



POOR ORGANISATIONAL JUSTICE

RISK MANAGEMENT

Risk Management involves identifying potential risks, assessing their likelihood and impact, and developing strategies to mitigate or control them. It is a proactive process that seeks to prevent risks from occurring or minimise their impact if they do occur.

No person should be injured in their workplace, including psychological injury. To meet their duties to ensure health and safety, employers must identify and eliminate or minimise psychosocial risks so far as is reasonably practicable. How long (duration), how often (frequency) and how significantly (severity) workers are exposed to psychosocial hazards impacts the level of risks. Hazards interacting or combining with each other may also impact this. Further guidance on the risk management process is available in the Code of Practice: [How to manage work health and safety risks](#). For more information on the risk management process for psychosocial hazards, please view [Section 2 of the Model Code of Practice](#).

Mind Your Head advocates for *prevention* – that is, identifying risk, implementing or changing systems to prevent worker harm or injury *before it occurs*.

Examples of Risk Management Strategies for Poor Organisational Justice include:

- **Develop and Implement Clear Policies and Procedures:** Establish comprehensive policies and procedures that promote fairness, transparency, and accountability in all aspects of the organisation, including decision-making, resource allocation, performance evaluations, and conflict resolution.
- **Train and Educate Employees and Managers:** Provide training programs and workshops to educate employees and managers on the principles of organisational justice, including the importance of fairness, unbiased decision-making, and respectful interpersonal interactions.
- **Encourage Open Communication Channels:** Foster a culture of open communication where employees feel comfortable expressing their concerns, grievances, and suggestions regarding organisational justice. Provide multiple channels for reporting and addressing issues, such as anonymous suggestion boxes, regular feedback sessions, or dedicated ethics hotlines.
- **Establish Fair Performance Evaluation Systems:** Develop performance evaluation systems that are based on clear and objective criteria, communicated in advance, and consistently applied across the organisation. Provide ongoing feedback and coaching to employees to ensure transparency and fairness in the evaluation process.
- **Implement a Whistle-blower Protection Program:** Establish a mechanism to protect employees who report organizational injustices, unethical practices, or wrongdoing. Ensure that whistle-



PSYCHOSOCIAL HAZARDS FACT SHEET 7

blowers are shielded from retaliation and have a safe and confidential platform to voice their concerns.

WAYS TO MANAGE RISKS

Consult workers and HSRs. Establish Health and Safety Committees with at least 50% representation from workers. Encourage feedback, especially on any changes.

Consider how long, how often and how severely workers are exposed to hazards. The longer, more often and worse the low job control, the higher the risk that workers may be harmed.

Utilise surveys and tools to assess psychosocial risks in the workplace, particularly for businesses with over 20 employees.

Establish a system for workers to report their concerns, while ensuring anonymity and treating their concerns with respect and seriousness to encourage reporting.

Observe work and behaviours, such as prolonged work duration, excessive paperwork, or customer frustration, which may indicate low job control.

Review available information, including employee retention, incident reports, complaints, time-off records, injuries, incidents, and workers' compensation to identify potential hazards.

Identify other hazards present and evaluate how they may interact or combine to create new, heightened risks. For instance, low job control could pose a greater risk in workplaces with high job demands if workers are unable to take breaks or switch tasks to manage fatigue. Finally, consider the duration, frequency, and severity of workers' exposure to hazards, as prolonged and severe exposure to low job control could increase the risk of harm.