Q2 2025



Support

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Organisations and businesses ensure that appropriate support is available to workers (including leaders and managers) who are exposed to risk and experience harm. Workers are informed about the available support, and can access the support, regardless of whether they report the conduct.

Action Number	Agreed Action	Owner/s	Leader	Progress	Due Date
5.1	Review and improve the response processes for staff, including early intervention and informal responses. Provide guidance around anonymous feedback options.	Chief Human Resources Officer, Director of Student Support and Wellbeing Services, Director of Health, Safety and Wellness	Human Resources	In Progress	Q4 2025
5.2	Review Sexual Misconduct Policy and Procedures to include union support and representation available to staff who report, throughout the reporting process and subsequent response.	Chief Human Resources Officer, Director of Workplace Relations, Director of Integrity Unit	Human Resources	In Progress	Q4 2025



Reporting

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Organisations and businesses ensure that appropriate options for responding to hazards, incidents and relevant unlawful conduct are provided and regularly communicated to governing bodies and management, as well as to workers and other impacted people. Responses to reports of prevailing risk, incidents and relevant unlawful conduct are consistent and timely. Consequences are consistent and proportionate.

Action Number	Agreed Action	Owner/s	Leader	Progress	Due Date
6.1	Update the current information available for staff on their Support and reporting options.	Director of Student Support and Wellbeing Services, Chief Human Resources Officer, Director of Health, Safety and Wellness	Human Resources	In Progress	Q4 2025
6.2	Review the guidance for staff when consent is required to pass information on and when it is required by law that information is passed on without consent and include case study examples.	Director of Student Support and Wellbeing Services, Chief Human Resources Officer, Director of Integrity Unit, Legal	Human Resources	In Progress	Q4 2025
6.3	Ensure consistent message is provided in policy, procedures and information around when it's required to pursue formal complaint. Review reporting process procedure to include informal and early resolution pathways.	Chief Human Resources Officer, Director of Client Partnering, Director of Workplace Relations	Human Resources	In Progress	Q2 2025
6.4	Ensure the procedures include reporting and handling complaints about organisational leaders and board members.	Director of Student Support and Wellbeing Services, Chief Human Resources Officer, Director of Integrity Unit, Legal	Human Resources	In Progress	Q4 2025
6.5	Clarifying and communicating processes for reporting and complaints management in relation to psychosocial hazards.	Director of Integrity Unit, Director of Student Support and Wellbeing Services, Chief Human Resources Officer, Director of Health, Safety and Wellness	Health, Safety and Wellness	Completed	Q2 2025
6.6	Explore blanket confidentiality obligations, clarify when they are employed and share guidance.	Director of Student Support and Wellbeing Services, Chief Human Resources Officer, Director of Integrity Unit, Legal	Human Resources	In Progress	Q2 2025
6.7	Establish process for the central collation of data relating to	Director of Integrity Unit, Director of Student Support	Health, Safety and Wellness	In Progress	Q2 2025



	psychosocial hazards and incidents and sexual misconduct.	and Wellbeing Services, Chief Human Resources Officer, Director of Health, Safety and Wellness			
6.8	Customisation of reporting in riskware system with introduction of R3 version 2024.	Director of Health, Safety and Wellness	Health, Safety and Wellness	Completed	Q2 2025
6.9	Monitor and report on numbers of staff who have completed the appropriate level training (mandatory and recommended role-based training).	Director of Student Support and Wellbeing Services, Director of Health, Safety and Wellness, Chief Human Resources Officer, Director of Integrity Unit	Human Resources	In Progress	Q2 2025



Measuring

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Organisations and businesses collect appropriate data to understand the nature and extent of psychosocial hazards and relevant unlawful conduct concerning their workforce. Organisations and businesses use the data they collect to regularly assess risks, review and develop measures for preventing and responding to risks, and to improve organisational culture. Organisations and businesses are transparent about the nature and extent of reported hazards, incidents and behaviours that could expose workers to harm and constitute relevant unlawful conduct concerning their workers; and actions taken to address it.

Action Number	Agreed Action	Owner/s	Leader	Progress	Due Date
7.1	Co-ordinate the sources of data so we get a full picture of reporting. Ensure we are collecting all the data needed under Respect @ Work and National Higher Education Code to Prevent and Respond To Gender Based Violence (when released).	Director of Integrity Unit, Director of Student Support and Wellbeing Services, Chief Human Resources Officer, Director of Health, Safety and Wellness	Student Support and Wellbeing Services	In Progress	Q2 2025
7.2	Explore and develop more detailed public reporting on sexual misconduct responses and outcomes.	Director of Integrity Unit, Director of Student Support and Wellbeing Services, Chief Human Resources Officer, Director of Health, Safety and Wellness, Director of Communication	Vice-Chancellors Advisory Committee	Completed	Q2 2025
7.3	Develop process for data reports informing long-term primary prevention focus.	Director of Integrity Unit, Director of Student Support and Wellbeing Services, Chief Human Resources Officer, Director of Health, Safety and Wellness	Vice-Chancellors Advisory Committee	In Progress	Q2 2025
7.4	Development of a psychosocial data dashboard or other mechanism to integrate data sources.	Director of Integrity Unit, Director of Student Support and Wellbeing Services, Chief Human Resources Officer, Director of Health, Safety and Wellness	Integrated Project Implementation Group	Not Started	Q4 2025