Psychosocial Hazard
FACT SHEET BOOKLET

Psychosocial Hazard Fact Sheets

Each Fact Sheet contains information about the hazard, examples, impacts on workers and organisations, risk management, control measurements and "do's and don'ts".

Table of Contents

Workplace Psychosocial Hazards
Job Characteristics, design and management

Harmful Behaviours

JOB DEMANDS

What are job demands?
Examples of high and low job demands
Impacts on workers and organisations
Risk Management
Control Measures

WHAT ARE JOB DEMANDS?

High and Low job demands are one of the most common workplace mental health hazards, there include both physical and cognitive demands.

Sometimes, challenging tasks can make workers feel excited and motivated about their work. However, it is important that workers aren't overloaded with excessive, unrealistic or unreasonable demands. Resource constraints or time pressures can also often lead workers to feel overwhelmed or unable to cope.

Similarly, low job demands like repetitive or monotonous tasks, can often make workers feel disengaged or underutilised.

EXAMPLES OF HIGH AND LOW JOB DEMANDS

There are many examples of jobs demands in the workplace, which can vary depending on the type of work, industry and location of the workplace, including:

HIGH JOB DEMANDS

TIME DEMANDS

- **Time pressure:** Jobs that require employees to make quick decisions or act under time pressure, such as emergency responders or air traffic controllers, can create high demands on their cognitive abilities and stress levels.
- **Tight or unrealistic deadlines**: When a job requires completing a task or project within a short timeframe, it can create high demands on an employee's time and energy.
- **Long working hours**: Jobs that require employees to work long hours, including overtime and weekend work, can create high demands and lead to work-life conflicts.

COGNITIVE & EMOTIONAL DEMANDS

- **Complex tasks**: Jobs that require employees to perform complex tasks, such as analysing data or solving technical problems, can create high demands on their cognitive abilities.
- **Emotional labour:** Jobs that require employees to manage their emotions or deal with difficult customers, such as in customer service or healthcare, can create high emotional demands.
- **Excessive Vigilance:** Staying alert for extended periods for infrequent events
- **Speed**: the requirement to work hard and fast,
- **Low role clarity:** this is a recognised psychosocial hazard on its own and refers to a situation in which an employee has an unclear understanding of their job responsibilities, the expectations placed on them, or how their role fits into the larger organizational context

WORKLOAD DEMANDS

- **High workload:** When an employee is responsible for a high volume of work or facing unrealistic/impossible amounts of work, it can create high demands on their cognitive and physical abilities, leading to stress and burnout.

PHYSICAL DEMANDS

- having to sit or stand for long periods,
- working in hazardous conditions, such as exposure to dangerous chemicals or equipment,
- working in awkward positions for extended periods
- working in environments with extreme temperatures or poor air quality
- jobs that require physical exertion or exposure to hazards (such as leading fitness classes, construction, mining)

ENVIRONMENTAL DEMANDS

- **Remote or isolated work**
- **Poor environmental conditions**, such as extreme temperatures, noise, or poor air quality. Working in an office with poor ventilation, for example, can lead to symptoms such as headaches, eye irritation, and respiratory problems.

LOW JOB DEMANDS

COGNITIVE & EMOTIONAL DEMANDS

- **Highly repetitive, monotonous and routine tasks:** performing the same or similar tasks repeatedly, such as data entry or assembly line work

- **Lack autonomy or decision-making authority:** when workers have little control over their work or decision-making processes, leading to stress and dissatisfaction

WORKLOAD DEMANDS

- **Long periods of insufficient work** or being responsible for a minimal volume of work

PHYSICAL DEMANDS

- **Jobs that involve exposure to repetitive motions**: Jobs that require repetitive motions, such as typing or using a mouse, can lead to repetitive strain injuries, such as carpal tunnel syndrome.
- **Jobs that involve prolonged sitting:** While sitting for long periods may seem like a low demand activity, it can still pose health risks, such as musculoskeletal disorders, back pain, and poor circulation.

Indicators include situations where:

- workloads are excessive or create unreasonable time pressure;
- workers have very little say in the way they do their work or when they can take rest breaks;
- workers are not involved in making decisions about work that affects them or their clients; and
- workers have skills and experience that are underused.

IMPACTS OF JOB DEMANDS

The impacts of job demands on both workers and organisations is numerous. Some impacts to consider include:

ON WORKERS

Stress and anxiety: High job demands can lead to increased stress levels among workers. This can result in physical and mental health problems, including anxiety, depression, high blood pressure, and heart disease.

Burnout: If job demands are consistently high, workers may experience burnout. This is a state of emotional, mental, and physical exhaustion that can make it difficult for workers to perform their jobs effectively.

ON ORGANISATIONS

Reduced productivity and engagement: Workers who are stressed or burnt out may be less productive and have lower performance levels, which can have a negative impact on the organisation's overall productivity.

Increased absenteeism and turnover: When job demands are consistently high, workers may be more likely to miss work or leave their jobs, leading to increased absenteeism and turnover rates. This can be costly for organisations in terms of recruiting and training new employees.

Decreased job satisfaction: High job demands can lead to decreased job satisfaction if workers feel that they are not able to meet the demands of their job. This can result in decreased motivation, commitment, and engagement.

Health problems: The stress and burnout caused by high job demands can lead to a variety of health problems, including high blood pressure, heart disease, anxiety, and depression.

Physical injury: physically demanding jobs and those with poor environmental conditions increase the risk of physical injury to an employee, such as musculoskeletal or repetitive-use injuries.

Compensation claims: Increased risk of both psychosocial of physical injury workers compensation claims, including common law claims if injury is on behalf of negligence through the organisation.

Decreased employee morale and engagement, poor workplace culture: Workers who feel overwhelmed by high job demands may experience reduced job satisfaction and engagement, leading to lower levels of motivation and commitment. If employees feel that they are overworked or underappreciated, they may have lower morale, contributing to lower engagement and productivity.

Decreased innovation and creativity: High job demands can limit workers' ability to be creative and innovative in their work, leading to decreased innovation and reduced competitiveness for organisations.

Increased costs: High job demands can lead to increased costs for organisations, including costs associated with employee turnover, absenteeism, and workers' compensation claims.

Reputation damage: via negative reviews and comments, public scrutiny and potential legal issues. Complaints from customers or clients.

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 High and Low Job Demands include:

Prevention

Job design, safe work systems and procedures:

- Consult workers who may be affected by work health and safety issues, agree on consultation arrangements, and use them for changes that may impact safety. Establishing employee feedback mechanisms to identify and address issues related to job demands before they become problematic, such as health and safety committees.
- Modify and adjust work plans to accommodate changes (for example, KPIs or performance targets whilst a worker learners a new role)
- Conducting a job analysis can help organisations identify the demands of different jobs and ensure that they are appropriately matched to the skills and abilities of employees. This can help prevent both high and low job demands.
- Organisations can implement workload management strategies, such as job rotation, job enrichment, or flexible scheduling, to prevent high job demands and promote a healthy work-life balance for employees.
- Providing training and development opportunities to employees can help them acquire the skills and knowledge necessary to meet the demands of their jobs. This can help prevent low job demands and promote employee engagement and motivation

Physical work environment:

- identify the physical demands associated with each job and perform ergonomic assessments to identify potential hazards and make adjustments to equipment, workstations, and tools to reduce the risk of injury.
- consult with workers, HSRs and experts in specific fields to identify potential hazards that may be overlooked by those who do not perform the roles themselves
- Provide training and education to employees on proper lifting techniques, posture, and ergonomics to reduce the risk of injury.
- Continuously monitor and evaluate the effectiveness of risk management strategies to ensure that they are reducing the risk of injury and adjust them as needed, including access to improvement/suggestion forms for workers

Intervene Early

- If a review indicates that the current measures for control measures are inadequate or failing, immediately take steps to identify and establish new measures to mitigate the risks.
- In case of workers experiencing symptoms of work-related stress, the employer should consider modifying their job responsibilities and providing additional workplace support.

- Employees who are at higher risk of suffering an injury should be offered early assistance to minimize the chance of an incident occurring.
- Consistently monitor workloads and physical environments and provide ways for workers to report potential hazardous.

Support Recovery

- Provide early assistance and support to access treatment and rehabilitation services, from the time an injury occurs.
- Support timely and sustainable recovery at work (RAW) or return to work (RTW) through effective consultation, addressing any remaining work-related hazards and risks that may exacerbate the existing work-related psychological injury or cause a new injury.

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, high job demands could pose a greater risk in workplaces with low job control 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.

CONTROL MEASURES

Control measures are specific actions or procedures that are put in place to manage or mitigate identified risks. They are reactive measures that are implemented after risks have been identified and assessed as part of the risk management process. Control measures are designed to reduce the likelihood or impact of risks, and they can take many forms, including administrative controls, engineering controls, and personal protective equipment.

Manage Time Demands:

- Ensure that the number of employees is sufficient for the required workload and that they have adequate time to complete their tasks.
- Give employees the chance to provide feedback on the work pace and timing. Set realistic targets that can be achieved.
- Monitor workloads during peak periods like the holiday seasons.
- Conduct regular workload reviews to ensure that employees have the necessary support.
- Encourage employees to speak up early if they feel their workload is excessive.

Manage Cognitive and Emotional Demands:

- Provide job variety and reduce the impact of repetitive tasks by rotating tasks and schedules where possible.
- Provide adequate training to leaders so they understand the risks of these demands.
- Encourage autonomy whenever possible and give employees some control over the way they perform their work, such as work pace and task order, including flexible working arrangements when possible
- Ensure workers are provided with the tools and resources needed to do their job, and that there is no expectation and work beyond the hours of the role so workers can maintain a work/life balance and are able to cognitively "switch off".
- Implement support systems for workers who make complex or difficult decisions, such as a second person to assist.
- Provide training and ongoing support to workers on how to manage difficult or confronting situations. If these situations cannot be removed completed, limit them as much as possible.

Manage Physical Demands

- Provide regular breaks and rotate repetitive manual tasks between employees where feasible. Limit the amount of time spent doing manual physical labour, ensuring adequate recovery.
- Create a comfortable physical environment, such as making changes to the workstation, equipment, or the job process.
- Replace heavy manual tasks with machinery to reduce physical workloads wherever possible.

- Ensure that workers are well trained and physically able to perform the job.

DO

Discuss projected workloads and address anticipated absences with workers, allowing for suggestions

Discuss workloads with individuals, identify challenges encountered or anticipated and establish feasible workplans with them

Ensure workers are aware of their job responsibilities and are not given tasks outside of their position descriptions

Identify peaks and troughs for workload and incorporate into staffing rosters

Recruit early and effectively to ensure there are no staff shortages

Allocate resources such as time and equipment to ensure workers can undertake their jobs properly

Ensure utilisation of skills within everyday work

Ensure workers have adequate time management skills and provide training where needed

Give realistic deadlines

Rotate job tasks for repetitive or highly demanding tasks or to reduce exposure time for workers' dealing with aggressive clients
minimise environmental stressors (e.g. noise, heat, vibration)

Engage workers in making decisions about the way they do their work

Allow workers to participate in the decisions making processes about issues that affect their work

DO NOT

Ask people to undertake tasks they are not trained or skilled to do

Expect people to work longer hours than rostered or work on their days off

Increase an individual's workload without appropriate resources for the task

Under-utilise skills

Limit workers to repetitive and monotonous tasks
micro-manage or dictate how workers are to carry out all duties involved in their role

Conduct a performance review processes as this can be an opportunity for workers to have input into the way they do their work

Provide opportunities for skill development

LOW JOB CONTROL

1. **What is low job control?**
2. **Examples of low job control**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT IS LOW JOB CONTROL?

Low job control refers to the extent to which an employee feels they have control over their work environment and the tasks they are assigned, including situations where an employee has limited autonomy and decision-making power over their work. This can include factors such as having little control over their schedule, being unable to choose the tasks they perform, and having limited input into workplace policies or procedures. When employees have low job control, they may feel that they have little say in how they perform their work or the decisions that affect their job. This can lead to feelings of powerlessness, frustration, and stress.

Low job control can be a hazard for a number of reasons. When employees feel that they have little control over their work, they may feel that their efforts are meaningless or that they are not making a valuable contribution to their organisation, leading to feelings of demotivation and disengagement, which can ultimately affect their productivity and job satisfaction.

Low job control can also lead to stress and burnout; when employees feel that they have little control over their work, they may feel that they are unable to meet the demands of their job or that they are constantly under pressure to perform. This can lead to a range of physical and psychological symptoms, including headaches, fatigue, anxiety, and depression.

EXAMPLES OF LOW JOB CONTROL

There are many examples of what job control might look like in the workplace, which can vary depending on the type of work, industry and location of the workplace. Some examples include:

*   not being able to decide what work tasks are performed and when
*   having little influence on how work is performed, such as when tasks are changed or breaks taken
*   not having the ability to choose where work is performed (ie: at home or in the workplace)
*   not having the freedom to decide how to do work tasks (i.e.: prescriptive processes that does not allow workers to apply their skills or judgement)
*   Strict processes that can't be changed or adapted to fit a situation
*   being supervised heavily (i.e. requiring permission for basic decisions or tasks, requiring sign-off before progressing routine or low risk tasks)

- a workers level of autonomy not matching their abilities
- lack of consultation about changes that impact work
- limited scope for workers to adapt the way they work to changing situations or adopt work efficiencies
- workers not having control over their physical environment.

Indicators include situations where workers:

- have little control or say in the way they do their work;
- are not involved in decision making about their work;
- are required to work at a pace that exceeds staffing capabilities or resources;
- are being micro-managed and required to perform tasks in specific ways;
- have their skills and experiences undervalued or underutilised; and
- are unable to refuse to work with, or provide service to, aggressive customers or clients.

This hazard is exacerbated when paired with **high job demand**; situations where workers have excessive responsibility but little authority in respect to decision making.

IMPACTS OF LOW JOB CONTROL

The impacts of low job control on both workers and organisations is numerous. Some impacts to consider include:

ON WORKERS	ON ORGANISATIONS
Boredom; loss of interest or care in the job/task Disengaged or withdrawn from work Depression Anxiety Mental stress or fatigue Anger or mood swings Diminished performance	Poor workplace culture – bored and disengaged employees Higher employee turnover - and the costs associated with frequent recruitment and training Negative or strained work-team relations and team dynamics Reduced productivity Increased absenteeism (resulting in reduced productivity) Complaints from customers or clients Increased worker injury and illness

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 Low Job Control include:

Prevention

- Ensure good work design and safe systems of work by addressing the indicators of low job control (outlined in *What is Low Job Control*) in your workplace.
- Identify work-related hazards and risks via consultation with workers and their representatives.
- Conduct risk assessments and implement effective control measures. The Mind Your Head OHS Checklist for Psychosocial Safety is available here.
- Provide workers with adequate and effective training, information and supervision they need to do their job safely and well. Consult workers and ask for feedback for to assess effectiveness.
- Encourage feedback and act promptly to address it.
- Maintain, monitor and review control measures and revise if necessary.

Intervene Early

- If reviews, consultation or feedback show control measures are not effective, take prompt action to identify and implement additional controls.
- Immediately support workers showing signs of work-related stress or distress (i.e. modifying work, extra workplace support. Consult with the individual to ensure effective support.
- Provide early assistance for those with an increased risk of injury.

Support Recovery

- Provide early assistance and support to access treatment and rehabilitation services, from the time an injury occurs.

- Support timely and sustainable recovery at work (RAW) or return to work (RTW) through effective consultation, addressing any remaining work-related hazards and risks that may exacerbate the existing work-related psychological injury or cause a new injury.

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.

CONTROL MEASURES

Control measures are specific actions or procedures that are put in place to manage or mitigate identified risks. They are reactive measures that are implemented after risks have been identified and assessed as part of the risk management process. Control measures are designed to reduce the likelihood or impact of risks, and they can take many forms, including administrative controls, engineering controls, and personal protective equipment.

Job redesign: Redesigning job tasks to provide workers with more control over their work can help reduce the risk of low job control. For example, allowing workers to have more say in their work schedules, work methods, and the tasks they perform can help improve their sense of control.

Communication and feedback: Open communication channels between workers and management can help workers feel more involved in decision-making processes and provide them with feedback on their work. Regular feedback and recognition can help workers feel more valued and in control of their work.

Encourage employee participation: Employers should encourage employee participation in decision-making processes whenever possible. This can help employees to feel more engaged and invested in their work, and can provide them with a sense of control over their environment.

Workload management: Ensuring that workloads are manageable and realistic can help reduce the risk of low job control. This can include workload assessments, the use of workload management tools, and the allocation of resources to manage workload demands.

Workplace policies and procedures: Implementing workplace policies and procedures that promote a healthy work-life balance can help workers feel more in control of their work. This can include policies around flexible work arrangements, job sharing, and leave entitlements.

DO

Encourage worker involvement in decision-making related to their work by allowing them to participate in the decision-making process for matters that affect them.

Conduct review processes to give workers the opportunity to provide input on the way they do their work.

Provide clear job descriptions: Employers should provide clear and detailed job descriptions that outline the responsibilities, tasks, and expectations of each employee. This can help employees to understand what is expected of them and can provide a sense of structure and control.

Provide opportunities for training and development: Employers should provide opportunities for employees to learn new skills and develop their knowledge and expertise. This can help employees to feel more confident in their abilities and can provide them with a greater sense of control over their work.

Foster a positive work culture: Employers should foster a positive work culture that values employee

DO NOT

Do not expect workers to stay after hours or be available for work-related tasks/communication outside of their working hours

Expect workers to use their personal devices for work-related communication

Avoid dictating how workers should carry out all their duties, instead provide a reasonable level of autonomy by allowing workers to make decisions related to their role, wherever possible.

well-being and promotes work-life balance. This can help employees to feel supported and valued, and can reduce the risk of burnout and other psychosocial hazards.

POOR ORGANISATIONAL CHANGE MANAGEMENT

1. **What is poor organisational change management?**
2. **Examples of poor organisational change management**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT IS POOR ORGANISATIONAL CHANGE MANAGEMENT?

When change happens in the workplace, it can be either positive or negative. Poor organisational change management refers to a situation where a company fails to properly plan, implement, and manage changes within its operations or structure. When change is managed poorly, it can have a negative impact on workers, including feelings of anxiousness and job insecurity.

Poor organisational change management refers to a situation where a company or organisation fails to effectively plan, implement, and communicate changes to its workers. It can occur when an organisation makes a change without fully understanding the potential impact on employees or customers, or when there is a lack of communication or support throughout the change process.

Some common signs of poor organisational change management include resistance from employees, confusion or frustration among stakeholders, decreased productivity, increased turnover, and ultimately, failure to achieve the desired outcomes of the change initiative. Effective change management involves careful planning, communication, and collaboration to ensure that everyone is on board with the proposed changes and understands their role in the process. It also involves providing support and resources to employees to help them adapt to the changes and mitigate any negative impacts.

EXAMPLES OF POOR ORGANISATIONAL CHANGE MANAGEMENT

There are many examples of poor organisational change management in the workplace, which can vary depending on the type of work, industry and location of the workplace, including:

- Making changes without talking to or allowing workers and their representatives to have a say
- announcing changes at the last minute
- Not ensuring that workers and their representatives understand the changes that will impact them properly
- Using inappropriate communication channels to advise workers and their representatives about changes
- Not allowing enough time for the changes to take effect to give workers time to adjust.

- Lack of clear communication: Failure to communicate the need for change, the specific changes that will be made, and the expected outcomes can lead to confusion and resistance.
- Insufficient planning: Lack of planning can result in a lack of direction and resources, leading to delays, errors, and failures.
- Resistance to change: When employees feel left out of the change process or are not given enough time or resources to adapt to new systems, they may resist the change or even actively work against it.
- Inadequate training: Failure to provide adequate training and support for employees during the transition can lead to confusion and errors.
- Poor leadership: Lack of leadership or inadequate leadership can lead to poor decision-making, confusion, and disorganisation.
- When planning and implementing changes, not adequately assessing potential new hazards or impacts on performance.
- Lack of support and information provided during changes.
- Failure to communicate crucial information to employees during periods of change.

Indicators include situations where there is:

- uncertainty about roles, responsibilities, and expectations during the change process, leading to confusion and frustration.
- inadequate support or resources to adapt to the changes, leading to stress and burnout.
- feelings that they [the workers] are not being kept informed about the changes or their impact on the organisation, leading to anxiety and uncertainty.
- resistance to changes, if workers feel that their needs and concerns are not being addressed, leading to conflict and delays in the change process.
- demotivation or disengagement from workers if they perceive the changes as negative or disruptive, leading to decreased productivity and morale.
- increased turnover: If workers feel that their needs are not being met or that they are not valued during the change process, they may leave the organisation, leading to increased turnover rates.

IMPACTS OF POOR ORGANISATIONAL CHANGE MANAGEMENT

The impacts of poor organisation change management on both workers and organisations is numerous. Some impacts to consider include:

ON WORKERS	ON ORGANISATIONS
Increased stress due to uncertainty, lack of support, and changes in their work environment or job responsibilities.	Decreased profitability from disruptions in workflows, decreased productivity, and increased costs, ultimately impacting the profitability of the business.

Decreased job satisfaction due to the negative effects of poorly managed change.

Reduced productivity due to disruptions in work processes, reduced efficiency, and decreased productivity.

Burnout due to overwhelm from the demands of poorly managed change and experience burnout, leading to decreased job performance and increased absenteeism.

Health issues: Prolonged stress and anxiety caused by poorly managed change can lead to physical and mental health issues, such as insomnia, depression, and cardiovascular disease.

Damage to reputation: Poorly managed change can result in negative publicity, leading to damage to the business's reputation and loss of customer trust.

Loss of competitiveness/loss of competitive advantage as the business struggles to adapt to new market trends and customer demands.

Reduced employee morale, to decreased job satisfaction, increased absenteeism, and higher turnover rates.

Decreased customer satisfaction due to disruptions in customer service, resulting in decreased customer satisfaction and loyalty.

Legal and regulatory issues due to non-compliance with employment laws, safety regulations, and environmental standards.

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 Change Management include:

Prevention

Job design, safe work systems and procedures:

- Consult workers who may be affected by work health and safety issues, agree on consultation arrangements, and use them for changes that may impact safety.
- Modify and adjust work plans to accommodate changes (for example, KPIs or performance targets whilst a worker learners a new role)
- Ensure that changes to duties, tasks, objectives, and reporting arrangements are reasonable and fair.
- Encourage workers to participate in the creation of new job descriptions and work procedures.
- Encourage workers to engage in the consultation process and express any questions, worries or suggestions they may have.
- Acknowledge individual differences and be aware that workers may have diverse responses to change, thus requiring different levels of consultation and support.
- Workers must receive all the necessary information, training, instruction, and supervision to safely perform their work. For example, if new equipment is introduced, workers should be trained on how to use it safely.
- The person who communicates changes should have the necessary skills and authority to do so. Additionally, supervisors should have the skills to support workers through periods of change.

Physical work environment:

- Offer practical assistance, such as ensuring that workers have the necessary tools and resources to effectively carry out new tasks.
- Establish mechanisms, such as information or feedback sessions, to guide them through the process and address any concerns.

Managing and communicating organisational change:

- Provide reliable and accurate information about upcoming changes and options being considered as soon as possible. Keep workers informed and up-to-date on any developments, and ensure that they understand the changes being made (e.g., by providing updates at team meetings or on notice boards).
- Inform customers and suppliers about any upcoming changes and the potential impacts they may have.
- Provide workers with clear reasons for any changes being made.
- Provide support to workers who may experience challenges or frustrations as a result of the change and uncertainty.

Intervene Early

- Monitor the change management process closely: Keep track of how the change is being managed, including the communication process, the level of engagement with employees, and the extent of the impact on the workforce.
- Identify potential issues: Pay attention to signs of resistance, confusion, or dissatisfaction among employees. This can help you identify potential issues and address them before they escalate.
- Involve employees: Involve employees in the change management process by seeking their input, feedback, and ideas. This will help to increase their sense of ownership and commitment to the change.
- If current systems and control measures are not effective, take prompt action to identify and implement additional controls.

Support Recovery

- Provide early assistance and support to access treatment and rehabilitation services, from the time an injury occurs.
- Support timely and sustainable recovery at work (RAW) or return to work (RTW) through effective consultation, addressing any remaining work-related hazards and risks that may exacerbate the existing work-related psychological injury or cause a new injury.

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.

CONTROL MEASURES

Control measures are specific actions or procedures that are put in place to manage or mitigate identified risks. They are reactive measures that are implemented after risks have been identified and assessed as part of the risk management process. Control measures are designed to reduce the likelihood or impact of risks, and they can take many forms, including administrative controls, engineering controls, and personal protective equipment.

Establish effective communication: Communicate changes to workers early and often, and be transparent about the reasons for the changes. Encourage workers to ask questions and provide feedback, and be responsive to their concerns.

Provide adequate training and support: Ensure that workers have the skills and knowledge they need to adapt to the changes. Provide training, coaching, and other forms of support to help workers adjust to new roles or responsibilities.

Involve workers in the change process: Encourage workers and HSRs to participate in the change process, and solicit their input and feedback. This can help to build buy-in and ownership for the changes, and increase the likelihood of success.

Monitor and evaluate the impacts of the changes: Track the impacts of the changes on workers, customers, and other stakeholders, and be prepared to adjust course if needed.

Seek external expertise: Consider seeking the advice of external consultants or experts who have experience in organisational change management. They can provide valuable insights and recommendations for improving your change management processes.

DO	DO NOT
Involve workers and HSRs in the change process through consultation and communication.	Ignore the potential effects on individuals or teams, even small changes can have an impact.
Identify the main issues of the change and provide workers with relevant information.	Be disingenuous or withhold information from workers.

Keep workers informed about how the change will affect their roles as more information becomes available.

Choose appropriate communication methods to effectively inform workers about the change process.

22

POOR SUPPORT

1. **What is poor support?**
2. **Examples of poor support**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT IS POOR SUPPORT?

Support in the workplace is the practical assistance and emotional support that managers, supervisors, or co-workers provide to workers. Providing adequate support can help workers get through challenging situations in their work. The availability or quality of support can vary depending on the type of work, industry and location of the workplace.

Poor support is when this practical assistance and emotional support is not provided or is inadequate. This can include when training, equipment, tools and resources, including adequate staffing, is insufficient for a worker to perform their role.

This can lead to impacts such as stress and mental fatigue, which also have physical impacts. Inappropriate responses and harmful behaviour such as bullying may result from a worker not having adequate support to complete tasks or perform their role, leading to further psychosocial hazards.

EXAMPLES OF POOR SUPPORT

There are many examples of poor support in the workplace, which can vary depending on the type of work, industry and location of the workplace, including:

- Insufficient, unclear, or conflicting information or instructions.
- Lack of necessary resources to perform tasks effectively and punctually.
- Frequently competing with others for essential resources required for the job.
- Poorly maintained or inadequate tools, systems, and equipment.
- Inadequate training provided for assigned tasks.
- Supervisors being unavailable to assist with decisions or offer support.
- Insufficient guidance from supervisors or assistance from colleagues.
- Inability for workers to seek help when necessary.
- Workplace cultures that discourage supervisors or co-workers from supporting one another
- Working environments that discourage open communication and discussion.
- Limited emotional support or unsympathetic leadership.
- Infrequent or ineffective performance feedback and discussions.

IMPACTS OF POOR SUPPORT

The impacts of poor support on both workers and organisations is numerous. Some impacts to consider include:

ON WORKERS

Fatigue: acute, ongoing tiredness from mental exhaustion, preventing people from functioning normally.

Increased Stress and Burnout: Insufficient support can cause increased stress levels among workers, especially if they face constant challenges without adequate assistance. Over time, this can lead to burnout and negatively affect their mental and physical health.

Reduced Job Satisfaction: Workers who feel unsupported may become dissatisfied with their jobs, leading to decreased motivation and engagement. They may feel unappreciated and undervalued, affecting their commitment to the organisation.

Physical and Mental Exhaustion: The combination of inadequate support, increased stress, and overwhelming work demands can lead to physical and mental exhaustion. This can manifest as fatigue, sleep disturbances, and even potential health issues.

Impaired Work-Life Balance: Poor support may require workers to invest more time and effort in their jobs, impacting their work-life balance negatively. With limited assistance, they may find it challenging to create boundaries between work and personal life, leading to potential burnout.

Strained Relationships: The stress and frustration resulting from inadequate support

ON ORGANISATIONS

Decreased Productivity: When workers lack the necessary support, it becomes challenging for them to perform their tasks efficiently. This can lead to decreased productivity and lower overall output.

Higher Turnover: Employees who don't receive adequate support are more likely to seek opportunities elsewhere, resulting in higher turnover rates for the company. This can be costly and disrupt the continuity of the workforce.

Decline in Work Quality: Without proper guidance and assistance, the quality of work may suffer. Mistakes and errors may increase, potentially impacting the reputation and credibility of the organization.

Lack of Innovation: When workers feel unsupported, they may hesitate to share new ideas or take risks, leading to a lack of innovation within the company.

Increased Safety Risks: In industries where safety is critical, inadequate support can lead to accidents and injuries due to workers not having the necessary resources or training to perform their jobs safely.

Negative Workplace Culture: A lack of support can foster a toxic work environment, where employees feel isolated and reluctant to collaborate or help each other. This can further exacerbate the issues and create a cycle of poor support.

can spill over into personal relationships, leading to tension and strain with family and friends.

Feelings of Isolation: A lack of support can lead to feelings of isolation and detachment from the workplace community. Workers may feel disconnected from their colleagues and the organisation, impacting their sense of belonging and camaraderie.

Reduced Employee Loyalty: Workers who don't receive proper support may feel less loyal to the organisation, leading to decreased commitment and willingness to go the extra mile for the company.

Impact on Customer Service: In customer-facing roles, poor support can affect the quality of service provided, leading to dissatisfied customers and potential loss of business.

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 Support include:

Job design, safe work systems and procedures:

- Job Design and Task Allocation: Design jobs in a way that considers the workload and complexity of tasks, ensuring they are manageable and achievable within reasonable timeframes. This can prevent employees from feeling overwhelmed and unsupported in their roles.
- Resource Allocation: Adequately allocate resources such as staff, equipment, and tools to ensure workers have the necessary means to perform their tasks efficiently and effectively.

- Training and Development: Provide comprehensive training and development programs to equip employees with the skills and knowledge required to carry out their responsibilities successfully. This can help prevent issues arising from inadequate training.
- Clear Communication Channels: Establish clear lines of communication within the organization, ensuring that workers know whom to approach for support, guidance, and problem-solving.
- Performance Feedback and Recognition: Implement regular performance feedback and recognition mechanisms to acknowledge employees' efforts and provide constructive feedback. This can boost morale and motivation.
- Promote a Supportive Culture: Foster a work culture that encourages teamwork, mutual support, and open communication. This can prevent feelings of isolation and encourage a collaborative environment.
- Work-Life Balance Initiatives: Implement work-life balance initiatives to promote employee well-being and prevent burnout. This could include flexible work arrangements or wellness programs.
- Conflict Resolution Strategies: Develop conflict resolution procedures to address issues between employees and supervisors promptly, reducing tensions and fostering a harmonious work environment.

Increasing Support:

- Enhance Communication and Collaboration: Conduct regular team meetings to address challenges, support needs, and training requirements, fostering open discussions among workers.
- Promote Cooperative Work Culture: Cultivate a workplace culture that values cooperation over competition by setting team-oriented goals and acknowledging and praising collaboration.
- Review and Maintain Tools and Equipment: Ensure that tools, systems, and equipment are well-maintained and suitable for the tasks at hand. Consider upgrading equipment for better efficiency if necessary.
- Schedule Supervisor Availability: Schedule meetings to align with workers' regular hours, ensuring supervisors are available to address issues and answer questions promptly.
- Provide Extra Support during Peak Periods: Increase support during demanding tasks or busy periods by rostering more workers or providing additional check-ins.
- Backfill Roles and Distribute Work: Fill in vacant roles or redistribute tasks when workers are absent or on leave to maintain support continuity.
- Strategically Design Rosters: Design rosters so that supervisors are accessible during challenging or busy times, providing timely assistance when required.
- Set Clear Work Goals: Clearly outline work goals and tasks to workers, ensuring a comprehensive understanding of their responsibilities.
- Comprehensive Training: Provide workers with thorough training on their job tasks, relevant tools, equipment, systems, and policies.
- Promote Open Communication: Establish an open-door policy and encourage workers to share concerns early, fostering a safe environment for voicing issues.

- Recognise and Reward Supportive Behaviour: Encourage and reward workers who support each other, creating a positive and cooperative work environment.
- Strengthen Working Relationships: Invest in team planning and building activities to foster positive working relationships among employees, facilitating team discussions.
- Develop Interpersonal Capabilities: Enhance the team's interpersonal skills, such as emotional intelligence, conflict resolution, communication, and feedback abilities.
- Promote Empathetic Leadership: Encourage supervisors to demonstrate empathy in their leadership by addressing worker concerns sensitively and offering assistance when needed.
- Supervisor Role Understanding: Ensure supervisors fully understand their roles in supervising workers, providing guidance and support.

The Worker

- Hire Qualified Supervisors: Recruit supervisors with the necessary skills, experience, and training to effectively perform their roles and support their teams.
- Supervisor Development Programs: Offer development programs to enhance supervisors' skills and leadership capabilities.
- Comprehensive Inductions and Training: Establish comprehensive inductions, training, and mentoring programs, including buddy systems, to support new workers in their roles.

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.

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CONTROL MEASURES

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Efficient Information Sharing: Implement effective information sharing systems to enable workers to access the necessary information promptly for their job tasks. This includes keeping databases up-to-date and user-friendly.

Optimised Work Design for Supervisors: Design job roles in a way that allows supervisors to manage manageable workloads, access sufficient resources, and have an appropriate span of control for effective supervision. This includes providing supervisors with time to address questions and assist with challenging tasks.

Regular, Fair, and Goal-Focused Feedback Discussions: Establish systems to ensure regular and constructive feedback discussions between workers and supervisors regarding work tasks and support or development needs. For example, implementing end-of-shift debriefs or quarterly check-ins for supervisors.

Clear Management Structures and Reporting Lines: Provide well-defined management structures and reporting lines to ensure workers understand whom to approach for help and guidance. This may include providing organisational charts or clarifying reporting hierarchies.

Provision of Necessary Resources: Provide workers with the appropriate tools, equipment, systems, and resources they need to perform their jobs safely and efficiently. Ensure these resources are easily accessible and conveniently located, so workers do not need to compete for access.

Access to Supervisors: Ensure workers have access to supervisors, either by locating them close to their working area or by providing tools like videoconferencing for remote workers.

Culture of Cooperation and Help: Design the work environment to promote cooperation and support among employees. This includes providing suitable meeting spaces and facilitating easy discussions among workers, encouraging them to ask for help when needed.

DO

Foster a workplace culture that supports open communication, enabling workers to feel comfortable in discussing issues.

Provide training, skill development, and employee assistance services to workers, empowering them in their roles.

Promote work-life balance by allowing for flexibility and implementing flexible work arrangements that accommodate employees' personal needs.

Enhance supervisor and managerial skills through coaching, mentoring, and relevant training initiatives.

Utilise regular performance reviews for managers and workers to provide support and constructive advice for future performance.

Provide opportunities for career and professional development, such as allowing employees to act in managerial roles during the manager's absence or higher duties.

Prioritise effective early rehabilitation for all injuries to ensure employees receive timely support and assistance during their recovery process.

DO NOT

Implement performance tools as a means of disciplinary action.

-Engage in discrimination or bullying tactics to manipulate performance outcomes.

LACK OF ROLE CLARITY OR ROLE CONFLICT

1. **What is lack of role clarity?**
2. **Examples of lack of role clarity**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT IS LACK OF ROLE CLARITY?

Low role clarity arises when there is a lack of clarity in workers performance objectives, key accountabilities, their colleagues expectations of them and/or the overall scope or responsibilities of their job. It can include situations where a worker does not understand their role or responsibilities, such as when they have unclear or outdated position descriptions, they have responsibility with no authority, or the role is outside their skills or training.

Role conflict occurs when a worker is required to perform a task which doesn't sit right with their own values or expectations (for example, the worker expects transparency and this does not exist in the workplace). The greater the conflict between the worker's actual role and their values or expectations, the higher the likelihood of a worker experiencing work-related stress.

Conflict can also arise when there is lack or role clarity across various roles, leading to multiple people being given authority over the same tasks, or when there are no clear boundaries with job roles, for example in the instance that one person "steps on someone else's toes" by doing the tasks that are their responsibility. This can be especially problematic in the case of management, where a worker may feel their authority over a task or decision has been undermined by a manager making the decisions for them.

EXAMPLES OF LACK OR ROLE CLARITY

There are many examples of lack of role clarity in the workplace. Some to consider include:

- where workers may have multiple reporting lines or supervisors and as such may have competing demands
- being asked to undertake a specific task with no instructions or detailed information about requirements
- requests to undertake tasks that are not typically part of the roles and responsibilities of the position

- lack of clarity about what tasks need to be completed, what the deadlines are, and the priorities for individuals, teams and work units.
- unclear or outdated position descriptions, or changing position descriptions and/or areas of responsibility without consultation or discussion.

Indicators include situations where:

- job roles or responsibilities that are frequently changing, inconsistent or unclear
- overlap in responsibilities between workers
- conflicting, uncertain, or frequently changing expectations and work standards
- conflicting, unclear or changing reporting lines
- missing or incomplete task information
- a lack of clarity about work priorities
- inadequate training to perform a task

IMPACTS OF LACK OR ROLE CLARITY

The impacts of lack or role clarity on both workers and organisations is numerous. Some impacts to consider include:

ON WORKERS

Stress and Anxiety: Unclear expectations and responsibilities can create a sense of anxiety and stress in workers as they try to figure out what is expected of them.

Reduced Productivity: Workers may be less productive when they are unclear about their roles and responsibilities, leading to missed deadlines and subpar work quality.

Low Morale: Workers who are unsure of their roles and responsibilities may feel demotivated and disconnected from their work, leading to low morale and decreased job satisfaction.

ON ORGANISATIONS

Reduced Performance: When roles and responsibilities are unclear, it can lead to confusion and inefficiencies in completing tasks, which can lead to reduced organisational performance.

Increased Costs: Lack of role clarity can increase costs for organisations as workers may waste time and resources on tasks that are not aligned with their roles and responsibilities.

Decreased Employee Engagement: Workers who are unclear about their roles and responsibilities may be less engaged in their work, leading to decreased job satisfaction and lower employee retention rates.

Conflicts and Tension: When there is a lack of role clarity, it can create confusion and conflicts among workers, leading to tension and a negative work environment.

Negative Work Environment: A lack of role clarity can lead to conflicts, tension, and a negative work environment, which can negatively impact morale and motivation.

Decreased Innovation: When workers are unsure of their roles and responsibilities, they may be less likely to take risks and try new approaches, leading to decreased innovation and creativity within the organization.

Turnover: Workers may become frustrated and leave the organization if they feel that their roles and responsibilities are not clearly defined, leading to high turnover rates and increased recruitment costs.

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.*

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Examples of Risk Management Strategies for Lack of Role Clarity include:

1. **Conduct Role Clarity Assessments:** Regular assessments of roles and responsibilities can identify gaps in clarity and help ensure that they are up-to-date and relevant.

2. **Develop Clear Job Descriptions:** Clear job descriptions should be developed that outline key responsibilities, expectations, and reporting lines.

3. **Provide Regular Feedback:** Regular feedback and performance evaluations can help to ensure that workers understand their roles and responsibilities and are performing to the expected standards.

4. **Establish Clear Communication Channels:** Clear communication channels should be established to ensure that workers know who to contact for guidance and support.

5. **Provide Training and Development:** Providing training and development opportunities can help workers to develop the skills and knowledge required to perform their roles effectively.

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.

CONTROL MEASURES

Control measures are specific actions or procedures that are put in place to manage or mitigate identified risks. They are reactive measures that are implemented after risks have been identified and assessed as part of the risk management process. Control measures are designed to reduce the likelihood or impact of risks, and they can take many forms, including administrative controls, engineering controls, and personal protective equipment.

- **Clearly Define Roles and Responsibilities:** Ensure that roles and responsibilities are clearly defined, communicated, and understood by all workers.

- **Establish Standard Operating Procedures:** Standard operating procedures should be established to ensure that workers understand how to perform their tasks effectively.

- **Provide Clear Task Instructions:** Clear task instructions should be provided to workers to ensure that they understand what is required of them.

- **Develop Job Aids and Checklists:** Job aids and checklists can help to ensure that workers follow standard procedures and perform tasks correctly.

- **Regularly Review Roles and Responsibilities:** Regular reviews of roles and responsibilities should be conducted to ensure that they remain relevant and up-to-date.

- **Regularly Review position descriptions** to ensure they are up to date and they workers understand them.

DO	DO NOT
provide up-to-date position descriptions	change job functions or position descriptions without consultation and discussion
provide an organisational chart that gives a clear view of structure and communication channels, as well as clear contact information for each person	undermine an individual's authority by making decision for them or over-ruling them without any prior discussion
provide an induction to all new workers	put multiple people in charge of the same task
develop personal work plans	
discuss roles and work plans at team meetings	

ensure workers have clear goals and performance standards

encourage feedback from workers

foster an environment where workers may seek clarity and ask for assistance when unclear, feel confident doing so and know who to ask

35

INADEQUATE REWARD AND RECOGNITION

1. **What is inadequate reward and recognition**
2. **Examples of inadequate reward and recognition**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT IS INADEQUATE REWARD AND RECOGNITION

Recognition and reward refers to the acknowledgement provided to workers resulting in increased feelings of confidence, pride, and being valued for work contributions. Recognition and reward from supervisors, managers and co-workers can involve encouragement, gratitude, compliments, and other gestures of appreciation. Recognition and reward can be considered hazardous when it is low or disingenuous.

When there is an imbalance between the effort a worker puts in and recognition or reward they receive (formal and informal), this can create a psychosocial risk.

EXAMPLES OF INADEQUATE REWARD AND RECOGNITION

- when mechanisms and practices for regular performance discussions, performance planning and goal setting don't exist
- Insufficient feedback or recognition; providing recognition or acknowledgement that isn't genuine
- inequitable reward and recognition practices; unfair, inequitable or biased distribution of recognition and rewards
- rewarding and recognising individuals that have not contributed to a particular outcome, including taking credit for the work of others.
- receiving unfair negative feedback
- limited or no opportunities for development
- not recognising the skills a worker possesses or utilise

IMPACTS OF INADEQUATE REWARD AND RECOGNITION

The impacts of inadequate reward and recognition on both workers and organisations is numerous. Some impacts to consider are:

ON WORKERS

Low morale, increased job dissatisfaction: When employees feel undervalued and unappreciated, it can lead to a decrease in morale. If you notice a lack of enthusiasm, decreased productivity, or a negative atmosphere among employees, it may indicate inadequate reward and recognition practices.

Decline in overall performance: When employees feel their efforts are not adequately rewarded and recognized, it can impact their motivation and performance. A decline in individual or team performance, missed deadlines, increased errors, or a decrease in overall productivity can be signs of inadequate reward and recognition.

Reduced motivation: When employees do not feel appreciated for their contributions, their motivation and engagement levels can suffer. They may become less enthusiastic about their work, show a lack of commitment, and become disengaged from their tasks and responsibilities.

Lower performance: Feeling unappreciated can directly impact an employee's productivity and performance. When employees don't feel valued, they may be less motivated to put in their best effort, leading to a decline in the quality and quantity of their work output.

Increased stress and burnout: The feeling of being unappreciated can contribute to increased stress levels among employees. It can lead to feelings of frustration, resentment, and a sense of being taken for granted. Over time, this can contribute to burnout and have negative effects on both mental and physical well-being.

ON ORGANISATIONS

High employee absenteeism and turnover: If employees feel their efforts are not recognised or rewarded appropriately, they may seek opportunities elsewhere, including time off to seek new opportunities. A constant influx of new employees can disrupt team dynamics and negatively impact productivity.

Lack of employee engagement: Engaged employees are motivated and committed to their work. Inadequate reward and recognition can lead to a decline in employee engagement levels. If you notice a lack of enthusiasm, disinterest, or decreased participation in company initiatives, it may indicate that employees feel their efforts go unnoticed or unrewarded.

Lack of innovation and creativity: When employees feel undervalued, they may be less inclined to contribute new ideas or take risks. Inadequate reward and recognition practices can stifle innovation and creativity within the workforce, as employees may hesitate to invest their time and energy in proposing or implementing innovative solutions.

Absence of discretionary effort: Discretionary effort refers to the additional effort that employees willingly put into their work beyond the basic requirements. When employees feel adequately rewarded and recognised, they are more likely to go the extra mile. If you observe a lack of initiative, minimal contribution beyond the job description, or a lack of creativity and innovation, it may suggest inadequate reward and recognition practices.

Increased complaints and conflicts: In an environment with inadequate reward and recognition, employees may become frustrated and express their dissatisfaction through complaints or conflicts. Unresolved conflicts,

frequent grievances, or a rise in negative feedback can be indicators that employees feel undervalued and unrewarded.

Lack of employee loyalty: Inadequate reward and recognition practices can erode employee loyalty. If employees do not feel valued, they may become less committed to the organisation and more likely to consider alternative job opportunities. Decreased loyalty can lead to a lack of trust, reduced teamwork, and difficulties in retaining talented employees.

Negative workplace culture: Employees may feel resentful, unappreciated and undervalued, leading to increased conflicts, decreased teamwork and collaboration, and a generally unhealthy work environment. Employees may become less inclined to support each other, share knowledge, or collaborate on projects when they feel their efforts are not acknowledged or rewarded.

RISK MANAGEMENT

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Examples of Risk Management Strategies for Inadequate Recognition and Reward include:

- **Risk identification:** Identify and recognize the potential risks associated with inadequate reward and recognition. This involves understanding the impact it can have on employees, team dynamics, and overall organisational performance.

- **Risk assessment:** Assess the likelihood and potential severity of the identified risks. Evaluate the current reward and recognition practices, employee feedback, and industry benchmarks to determine the level of risk exposure.

- **Risk mitigation:** Develop and implement strategies to mitigate the identified risks. This can include the control measures mentioned earlier, such as setting clear expectations, implementing fair systems, providing timely feedback, fostering a culture of appreciation, and training managers.

- **Monitoring and review:** Continuously monitor and review the effectiveness of the implemented risk mitigation strategies. Regularly assess the outcomes, gather feedback from employees, and make adjustments as needed to ensure the reward and recognition practices remain effective and aligned with employee needs.

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.

CONTROL MEASURES

Control measures are specific actions or procedures that are put in place to manage or mitigate identified risks. They are reactive measures that are implemented after risks have been identified and assessed as part of the risk management process. Control measures are designed to reduce the likelihood or impact of risks, and they can take many forms, including administrative controls, engineering controls, and personal protective equipment.

- **Conduct regular assessments:** Regularly assess the effectiveness of reward and recognition practices within the organization. This can be done through surveys, feedback sessions, or focus groups to gather insights from employees regarding their satisfaction levels, perceived fairness, and suggestions for improvement.

- **Set clear expectations:** Establish clear and transparent criteria for reward and recognition. Clearly communicate the expectations, performance standards, and criteria for eligibility. This ensures employees understand what is required to be recognized and rewarded, reducing the risk of confusion or perceived bias.

- **Implement fair and consistent systems:** Develop fair and consistent systems for reward and recognition that are based on objective criteria. Avoid favouritism or subjective decision-making processes that may lead to perceptions of unfairness. Consider implementing performance-based incentive programs, peer recognition initiatives, or structured nomination processes. Provide timely and specific feedback: Regularly provide employees with timely and constructive feedback on their performance. Recognize their achievements promptly and specifically, highlighting the impact of their contributions. This helps employees understand their value and motivates them to continue excelling.

- **Offer a variety of rewards:** Consider diversifying the types of rewards and recognition offered to employees. Monetary incentives, public recognition, career development opportunities, flexible work arrangements, or additional responsibilities can all be effective means of recognizing and rewarding employees. Tailor the rewards to individual preferences and consider a mix of intrinsic and extrinsic motivators.

- **Foster a culture of appreciation:** Create a culture where appreciation and recognition are encouraged and valued. Promote a positive work environment where colleagues and managers regularly acknowledge and appreciate one another's efforts. Encourage peer-to-peer recognition, team celebrations, and public appreciation channels to reinforce a culture of appreciation.

- **Train managers and supervisors**: Provide training to managers and supervisors on effective reward and recognition practices. Ensure they understand the importance of acknowledging and

appreciating their team members. Equip them with the skills to provide meaningful feedback, identify and recognize exceptional performance, and handle reward-related discussions.

- **Monitor and adjust strategies:** Continuously monitor the effectiveness of the reward and recognition strategies implemented. Gather feedback, track employee satisfaction levels, and measure the impact on key performance indicators. Make adjustments as needed to address any gaps or concerns that arise.

DO	DO NOT
recognise individual and team contributions and achievements	show favouritism to a worker or group of worker; praise some workers or groups while ignoring the achievements of others
ensure recognition and rewards are appropriate and relevant for the worker or team	provide rewards that are disproportionate to the achievement
acknowledge and utilise employees skills	provide no rewards or recognition at all
fully understand the roles of your team members so their impact can be understood and appreciated	be inconsistent with approaches (for example, providing team member awards some months but no others)
	be disingenuous (for example, giving an award to a team member simply because someone had to win it, rather than because they were the best person)

POOR ORGANISATIONAL JUSTICE

1. **What is poor organisation justice?**
2. **Examples of poor organisational justice**
   o **Procedural Fairness**
   o **Relational Fairness**
   o **Informational Fairness**
   o **Interpersonal Fairness**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT IS POOR ORGANISATIONAL JUSTICE?

Poor organisational justice occurs when the principles of fairness, equity, and justice are not upheld within the organisation. It occurs when there are systematic failures or deficiencies in the way decisions are made, employees are treated, and resources are allocated. It refers to fairness at work, including procedural, informational, interpersonal and relational fairness, as well as distributive justice.

Procedural fairness, also known as procedural justice, refers to the perceived fairness of the procedures, processes, and methods used in decision-making within an organisation. It focuses on the fairness of the procedures themselves, rather than the outcome of those procedures. Procedural fairness is an important aspect of organisational justice and contributes to employees' perceptions of fairness and trust in the workplace.

Informational fairness refers to the perception that the distribution of information, communication, and decision-making processes within an organization are fair and transparent. It involves providing employees with accurate and relevant information that is necessary for their work and decision-making. Examples of informational fairness include:

Relational fairness, also known as relational justice or interactional justice, refers to the overall quality of relationships and interactions within the organisation. It encompasses the broader context of how individuals are treated, the quality of communication, and the overall fairness of interpersonal dynamics. Relational fairness looks at the organisational climate and the extent to which individuals perceive respectful and just treatment in their interactions with others.

Interpersonal fairness relates to how individuals are treated by others within the organisation. It involves perceptions of respectful and just treatment, dignity, and consideration of individuals' rights and needs. In contrast to relational fairness, interpersonal fairness specifically focuses on the fairness of individual interpersonal interactions. It zooms in on the fairness of specific interactions, such as how individuals are treated in one-on-one encounters or small group settings. Interpersonal fairness examines whether individuals perceive respectful and just treatment in their direct interactions with supervisors, colleagues, or subordinates.

Distributive justice: Distributive justice refers to the perceived fairness of outcomes or resource allocation. It focuses on whether employees perceive that rewards, benefits, promotions, and other resources are distributed fairly. Poor distributive justice occurs when employees feel that rewards and outcomes are inequitable, arbitrary, or based on factors unrelated to performance or merit.

Poor organisational justice can have detrimental effects on employee morale, engagement, and overall organisational performance.

EXAMPLES OF POOR ORGANISATIONAL JUSTICE

Some of examples of what poor organisational justice can look like in the workplace include:

- excluding people who will be affected by decisions from consultation and decision-making processes, including health and safety and union representatives
- failing to take appropriate action to address inappropriate behaviour, poor performance or misconduct
- lack of communication and transparency regarding organisational direction, strategy, objectives and decisions
- bias, impartiality, favouritism and nepotism
- discrimination, harassment and inequitable treatment of workers.
- neglecting the sensitive treatment and privacy of workers' information.
- implementing unfair, biased, or inconsistently applied policies or procedures.
- punishing workers for factors beyond their control.
- neglecting to acknowledge or accommodate reasonable needs of workers.
- engaging in discrimination against specific groups or applying policies unfairly.
- insufficiently addressing underperformance, inappropriate behaviour, or misconduct.
- allocating work, shifts, and opportunities in a discriminatory or unfair manner.
- lacking or having inadequate processes for making decisions that affect workers.
- unfair resource allocation, such as unequal distribution of rewards, promotions, salary increases
- Inconsistent application of organisational policies, rules, or procedures across individuals or departments
- retaliation for speaking up. If employees raise concerns or voice grievances regarding unfair treatment or organizational injustices, they may face retaliation or backlash. This can create a culture of fear where employees are discouraged from speaking out, further perpetuating victimisation.
- targeting of whistle-blowers. Employees who expose wrongdoing, unethical behaviour, or organisational injustices may become targets of victimisation.
- toxic work environment where bullying and harassment thrive.
- exclusion and isolation. Individuals who are treated unfairly or perceive injustices may be excluded or marginalised within the organisation. They may be denied opportunities, excluded from decision-making processes, or isolated from important networks and resources. This exclusion can contribute to feelings of victimisation and undermine their sense of belonging.
- performance evaluations and feedback that is skewed or biased.

- unequal opportunities and rewards.

PRODECURAL FAIRNESS / PROCEDURAL JUSTICE

Procedural fairness, also known as procedural justice, includes

1. **Consistency:** Consistency refers to the application of procedures and rules in a consistent and standardized manner across all individuals and situations. Treating similar cases or individuals similarly helps establish a perception of fairness.
2. **Impartiality:** Impartiality means making decisions based on objective and unbiased criteria, without favouritism or personal biases. Decisions should be free from discrimination or any unfair considerations.
3. **Accuracy and correctness:** Accuracy refers to ensuring that decisions are based on accurate and reliable information. The procedures should be designed to collect relevant data and assess information accurately. Correctness involves making decisions that are accurate, logical, and aligned with relevant policies and guidelines.
4. **Participation and voice:** Providing opportunities for employee participation and giving them a voice in decision-making processes contributes to procedural fairness. Allowing employees to express their views, concerns, and perspectives helps them feel included and respected in the decision-making process.
5. **Transparency:** Transparency involves openness and clear communication about the decision-making process. Employees should be informed about the procedures, criteria, and timelines involved. Transparent processes help build trust and understanding among employees.
6. **Appeals and grievance mechanisms:** Providing avenues for employees to appeal decisions or lodge grievances when they perceive unfair treatment is an important aspect of procedural fairness. It allows employees to seek review or redress if they believe that a decision was unjust or violated the established procedures.

INFORMATIONAL FAIRNESS

Examples of informational fairness include:

1. **Open and transparent communication:** Ensuring that information is shared openly and transparently across the organisation, including updates on organisational changes, performance expectations, and important decisions.
2. **Timely and clear communication:** Providing information to employees in a timely manner and ensuring that it is clear and understandable, avoiding ambiguity or withholding crucial information.
3. **Justification for decisions:** When decisions are made, providing clear explanations or justifications for those decisions, helping employees understand the reasoning and underlying factors involved.

4. **Access to information:** Ensuring that employees have access to the necessary information and resources required to perform their job effectively. This can involve providing training, tools, and access to relevant data and reports.

RELATIONAL FAIRNESS / INTERACTIONAL JUSTICE

Poor interactional justice occurs when employees experience disrespectful treatment, lack of transparency, or exclusion from important communication channels.

Also known as Relational fairness or relational justice, it includes:

1. **Respectful treatment:** Relational fairness emphasizes treating individuals with respect, dignity, and politeness. It involves valuing employees' perspectives, listening to their ideas, and showing consideration for their feelings and opinions.
2. **Trust and openness:** Building trust and fostering open communication are essential components of relational fairness. Employees should feel comfortable expressing their thoughts, concerns, and feedback without fear of retaliation or judgment.
3. **Consistency and transparency:** Consistency and transparency in decision-making and actions are important for relational fairness. Employees should understand the rationale behind decisions and perceive them as fair and just. Transparent processes and clear communication help establish trust and confidence in the organization.
4. **Empathy and empathy:** Relational fairness involves demonstrating empathy and understanding towards employees. It means recognizing and considering their needs, concerns, and work-life balance. Empathetic leaders and colleagues show care and support, creating a positive and supportive work environment.
5. **Conflict resolution:** Resolving conflicts in a fair and constructive manner is crucial for relational fairness. Providing opportunities for open dialogue, mediating conflicts, and finding mutually beneficial resolutions contribute to a fair and respectful workplace.
6. **Fairness in performance evaluations:** Relational fairness also extends to performance evaluations and feedback. Providing constructive feedback, setting clear expectations, and assessing performance fairly help employees perceive the process as just and unbiased.

INTERPERSONAL FAIRNESS

Examples of informational fairness include:

1. **Respectful treatment:** Treating all employees with respect, dignity, and courtesy, irrespective of their position or background. This includes being polite, listening to others' opinions, and valuing their input.
2. **Consistency and impartiality:** Applying rules, policies, and procedures consistently and fairly across all individuals, without favouritism or bias.

3. **Ethical behaviour:** Demonstrating ethical conduct and integrity in interactions with employees, colleagues, and stakeholders. This includes being honest, maintaining confidentiality when necessary, and adhering to ethical standards.
4. **Empathy and empathy:** Showing empathy and understanding towards employees' concerns, needs, and work-life balance. Being responsive to their feedback, providing support, and addressing their issues or grievances.

IMPACTS OF POOR ORGANISATIONAL JUSTICE

The impacts of poor organisation justice on both workers and organisations is numerous. Some impacts to consider include:

ON WORKERS

Decreased job satisfaction: When employees perceive unfairness in the distribution of rewards, decision-making processes, or interpersonal treatment, their job satisfaction tends to decrease. They may feel demotivated, undervalued, and unappreciated, leading to reduced overall satisfaction with their work.

Increased and chronic stress: feelings of fair treatment and perceived injustice can contribute to increased stress levels among employees. Constant exposure to unfairness, bias, or mistreatment can lead to chronic stress, which can have detrimental effects on mental health, including an increased risk of depression.

Depression and negative cognitive patterns: When employees perceive unfair treatment it can create a sense of helplessness and hopelessness. They may feel that their situation is unlikely to improve, leading to feelings of despair and contributing to depressive symptoms. Individuals can also ruminate on negative experiences, focusing on perceived injustices or unfair treatment, contribute to the development or persistence of depressive symptoms and negative cognitive patterns.

ON ORGANISATIONS

Lower organisational commitment: Poor organisational justice can erode employees' commitment to the organisation. When they perceive unfairness, they may feel less loyal and dedicated to the organisation's goals and values. This can result in reduced engagement, increased turnover intention, and a decline in organisational citizenship behaviours.

Reduced trust in leadership: Poor organisational justice can erode trust in leaders and managers. Employees may perceive leaders as untrustworthy or biased, leading to strained relationships and a lack of confidence in their decision-making abilities. This can hinder effective communication, collaboration, and the overall effectiveness of leadership.

Negative workplace relationships: Poor organizational justice can strain relationships among employees, supervisors, and teams. Unfair treatment or biased decisions can create conflicts, foster a negative work environment, and damage teamwork and collaboration. This can hinder effective communication, cooperation, and the overall morale of the workforce.

Higher turnover and talent loss: Employees who perceive poor organisational justice are more likely

Anxiety and Distrust: When employees perceive unfairness in decision-making processes or inconsistent application of policies, it creates a sense of uncertainty, unpredictability, and heightened anxiety and distrust.

Impacts on self-esteem and worth: When individuals perceive unfair treatment or a lack of recognition, it can negatively impact their self-esteem and sense of worth. Feeling undervalued, unappreciated, or disrespected can erode self-confidence and contribute to feelings of anxiety and self-doubt.

to seek alternative employment opportunities. High turnover can result in the loss of valuable talent, increased recruitment and training costs, and disruptions to team dynamics and productivity.

Increased workers compensation claims: due to depression, stress and anxiety.

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-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.

CONTROL MEASURES

Control measures are specific actions or procedures that are put in place to manage or mitigate identified risks. They are reactive measures that are implemented after risks have been identified and assessed as part of the risk management process. Control measures are designed to reduce the likelihood or impact of risks, and they can take many forms, including administrative controls, engineering controls, and personal protective equipment.

Regular Monitoring and Evaluation: Continuously monitor and assess the organizational justice climate through employee surveys, focus groups, or feedback mechanisms. Regularly review and evaluate policies, procedures, and decision-making processes to identify and address any instances of poor organizational justice.

Encourage Diversity and Inclusion: Promote diversity and inclusion within the organization to prevent discrimination or biased practices. Ensure that policies, procedures, and decision-making processes consider and respect the diverse backgrounds, perspectives, and needs of all employees.

Encourage Fairness in Resource Allocation: Develop mechanisms to ensure fairness in the allocation of resources, including work assignments, promotions, training opportunities, and rewards. Consider objective criteria, such as skills, qualifications, and performance, to guide resource allocation decisions.

Provide Conflict Resolution Mechanisms: Establish effective conflict resolution procedures, such as mediation or arbitration, to address disputes or grievances related to organizational justice. Ensure that these mechanisms are accessible, impartial, and provide a fair and efficient resolution process.

Promote Ethical Leadership: Encourage ethical behaviour and lead by example at all levels of the organisation. Foster a culture of integrity, fairness, and respect, where leaders actively promote and uphold organizational justice principles.

Conduct Regular Audits and Reviews: Conduct periodic audits and reviews of organizational justice practices to identify potential areas of improvement and ensure compliance with established policies and procedures.

Encourage Employee Feedback and Participation: Encourage employees to provide feedback and participate in decision-making processes that affect their work environment. Involve employees in shaping organizational policies, procedures, and practices to enhance their sense of ownership and fairness.

DO

Ensure equitable, consistent, and unbiased application of workplace policies and regulations.

Establish a clear and transparent procedure for addressing complaints and appeals.

Foster and promote a work environment that is positive and characterised by fairness.

Act swiftly an appropriately when concerns are raised.

Ensure that all policies are available are easily accessible to all staff.

DO NOT

Overlook unfair work practices. The perception of injustice in the workplace can have detrimental effects on both individuals and the overall work environment.

Retaliate negatively against whistle-blowers or those who speak up

TRAUMATIC EVENTS OR MATERIALS

1. **What are traumatic events or materials?**
2. **Examples of traumatic events or materials**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT ARE TRAUMATIC EVENTS OR MATERIALS

This hazard involves exposure to incidents or materials that can have a severe impact on a person's mental and emotional well-being. Traumatic events or materials encompass a wide range of distressing situations, such as accidents, violence, natural disasters, or witnessing or experiencing traumatic incidents. They can also include exposure to disturbing materials like graphic images, videos, or content related to violence, abuse, or traumatic events.

Secondary and vicarious trauma arises when a worker is exposed to a fatality or is engaged in the investigation of a severe injury or fatality. Additionally, some workers may regularly encounter the task of listening to detailed accounts of traumatic or distressing events experienced by others.

The psychological and social consequences of exposure to traumatic events or materials can be significant. Individuals may experience symptoms such as anxiety, depression, post-traumatic stress disorder (PTSD), sleep disturbances, flashbacks, and intrusive thoughts. These hazards can also affect interpersonal relationships, job performance, and overall quality of life.

EXAMPLES OF TRAUMATIC EVENTS OR MATERIALS

- observing or examining a situation involving death, severe harm, mistreatment, neglect, or significant incidents
- being in contact with individuals who are severely injured or deceased encountering fear or
- engaging in highly dangerous situations
- being exposed to natural catastrophes
- observing or investigating acts of terrorism or warfare assisting individuals who have experienced distressing and traumatic occurrences
- hearing or reading accounts of painful and traumatic experiences endured by others
- discovering proof of criminal activities or traumatic incidents
- experiencing events that trigger traumatic memories

IMPACTS OF TRAUMATIC EVENTS OR MATERIALS

The impacts of inadequate reward and recognition on both workers and organisations is numerous. Some impacts to consider are:

ON WORKERS

Emotional Distress: Workers may experience a range of emotional responses such as anxiety, depression, guilt, anger, or fear as a result of their exposure to traumatic events or materials.

Psychological Trauma: Traumatic events can lead to the development of post-traumatic stress disorder (PTSD) or other psychological disorders, which can significantly affect a worker's mental well-being and daily functioning.

Physical Health Issues: The stress and emotional toll of traumatic events can manifest in physical symptoms such as headaches, fatigue, sleep disturbances, gastrointestinal problems, and increased susceptibility to illnesses.

Impaired Job Performance: Workers may find it challenging to concentrate, make decisions, or perform their tasks effectively due to the intrusive thoughts or emotional burden associated with traumatic events or materials.

Interpersonal Difficulties: Traumatic events can strain relationships with colleagues, friends, and family members, as workers may withdraw socially or struggle to communicate their experiences and emotions.

Reduced Job Satisfaction and Burnout: Constant exposure to traumatic events or materials can lead to decreased job satisfaction, a loss of meaning in work, and ultimately contribute to burnout, leading to decreased productivity and increased turnover.

Secondary Traumatic Stress: Workers who provide support to individuals affected by traumatic events may experience secondary traumatic stress, where they develop symptoms similar to those of the

ON ORGANISATIONS

Decreased Employee Morale: Traumatic events can significantly impact the morale and motivation of employees within an organisation. Witnessing or experiencing traumatic events can create a sense of fear, uncertainty, and emotional distress among employees, leading to decreased job satisfaction and reduced productivity. Increased

Absenteeism and Turnover: Employees who are affected by traumatic events may require time off work to recover or seek treatment for their emotional well-being. Additionally, the emotional toll of traumatic events may cause some employees to leave the organisation altogether, leading to increased turnover rates.

Disrupted Work Environment: Traumatic events can disrupt the overall work environment within an organisation. Fear, anxiety, or tension may permeate the workplace, affecting communication, teamwork, and collaboration among employees.

Reduced Productivity: Employees who have been exposed to traumatic events may experience difficulties concentrating, making decisions, or performing their duties effectively. This can lead to decreased productivity and efficiency within the organisation.

Increased Workers Compensation Claims and Financial Costs: Traumatic events can result in physical and mental health issues among employees, leading to increased costs for the organisation.

Increased Workload on Remaining Employees: If traumatic events result in absenteeism or turnover, the workload on remaining employees may increase. This can lead to additional stress, burnout, and potential resentment within the workforce.

individuals they are helping.

Vicarious Trauma: Workers who regularly hear or read about distressing events experienced by others may experience vicarious trauma, where they internalise the trauma and exhibit symptoms similar to those directly exposed to the traumatic events.

Disrupted Personal Life: Traumatic events can spill over into a worker's personal life, affecting their relationships, hobbies, and overall quality of life.

Long-Term Effects: If not addressed, the impacts of traumatic events on workers can persist over the long term, potentially leading to chronic psychological and physical health issues

Need for Organisational Support and Intervention: Organisations are responsible for providing support, resources, and interventions to help employees cope with traumatic events. This may involve implementing employee assistance programs, counselling services, training programs, and creating a supportive work environment that addresses the emotional needs of employees.

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.*

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Examples of Risk Management Strategies for Traumatic Events and Materials include:

- **Risk Assessment:** Conduct a comprehensive assessment to identify potential traumatic events or materials that may impact the organisation and its employees. Evaluate the likelihood and severity of each risk.

- **Training and Education:** Provide employees with training programs and educational resources to increase their awareness and knowledge about traumatic events, their potential impacts, and strategies for coping and resilience.

- **Policies and Procedures:** Develop and implement clear policies and procedures that outline how traumatic events or materials should be reported, managed, and responded to within the organisation. Include guidelines for providing support to affected employees.

- **Emergency Response Planning:** Establish and regularly update an emergency response plan that includes protocols for managing traumatic events. Ensure that employees are trained in emergency procedures and that there are designated individuals responsible for coordinating responses.

- **Psychosocial Support:** Provide access to mental health resources, such as employee assistance programs and similar services, or trauma-informed care, to support employees before, during, and after traumatic events.

- **Communication and Information Sharing:** Establish effective communication channels to share information, updates, and resources related to traumatic events or materials. Ensure that employees have access to accurate and timely information.

- **Peer Support and Debriefing:** Facilitate peer support programs or support groups where employees can share their experiences, provide emotional support, and engage in debriefing sessions to process traumatic events.

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.

CONTROL MEASURES

Control measures are specific actions or procedures that are put in place to manage or mitigate identified risks. They are reactive measures that are implemented after risks have been identified and assessed as part of the risk management process. Control measures are designed to reduce the likelihood or impact of risks, and they can take many forms, including administrative controls, engineering controls, and personal protective equipment.

Engineering Controls: Implement physical measures to minimize the risk of traumatic events or exposure to hazardous materials. This may include safety barriers, ventilation systems, or personal protective equipment.

Administrative Controls: Establish administrative measures to reduce the risk of traumatic events or materials. This can involve implementing work procedures, safety protocols, and training programs that promote safe practices and awareness.

Personal Protective Equipment (PPE): Provide appropriate personal protective equipment to employees who may encounter traumatic events or hazardous materials, such as gloves, masks, or protective clothing.

Hazard Identification and Reporting: Encourage employees to report potential hazards or traumatic events promptly. Establish a reporting system and ensure that employees are aware of the process for reporting incidents or concerns.

Regular Safety Inspections: Conduct routine safety inspections to identify and address potential hazards or unsafe conditions related to traumatic events or materials. Take prompt action to mitigate identified risks.

Security Measures: Implement security protocols to prevent or respond to potential acts of terrorism or violence. This may include access control systems, surveillance cameras, or security personnel.

Workplace Design: Consider the layout and design of the workplace to minimize the risk of traumatic events. This can involve well-lit areas, clear signage, and emergency exit routes that are easily accessible.

Ongoing Risk Monitoring and Review: Continuously monitor and review the effectiveness of risk management strategies and control measures in addressing traumatic events or materials. Make adjustments and improvements as necessary.

DO	DO NOT
Establish a systematic approach for managing the risks associated with violence and trauma in the workplace.	Require workers to operate independently in situations where there is a possibility of violence or trauma.
Engage in consultation with individuals who may potentially encounter violence or trauma while working.	Fail to engage in consultation with the individuals performing the work or overlook the importance of consulting with workers when implementing measures to protect their well-being.
Assign specific roles to individuals in the event of a violent incident, such as one person providing support to the affected worker, another contacting the police, and another redirecting the public.	Disregard the potential risks of violence and trauma faced by workers.
Conduct research on various control measures, such as personal alarms, barriers at counters to deter aggression, and mirrors strategically placed to make offenders aware of their behaviour.	Place the burden of coping and managing without managerial assistance or support solely on the workers.
When dealing with situations where individuals need to be seen in enclosed areas, consult with employees to develop policies that ensure safe interactions, such as positioning worker desks near the door and installing emergency alarms on desks.	Assume that workers will effectively manage secondary and vicarious trauma, despite research indicating otherwise.
Initiate timely contact with any employee affected by traumatic events to assess their well-being and strongly encourage professional support.	Underestimate the potential psychological harm that can result from witnessing traumatic incidents.
Implement support services such as an Employee Assistance Program to offer support services to employees dealing with the effects of violence or trauma.	
Ensure that all managers have a thorough understanding of the challenges and experiences faced by the workforce.	
Develop inclusive policies that provide support and demonstrate how the organisation will safeguard workers from the potential risks associated with secondary trauma.	

REMOTE OR ISOLATED WORK

1. **What is remote or isolated work?**
2. **Examples of remote or isolated work**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT IS REMOTE OR ISOLATED WORK?

Remote or isolated work is when workers find it difficult to get help or assistance from other people because of the location, the time when the work is performed, or the nature of the work being done.

A worker may be isolated even if other people may be close by, for example, a cleaner working by themselves at night in a city office building. In other cases, a worker may be far away from populated areas, for example, on a farm.

Engaging in solitary or remote work heightens the vulnerabilities to both physical and mental well-being in any occupation. Remote or isolated work environments often pose risks such as violence exposure and limited accessibility to emergency support, which are commonly associated hazards.

Remote work or working in isolation can result in limited or absent support in various areas, including:

Aid with demanding tasks.
Notification of potential hazards to the worker.
Provision of a second opinion on how to safely perform a task.
Observation of fatigue or errors made by others.
Assistance during challenging or hazardous situations.
Ability to summon emergency assistance when needed.

EXAMPLES OF REMOTE OR ISOLATED WORK

Examples of remote or isolated work can vary depending on the type of work, industry and location of the workplace.

- all-night convenience store and service station attendants
- office workers working from home
- long distance freight transport drivers
- cleaners working alone (such as at night)
- scientists, park rangers and others carrying out field work alone
- health and community workers working in isolation with members of the public.

- Being stationed in remote areas, such as sheep and cattle stations, for extended periods ranging from days to weeks.
- Operating in close proximity to others, like community nurses conducting night time clinical visits, even if there are people nearby.
- Working alongside numerous other workers in a remote location, such as employees stationed at a base camp.
- Sales representatives who spend long periods working alone (i.e. real estate agents)

IMPACTS OF REMOTE OR ISOLATED WORK

The impacts of remote or isolated work on both workers and organisations is numerous. Some impacts to consider are:

ON WORKERS

Increased Risk to Health and Safety: Working alone or in remote locations can heighten the risks to workers' health and safety. Limited access to assistance and emergency support may make it challenging to address potential hazards or respond to emergencies promptly.

Prolonged periods of isolation, limited social interaction, and the absence of direct supervision or support may contribute to increased stress, anxiety, and mental health issues among workers.

Heightened Feelings of Isolation and Loneliness: Being physically separated from colleagues and working in isolation can lead to feelings of loneliness and isolation, including reduced collaboration and communication. The lack of social interaction and support networks may negatively impact mental well-being and contribute to decreased job satisfaction.

Increased Responsibility and Self-Reliance: Workers in remote or isolated settings often bear greater responsibility for their tasks and decision-making. They may need to rely on their own expertise and judgment without immediate input from others, which can lead to additional stress and pressure.

ON ORGANISATIONS

Decreased Communication and Collaboration: Physical separation can hinder effective communication and collaboration among team members and departments. Reduced face-to-face interactions may result in slower decision-making processes, limited knowledge sharing, and decreased synergy within the organisation.

Challenges in Supervision and Performance Management: Managing and supervising remote or isolated workers can present challenges. Monitoring performance, providing feedback, and ensuring accountability may become more difficult without regular in-person interactions. Potential

Increased Reliance on Technology: Organisations relying on remote or isolated work must heavily depend on technology for communication, collaboration, and task management. Technical issues or disruptions in connectivity can disrupt work processes and impact productivity.

Difficulty in Onboarding and Training: Introducing new employees to remote work settings and providing effective onboarding and training can be more challenging. Lack of face-to-face interactions and limited opportunities for hands-on training may require organisations to adapt their onboarding processes.

Challenges in Work-Life Balance: Remote work can blur the boundaries between work and personal life, making it difficult for workers to establish a healthy work-life balance. Without clear separation, the risk of overworking or burnout may increase.

Dependence on Technology: Remote work heavily relies on technology for communication and connectivity. Technical issues, limited internet access, or disruptions in communication tools can significantly impact productivity and create frustration for workers.

Difficulty in Disconnecting from Work: Remote or isolated work settings may make it challenging for workers to establish boundaries between work and personal life. The constant accessibility and expectation of being available can lead to a sense of always being "on" and difficulties in disengaging from work-related responsibilities.

Work-Life Balance and Employee Well-being: Organisations need to be mindful of the work-life balance and well-being of remote or isolated workers. Balancing work responsibilities with personal life can be more challenging in remote settings, leading to potential burnout, decreased job satisfaction, and increased turnover.

Increased Need for Remote Infrastructure and Support: Supporting remote or isolated work requires investment in the necessary infrastructure, tools, and technologies to enable seamless communication, collaboration, and access to resources. Organisations need to ensure their remote workforce has the necessary support to perform their roles effectively.

Potential for Information Security Risks: Remote work can introduce new challenges to information security and data protection. Organisations must implement robust cybersecurity measures to safeguard sensitive information and ensure remote workers adhere to security protocols.

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 Remote of Isolate Work include:

1. **Risk Assessment:** Conduct thorough risk assessments specific to remote or isolated work environments to identify potential hazards and vulnerabilities.

2. **Policies and Procedures:** Develop and implement clear policies and procedures that address the unique risks associated with remote or isolated work, including guidelines for communication, emergency response, and work-life balance.

3. **Training and Education:** Provide comprehensive training to remote workers on safety protocols, emergency procedures, health and well-being, and remote work best practices.

4. **Communication Systems:** Establish reliable communication systems that enable real-time communication between remote workers and their supervisors or colleagues. This may include the use of mobile devices, video conferencing, and collaboration platforms.

5. **Emergency Response Plan:** Develop and communicate an emergency response plan specifically tailored to remote or isolated work scenarios. Ensure workers are aware of emergency contacts, procedures, and how to access assistance in case of emergencies.

6. **Work Schedule and Breaks:** Encourage remote workers to establish and maintain a healthy work-life balance by setting clear work schedules, promoting regular breaks, and encouraging time off to prevent burnout and promote well-being.

7. **Technology and Equipment:** Provide remote workers with reliable and appropriate technology, equipment, and tools to ensure they can perform their tasks safely and efficiently. Regular maintenance and support for remote equipment should be provided.

8. **Mental Health Support:** Implement programs and resources to support the mental health and well-being of remote workers, including access to counselling services, employee assistance programs, and virtual activities.

9. **Relocate the work:** Consider moving the work to a more suitable location to reduce the risks associated with remote or isolated environments.

10. **Ensure workers are physically and mentally fit to perform the work:** Assess and verify that workers are in good physical and mental condition to safely and effectively carry out their tasks in remote or isolated settings.

11. **Provide appropriate training about working in remote or isolated environments:** Offer comprehensive training programs that equip workers with the necessary knowledge and skills to navigate and address the unique challenges of remote or isolated work.

12. **Avoid riskier times of the day**, such as excessive heat, cold, storms, and when the circadian rhythm wants the body to sleep,. Schedule work to minimize exposure to hazardous conditions or times when workers may be more susceptible to fatigue or adverse weather conditions.

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 who may find the People at Work assessment tool beneficial.

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.

CONTROL MEASURES

Control measures are specific actions or procedures that are put in place to manage or mitigate identified risks. They are reactive measures that are implemented after risks have been identified and assessed as part of the risk management process. Control measures are designed to reduce the likelihood or impact of risks, and they can take many forms, including administrative controls, engineering controls, and personal protective equipment.

> **Provide vehicles, equipment, tools, and communication equipment suitable for use in the terrain**: Supply workers with appropriate vehicles, tools, equipment, and communication devices that are specifically designed for the conditions and challenges of the remote or isolated work environment.

Have at least two workers in remote locations: Ensure that remote locations have a minimum of two workers present to enhance safety, provide support, and mitigate risks associated with working alone.

Ensure adequate facilities for workers: Establish proper facilities and amenities to meet the basic needs of workers, promoting their well-being and comfort in remote or isolated locations, including toilets, drinking water, eating facilities, and personal storage.

Provide accommodation: Arrange suitable living accommodations for workers in remote or isolated areas, ensuring their safety, comfort, and ability to rest.

Regular Check-Ins: Establish a system for regular check-ins between remote workers and their supervisors or colleagues to maintain communication, monitor well-being, and address any concerns or challenges. Consider a system where workers are required to regularly communicate with a designated point of contact to confirm their well-being and maintain effective communication.

Have an emergency response plan if workers fail to report in at allotted times: Develop a comprehensive plan to address potential emergencies or incidents where workers fail to check-in, including protocols for initiating emergency response and ensuring their safety and well-being.

Lone Worker Safety Measures: Implement measures to enhance the safety of lone workers, such as providing personal safety devices (e.g., panic buttons), ensuring workers have access to emergency contact information, and setting up protocols for regular check-ins.

Task Assessment and Planning: Assess tasks and work activities in remote or isolated environments to identify potential risks and develop safe work procedures. Provide clear guidelines and instructions on how to perform tasks safely.

Remote Worksite Security: Implement security measures to protect remote worksites, including physical security, cybersecurity protocols, and data protection measures to safeguard sensitive information.

Ergonomics and Workstation Setup: Provide guidance on ergonomic practices and workstation setup for remote workers to prevent musculoskeletal injuries and promote comfort and productivity. Adequate

Regular Training Updates: Conduct periodic refresher training sessions to reinforce safety practices, update remote workers on any changes or new risks, and provide opportunities for sharing experiences and lessons learned.

Incident Reporting and Investigation: Establish a clear procedure for remote workers to report incidents, near-misses, or safety concerns. Investigate incidents promptly and take appropriate actions to prevent future occurrences.

DO

Establish a communication system for workers in remote or isolated areas.

Implement alternative communication systems, such as satellite phones, radios, or EPERBs, as backup options.

Maintain regular check-ins with workers who are in remote or isolated locations.

Clearly define the communication responsibilities, including who will communicate with remote or isolated workers, the frequency of communication, and contingency plans in case of communication difficulties.

Ensure that field vehicles carrying workers in remote or isolated areas are equipped with essential provisions like water, spare tires, and first aid equipment.

DO NOT

Do not rely solely on workers to initiate contact with the business as they may face obstacles that prevent them from doing so.

Avoid assuming that others will automatically know the appropriate steps to take if workers cannot be reached. It is crucial for all workers and managers to have a comprehensive understanding of the communication systems in use and the emergency protocols in place.

When feasible, consider allowing workers to operate in remote or isolated conditions independently.

POOR ENVIRONMENTAL CONDITIONS

1. **What are poor environmental conditions?**
2. **Examples of poor environmental conditions**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT ARE POOR ENVIRONMENTAL CONDITIONS?

Poor environmental conditions refers to the negative psychological and social impacts that arise from poor quality, hazardous or inadequate physical working conditions. These conditions may include factors such as poor ventilation, extreme temperatures, excessive noise or vibration, inadequate lighting, uncomfortable ergonomic setups, or exposure to hazardous substances.

Poor environmental conditions can not only lead to physical injury, but they can contribute to increased stress levels, discomfort, decreased productivity, and potential health issues among workers. It can also lead to social and interpersonal challenges, as the unpleasant working environment can affect communication, morale, and overall job satisfaction.

EXAMPLES OF POOR ENVIRONMENTAL CONDITIONS

There can be many examples of what poor environmental conditions might look like in the workplace, which can vary depending on the type of work, industry and location of the workplace. Some examples include:

Performing hazardous tasks:
Handling toxic chemicals without proper protective measures.
Operating heavy machinery or equipment with potential risks of injury.
Working in confined spaces with limited ventilation.

Working in hazardous conditions:
Exposure to high levels of noise and dust (i.e., construction workers)
environments with smoke, flames, and potential structural collapse (i.e., firefighters)
Exposure to hazardous substances or fume (i.e., chemical factories, swimming pool operations)
Operating in temperatures that are too hot or too cold.

Performing demanding work while wearing uncomfortable PPE or other equipment:
Performing physically demanding tasks while wearing ill-fitting or heavy protective gear (i.e., construction workers).
Working long shifts while wearing tight-fitting or uncomfortable equipment (i.e., healthcare professionals)

Using heavy machinery with restrictive safety harnesses or gloves (i.e., factory workers)

Workplace conditions that affect concentration or ability to complete tasks:

Open office environments with excessive noise from conversations, phone calls, or equipment.

Insufficient lighting in a workspace, causing eye strain and difficulty in reading documents or operating equipment.

Overcrowded workstations with limited space for movement and concentration.

Unpleasant workplace conditions:

Poorly maintained restrooms with broken fixtures or unclean facilities.

Work areas with unpleasant odours from chemicals, garbage, or unsanitary conditions.

Playing loud music in common areas without considering employees' preferences or need for concentration.

Working with poorly maintained equipment:

Using malfunctioning power tools or machinery that poses a risk of injury or malfunction.

Operating vehicles with worn-out brakes or inadequate safety features.

Working with outdated computer systems or software that impairs productivity and efficiency.

Work-related accommodation, facilities, and amenities that cause or contribute to worker fatigue:

Inadequate rest areas with uncomfortable seating or no designated spaces for breaks.

Long work shifts without sufficient rest periods or opportunities for recovery.

Lack of proper lighting or temperature control in employee restrooms or break rooms, leading to discomfort and fatigue.

Indicators include situations where:

- when physical work health and safety procedures, including audits and regular risk assessments, are not done
- workers aren't given the equipment and resources they need to do their work safely
- the work environment isn't monitored to test for decibel levels, air quality, and so on
- workers do not receive information, instruction and training on how to perform hazardous tasks or how risks can be eliminated or appropriately controlled

IMPACTS OF POOR ENVIRONMENTAL CONDITIONS

The impacts of remote or isolated work on both workers and organisations is numerous. Some impacts to consider include:

ON WORKERS

Physical health issues: Exposure to factors like inadequate ventilation, extreme temperatures, or exposure to hazardous substances can lead to respiratory problems, allergies, fatigue, or other physical health issues. Risks of accidents and injuries are increased.

Psychological effects: Unpleasant working conditions, such as excessive noise, uncomfortable temperatures, or poor lighting, can contribute to increased stress levels, irritability, and decreased job satisfaction. It may also negatively impact concentration, focus, and overall mental well-being.

Decreased job satisfaction and morale: Working in unpleasant environments with suboptimal amenities, unpleasant smells, or inadequate facilities can significantly impact job satisfaction and overall morale. This can contribute to increased turnover rates, absenteeism, and reduced engagement among workers.

Long term impacts on health and well-being: Prolonged exposure to poor environmental conditions can have long-term consequences on workers' physical and mental health. It may result in chronic health issues, increased stress levels, and a decline in overall well-being.

ON ORGANISATIONS

Decreased productivity: Poor working conditions can lead to reduced productivity among employees. Factors such as excessive noise, uncomfortable temperatures, or inadequate lighting can create distractions, decrease focus, and impede workflow efficiency, ultimately impacting overall productivity levels within the organization.

Increased absenteeism and turnover: Poor environmental conditions can contribute to higher rates of absenteeism and employee turnover. Unpleasant working conditions, inadequate amenities, or discomfort caused by factors like poor ventilation or ergonomic issues can make employees more likely to take time off or seek employment elsewhere.

Decline in employee morale and engagement: Working in poor environments can negatively affect employee morale and engagement. Employees may feel demotivated, dissatisfied, or disengaged when dealing with issues like poor facilities, unpleasant smells, or inadequate equipment. This can impact teamwork, collaboration, and overall organisational culture.

Increased Workers Compensation Claims: Poor environmental conditions can increase the risk of accidents, injuries, and occupational hazards within the workplace, leading to increase compensation claims and associated costs.

Negative reputation and image: Organisations with poor environmental conditions may develop a negative reputation among employees, customers, and the wider community. Negative word-of-mouth, low employee satisfaction, and concerns about health and safety can harm the organisation's brand image, making it challenging to attract and retain talent or maintain positive relationships with stakeholders.

Increased costs: Addressing the consequences of poor environmental conditions, such as dealing with increased absenteeism, turnover, or potential legal issues, can lead to financial burdens for the organisation.

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 Environmental Conditions include:

- **Risk Assessment:** Conduct thorough risk assessments specific to environments to identify potential hazards and vulnerabilities. Evaluate factors such as lighting, temperature, ventilation, noise levels, ergonomic issues, and overall comfort.

- **Establish a robust health and safety policy:** Develop a comprehensive policy that addresses environmental conditions and emphasizes the organization's commitment to providing a safe and healthy work environment. Clearly outline expectations, procedures, and responsibilities related to environmental conditions.

- **Training and education:** Provide training and education to employees on the importance of environmental conditions, their impact on health and productivity, and how to identify and report any issues. This includes training on proper use of personal protective equipment (PPE) and ergonomic practices.

- **Regular monitoring and inspections:** Conduct regular inspections and monitoring of environmental conditions to identify and address any potential issues promptly. This includes assessing lighting levels, air quality, temperature control systems, noise levels, and overall cleanliness.

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.

CONTROL MEASURES

Control measures are specific actions or procedures that are put in place to manage or mitigate identified risks. They are reactive measures that are implemented after risks have been identified and assessed as part of the risk management process. Control measures are designed to reduce the likelihood or impact of risks, and they can take many forms, including administrative controls, engineering controls, and personal protective equipment.

Improve ventilation and air quality: Implement proper ventilation systems to ensure adequate airflow and maintain good air quality. This may include installing air purifiers, maintaining effective heating, ventilation, and air conditioning (HVAC systems, and regularly cleaning air ducts and filters.

Enhance lighting conditions: Ensure appropriate lighting levels throughout the workplace to minimise eye strain and promote productivity. Use a combination of natural and artificial lighting, and consider individual lighting preferences and task requirements.

Optimise temperature control: Maintain comfortable temperature levels in the workplace through effective heating, ventilation, and air conditioning (HVAC) systems. Consider individual comfort preferences and address any hot or cold spots.

Provide ergonomic equipment and furniture: Supply employees with ergonomic chairs, adjustable workstations, and tools that promote proper posture and reduce the risk of musculoskeletal injuries. Encourage regular breaks and stretching exercises.

Maintain clean and well-maintained facilities: Regularly clean and maintain restrooms, break rooms, and other facilities to ensure hygiene and a pleasant working environment. Address issues such as unpleasant odours, cleanliness, and functioning amenities.

Implement effective noise control measures: Take steps to minimize excessive noise levels in the workplace through soundproofing, implementing quiet zones, or providing noise-cancelling headphones. Consider noise reduction strategies in open office environments.

Regular equipment maintenance: Establish a maintenance schedule for equipment and machinery to ensure they are regularly inspected, serviced, and kept in proper working order. Promptly address any reported issues or malfunctioning equipment.

Employee feedback and involvement: Encourage employees to provide feedback on environmental conditions and involve them in identifying and implementing improvement measures. Create channels for reporting concerns and suggestions.

DO	DO NOT
Regularly evaluate the environmental conditions in the workplace, including factors like temperature, noise levels, airborne chemicals, and dust, among others.	Neglect the risk assessment process and the implementation of appropriate controls.
Conduct specific monitoring at the precise locations where workers are situated.	Disregard any feedback received from workers concerning the environmental conditions in the workplace.
Implement appropriate control measures to safeguard workers, such as providing scheduled rest breaks, supplying personal protective	Fail to provide sufficient or suitable personal protective equipment (PPE), considering it a futile expenditure with potential non-compliance from workers and ineffective protection.

equipment (PPE) like hearing protection, masks, or ventilated hoods, ensuring the availability of safety glasses, and utilising suitable materials for uniforms.

Conduct thorough risk assessments of tasks to ascertain the presence of adequate controls and take necessary actions to mitigate potential risks.

Conduct monitoring in areas that would yield impractical or misleading results.

VIOLENCE AND AGGRESSION

1. **What is violence and aggression?**
2. **Examples of violence and aggression**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT IS VIOLENCE AND AGGRESSION?

Violence and aggression are specific psychosocial hazards characterised by intentional and hostile behaviours that can cause harm or injury to workers, and encompass any occurrence in which an individual is subjected to abuse, threats, or physical assault within the context of their work or as a result of their work-related activities.

Violence refers to acts or threats of physical harm, such as physical assault, fighting, or the use of weapons, directed towards individuals in the workplace. It can involve both internal (between co-workers) and external (from clients, customers, or the public) sources.

Aggression encompasses a broader range of hostile behaviours that can be physical, verbal, or non-verbal in nature. This includes acts like yelling, shouting, intimidation, bullying, harassment, or the display of aggressive body language.

These psychosocial hazards of violence and aggression can occur in various work settings and industries. They pose significant risks to the physical and psychological well-being of workers, potentially leading to physical injuries, emotional distress, anxiety, post-traumatic stress disorder (PTSD), and other mental health issues.

EXAMPLES OF VIOLENCE AND AGGRESSION

*   Yelling, swearing, insulting comments
*   Throwing objects
*   Making verbal threats
*   Any form of indecent physical contact
*   Biting, spitting, scratching, hitting, or kicking
*   Punching, pushing, shoving, tripping, or grabbing
*   Engaging in aggravated assault.
*   Threatening someone with a weapon.

The types of violent (and traumatic) events can vary depending on the type of work, industry and location of the workplace. Some of examples include:

- robbery
- physical and verbal assault from customers, clients or patients
- witnessing or experiencing stressful events including death, grief, suicide, accident or injury
- ongoing bullying
- severe weather events and natural disasters, such as bushfires and floods
- workplace accidents, injuries or deaths
- downsizing or mass redundancies
- terrorism.

IMPACTS OF VIOLENCE AND AGGRESSION

The impacts of violence and aggression on both workers and organisations is numerous.
Some impacts to consider include:

ON WORKERS

Physical injuries: Workers may sustain various physical injuries, i.e., bruises, cuts, fractures, or more severe injuries resulting from physical assaults or attacks.

Emotional and psychological trauma: Experiencing violence or aggression can lead to significant emotional and psychological distress. Workers may develop symptoms of anxiety, depression, post-traumatic stress disorder (PTSD), and other mental health issues.

Stress, fear and reduced job satisfaction: The fear and stress caused by violence and aggression can negatively affect job satisfaction and overall well-being. Workers may feel unsafe, constantly on edge, and experience a decline in their morale and motivation.

Interpersonal conflicts: Violence and aggression can create a hostile work environment, leading to strained relationships, conflicts between co-workers, and decreased collaboration and teamwork.

Long-term health consequences: The physical and psychological impacts of violence and aggression can have long-term consequences on the health and well-being of workers. Chronic stress, anxiety disorders, and other mental health issues may persist even after the initial incidents.

ON ORGANISATIONS

Decreased employee morale and job satisfaction: Workplace violence and aggression create an atmosphere of fear, stress, and insecurity among employees. This can lead to decreased morale and job satisfaction, resulting in reduced productivity and engagement.

Increased absenteeism and turnover: Employees who experience or witness workplace violence may be more likely to take time off work or even leave the organization. High levels of absenteeism and turnover can disrupt work processes, increase recruitment and training costs, and affect overall organizational stability.

Negative impact on organisational culture: Incidents of workplace violence can damage the organisational culture by eroding trust, creating a hostile work environment, and fostering a sense of insecurity. This can negatively affect teamwork, collaboration, and employee relations.

Decline in productivity and efficiency: Workplace violence can disrupt work routines, impair concentration, and decrease overall productivity.

Employees who feel unsafe or are dealing with the emotional aftermath of violence may struggle to focus on their work, leading to decreased efficiency.

Increase in workers compensation claims: Workplace violence can result in physical injuries and psychological trauma, leading to an increase in workers compensation claims and increased costs for the organisation.

Damage to reputation: Incidents of workplace violence can damage an organization's reputation, both internally and externally. Negative publicity, loss of trust from employees and stakeholders, and a tarnished employer brand can have long-lasting consequences.

Legal and financial implications: Organisations may face legal consequences, such as lawsuits and regulatory penalties, if they fail to adequately address workplace violence. These legal and financial implications can be costly and harm the organisation's financial stability.

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 Violence and Aggression include:

- **Risk assessment:** Conduct a comprehensive assessment of potential risks and vulnerabilities related to workplace violence and aggression. Identify high-risk areas, job roles, and tasks.

- **Policies and procedures:** Develop and implement clear policies and procedures that explicitly address workplace violence and aggression. These should include prevention, reporting, and response protocols.

- **Training and education:** Provide regular training sessions to employees at all levels to raise awareness about workplace violence, its forms, and its impact. Educate employees on prevention strategies, early warning signs, and appropriate response mechanisms

- **Communication and reporting:** Establish a culture of open communication and encourage employees to report any incidents, threats, or concerns related to workplace violence. Ensure confidential and anonymous reporting mechanisms are in place.

- **Support systems:** Establish support systems for employees who have experienced workplace violence.

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.

CONTROL MEASURES

Control measures are specific actions or procedures that are put in place to manage or mitigate identified risks. They are reactive measures that are implemented after risks have been identified and assessed as part of the risk management process. Control measures are designed to reduce the likelihood or impact of risks, and they can take many forms, including administrative controls, engineering controls, and personal protective equipment.

Physical security measures: Implement security measures such as access control systems, video surveillance, alarm systems, and well-lit premises to deter potential acts of violence and aggression.

Workplace design: Design the physical layout of the workplace to enhance safety and security, considering factors like visibility, escape routes, and secure areas.

Personal protective equipment (PPE): Provide appropriate PPE, such as panic buttons, personal alarms, or wearable devices, to employees who may be at higher risk of workplace violence.

De-escalation and conflict resolution training: Train employees in de-escalation techniques and conflict resolution strategies to defuse potentially volatile situations and prevent escalation into violence.

Security personnel and measures: Deploy trained security personnel or establish partnerships with security services to provide a visible presence and rapid response to incidents.

Work schedule and staffing: Consider the impact of workload, overtime, and staffing levels on the potential for workplace violence. Ensure sufficient staffing to manage high-risk situations effectively.

Zero-tolerance policy: Clearly communicate a zero-tolerance policy for workplace violence and aggression. Enforce disciplinary measures for offenders to deter such behaviour.

Incident response and emergency preparedness: Develop and practice emergency response plans specific to workplace violence incidents. Establish clear protocols for reporting, assessing, and managing incidents effectively.

Collaboration with external entities: Establish partnerships with law enforcement agencies, local authorities, and community resources to address workplace violence and aggression effectively.

DO

DO NOT

Ensure that staff understand the "zero tolerance policy" and know that their safety is the organisations top priority. They should know that they can disconnect an abusive phone call or end and interaction with an aggressive customer at any time.

Implement radio systems and distress buttons for workers to request the presence other people immediately.

Ensure adequate staffing – long waits and hold times may lead to customer frustration which they may take out on workers.

Establish a systematic approach to mitigate the risk of workplace violence and trauma.

Engage in consultation with individuals who may be exposed to violence or trauma in the workplace.

Assign specific roles to all individuals in the event of a violent incident, such as providing support to the affected worker, contacting the police, or managing public redirection.

Conduct research to identify and implement appropriate controls, including personal alarms, barriers at counters, and mirrors that compel offenders to reflect on their actions.

Collaborate with workers to develop policies for safe interactions in enclosed areas, such as placing worker desks near doors and installing emergency alarms on desks.

Promptly reach out to any worker affected by violence or trauma to assess their well-being and encourage them to seek medical evaluation.

Provide support services for workers experiencing violence or trauma.

Require field workers to operate individually even in situations where there is a potential for violence or trauma.

Fail to engage in consultations with the workers responsible for carrying out the tasks.

Disregard the potential risks of violence and trauma to the workers.

Place the expectation on workers to handle and manage difficult situations without adequate assistance or support from management.

BULLYING

1. **What is bullying?**
2. **Examples of bullying**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT IS BULLYING?

Bullying is repeated, unreasonable behaviour directed towards a worker or group of workers, that creates a risk to health and safety. A poor workplace culture that permits and even encourages negative behaviour can lead to workplace bullying. To promote respectful conduct and prevent bullying from becoming normalized, it is critical to identify and address bullying and other workplace conflicts early on.

The Fair Work Ombudsman also provides information on workplace bulling, including resolution process, responding to bulling claims, conciliation and applications for orders to cease bullying:
https://www.fwc.gov.au/issues-we-help/bullying

EXAMPLES OF BULLYING

Workplace bullying can take many forms and can be either direct or indirect. Some examples of workplace bullying include:

- Verbal abuse, such as shouting, swearing, or insulting, belittling or patronising language.
- Intimidation or threats of violence.
- Deliberately excluding someone from workplace activities or social events.
- Excessive monitoring or micromanaging of an employee's work.
- Spreading rumours or gossiping about an employee.
- Undermining an employee's work or reputation.
- Withholding important information or resources that are needed to perform the job. Sabotaging an employee's work or projects.
- Setting unrealistic or unachievable goals for an employee and then punishing them for failing to meet them.
- Cyberbullying or harassment through emails, texts, or social media.
- Lack of support and information provided during changes.

Indicators include situations where there is:

- A negative work atmosphere or a tense working environment.
- Employees being targeted or excluded from workplace activities.
- Management or supervisors not taking complaints seriously or ignoring reports of bullying.

The model code of practice identifies things that can increase the likelihood of workplace bullying:

The presence of other psychosocial hazards, including:
high job demands, low job control, low support, organisational change, such as restructuring or significant technological change, lack of role clarity, poor organisational justice

Leadership or management styles:
autocratic behaviour that is strict and directive and does not allow workers to be involved in decision making
behaviour where little or no guidance is provided to workers or responsibilities are inappropriately and informally delegated to subordinates
abusive and demeaning behaviour that may include inappropriate or derogatory language, or malicious criticism and feedback, and tolerance of this behaviour

Systems of work or lack of resources or training
inappropriate work scheduling, shift work and poorly designed rostering
unreasonable performance measures or timeframes
poor workplace relationships
poor communication
isolation
low levels of support
work group hostility

IMPACTS OF BULLYING

The impacts of bullying on both workers and organisations is numerous. Some impacts to consider are:

ON WORKERS

Emotional and psychological distress, including anxiety, depression, and low self-esteem. Post-traumatic stress disorder (PTSD) symptoms, including flashbacks and hypervigilance.

Reduced job satisfaction and motivation.

Increased absenteeism or sick leave taken by an employee.

ON ORGANISATIONS

Decreased employee morale, motivation, and productivity.

Higher rates of absenteeism and staff turnover, leading to recruitment and training costs.

Increased costs associated with stress-related illnesses, mental health issues, and workers' compensation claims.

Difficulty concentrating and reduced productivity.

Relationship problems, both at work and at home.

Sleep disturbances and insomnia.

Increased risk of suicidal ideation or suicide attempts.

Financial stress due to inability to work.

Physical health problems, such as headaches, back pain, and stomach issues.

Damage to the organisation's reputation and brand image. Decreased customer satisfaction due to reduced quality of service or products.

Decreased teamwork and collaboration among employees

Increased risk of legal action or claims for damages from employees who have been bullied.

Decreased profitability and financial performance due to increased costs and reduced productivity.

Difficulty attracting and retaining talented employees due to a negative workplace culture.

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 Bullying include:

Prevention

- Conduct a workplace culture survey to identify potential risk factors for bullying.
- Review HR policies and practices to ensure they are robust and promote a respectful workplace.
- Conduct risk assessments for high-risk positions or departments.
- Provide training to managers and employees on identifying and addressing bullying behaviour.

- Implement reporting mechanisms for employees to report incidents of bullying .

Intervene Early

- Address any complaints of bullying immediately and seriously, whilst allowing both parties involved equal opportunity to express their viewpoints.

Support Recovery

- Providing support to employees who have experienced bullying, including access Employee Assistance Programs and other resources to help them recover.
- Support timely and sustainable recovery at work (RAW) or return to work (RTW) through effective consultation, addressing any remaining work-related hazards and risks that may exacerbate the existing work-related psychological injury or cause a new injury.

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 who may find the People at Work assessment tool beneficial.

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.

CONTROL MEASURES

Control measures are specific actions or procedures that are put in place to manage or mitigate identified risks. They are reactive measures that are implemented after risks have been identified and assessed as part of the risk management process. Control measures are designed to reduce the likelihood or impact of risks, and they can take many forms, including administrative controls, engineering controls, and personal protective equipment.

Developing and implementing a clear anti-bullying policy, which sets out expectations for employee behaviour and outlines the consequences of bullying behaviour.

Providing training to managers and employees on what constitutes bullying behaviour, how to identify it, and how to respond appropriately.

Encouraging employees to report any incidents of bullying in a safe and confidential manner, and providing multiple avenues for reporting. Investigating all allegations of bullying promptly, thoroughly, and impartially, and taking appropriate action to address any substantiated claims.

Promoting a positive workplace culture that values respect, diversity, and inclusion, and provides support for employees who may be experiencing bullying.

Encouraging open communication and fostering a supportive work environment that values feedback and encourages collaboration.

Regularly monitoring the workplace for signs of bullying behaviour and taking steps to address any identified issues.

Encouraging bystanders to speak up when they witness bullying behaviour and provide support to the targeted employee.

Reviewing and updating anti-bullying policies and procedures regularly to ensure they remain effective and relevant.

Train managers and employees on how to appropriately address bullying behaviour.

Take disciplinary action against employees who engage in bullying behaviour.

DO	DO NOT
provide education on work-related bullying, violence and conflict resolution. define what is acceptable behaviour within the workplace (e.g. code of conduct) and ensure all workers and managers understand this	allow unacceptable behaviour to continue leave conflict unresolved delay acting on any complaints received

82

promote communication within and between teams provide information on support services available and how to access them

put processes in place which address action to be taken in the event behaviour is unacceptable (e.g. complaints handling and investigations, potential disciplinary actions)

treat each case individually and ensure that it is addressed in a fair and just manner

HARASSMENT INCL. SEXUAL HARASSMENT

1. **What is harassment, including sexual harassment?**
2. **Examples of harassment including sexual harassment**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT IS HARASSMENT AND SEXUAL HARASSMENT?

Harassment is characterised by unwanted and offensive behaviours directed towards an individual, creating an intimidating, hostile, or offensive work environment.

Harassment can include actions, comments, gestures, or any form of conduct that belittles, discriminates against, or violates the dignity and rights of an individual, particularly in relation to their gender, sex, or other protected characteristics.

Sexual harassment specifically refers to unwelcome sexual advances, requests for sexual favours, or other verbal or physical conduct of a sexual nature that creates an uncomfortable, hostile, or intimidating atmosphere at work. It is unlawful under the Commonwealth Sex Discrimination Act 1984 and is also prohibited by state and territory anti-discrimination laws.

The Australia Fair Work Commission specifically defines sexual harassment as unwelcome conduct of a sexual nature in relation to a person. It occurs in circumstances where a reasonable person would anticipate the possibility of the person who is harassed being offended, humiliated or intimidated. Conduct of a sexual nature includes making a statement of a sexual nature to, or in front of, a person. The statement can be spoken or in writing." For more information, visit *Sexual harassment | Fair Work Commission*

EXAMPLES OF HARASSMENT AND SEXUAL HARASSMENT

Some examples of harassment include:

Verbal harassment: This involves offensive or derogatory comments, insults, or slurs directed towards an individual based on their gender, sex, or other protected characteristics.

Displaying offensive material: Showing or sharing explicit or offensive images, photos, or written content that creates a hostile or intimidating atmosphere.

Bullying and intimidation: Persistent, malicious, or intimidating behaviour that undermines, belittles, or humiliates an individual, causing psychological distress.

Cyber harassment: Harassment through electronic communication channels, such as sending explicit or offensive messages, emails, or social media interactions.

Discriminatory actions: Treating an individual unfairly or differently based on their gender, sex, or other protected characteristics, leading to humiliation or exclusion.

Sexual harassment can include:

- Unwelcome physical contact such as touching, hugging, cornering, or kissing
- Inappropriate staring or leering
- Displaying the body in an indecent or inappropriate manner
- Making sexually suggestive comments or jokes
- Sharing sexually explicit pictures, posters, or gifts
- Repeated or inappropriate invitations for dates
- Intrusive questioning about personal life or physical appearance
- Inappropriate physical contact
- Being followed, watched, or loitered around
- Requests or pressure for sex or sexual acts
- Actual or attempted rape or sexual assault
- Indecent phone calls or leaving explicit messages
- Sexually explicit comments in emails, SMS messages, or on social media
- Repeated or inappropriate advances on email, social networking sites, or chat rooms
- Sharing or threatening to share intimate images or videos without consent
- Any other unwelcome conduct of a sexual nature that occurs online or through technology.

IMPACTS OF HARASSMENT AND SEXUAL HARASSMENT

The impacts of harassment, including sexual harassment, on both workers and organisations is numerous. Some impacts to consider are:

ON WORKERS

Mental health conditions: such as depression, anxiety disorders, post-traumatic stress disorder (PTSD), or adjustment disorders.

Physical health problems: The stress and anxiety caused by harassment can manifest in physical symptoms such as headaches, gastrointestinal issues, sleep disturbances, and compromised immune function.

ON ORGANISATIONS

Decreased productivity: Harassment creates a hostile work environment, which can lead to decreased employee productivity and engagement. When employees are subjected to harassment, their focus and energy may be diverted from their work responsibilities.

Increased absenteeism and turnover: Harassment can contribute to increased absenteeism as employees may

Decreased job satisfaction: Harassment creates a hostile work environment, leading to decreased job satisfaction, engagement, and productivity. It can affect concentration, focus, and the ability to perform tasks effectively.

Strained interpersonal relationships: Harassment can damage relationships between colleagues, leading to conflicts, mistrust, and a breakdown in teamwork. It may also create a culture of fear and silence within the workplace.

Career setbacks: Workers who experience harassment may face career setbacks due to decreased opportunities, missed promotions, or even wrongful termination. It can negatively impact their professional growth and advancement.

choose to stay away from work to avoid the hostile environment. Additionally, it can lead to higher turnover rates as employees may seek employment elsewhere to escape the harassment. This can disrupt workflow, increase recruitment costs, and result in the loss of valuable talent.

Damaged reputation: Harassment incidents within an organisation can damage its reputation both internally and externally. News of harassment can spread quickly, impacting the perception of the organisation among employees, clients, customers, and the public. It may result in loss of trust, credibility, and potential business opportunities.

Increase in workers compensation claims.
Legal consequences and financial costs: Harassment can expose organisations to legal liability. Victims may file complaints or lawsuits, resulting in legal investigations, settlements, or judgments. Defending against harassment claims can be financially draining for organisations, including legal fees, potential fines, and compensation pay-outs.

Decline in employee morale and teamwork: Harassment erodes employee morale and trust within the organisation. It creates a toxic work environment where employees may feel unsafe, stressed, and demoralised. This can lead to a breakdown in teamwork, collaboration, and a negative organisational culture.

Recruitment and retention challenges: Organisations with a reputation for tolerating harassment may face difficulties attracting and retaining top talent. Prospective employees may be hesitant to join an organisation known for its hostile work environment, while current employees may actively seek opportunities elsewhere.

Decreased organisational effectiveness: Harassment can hinder organisational effectiveness by undermining communication, cooperation, and employee commitment. It creates a climate of fear and silence, hindering open dialogue, innovation, and the free flow of ideas.

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 Harassment including Sexual Harassment include:

- **Establish a strong commitment to a respectful workplace:** Develop a clear and comprehensive policy statement that explicitly condemns all forms of harassment, including sexual harassment. Clearly communicate the organisation's commitment to maintaining a safe and respectful work environment.

- **Create a robust policy:** Develop a comprehensive anti-harassment policy that outlines what constitutes harassment, the reporting procedures, and the consequences for offenders. Ensure the policy is accessible to all employees and regularly communicated and reinforced.

- **Provide education and training:** Conduct regular training sessions to educate employees about harassment, its impact, and the organisation's policies and procedures for reporting and addressing incidents. Training should cover prevention strategies, bystander intervention, and promoting a culture of respect.

- **Encourage reporting and provide support:** Establish multiple reporting channels, both formal and informal, for employees to report incidents of harassment. Assure employees that their complaints will be taken seriously, investigated promptly, and kept confidential. Provide support mechanisms such as counselling services or Employee Assistance Programs (EAPs) for affected employees.

- **Implement a thorough investigation process:** Develop clear procedures for investigating harassment complaints that ensure fairness, impartiality, and confidentiality. Train designated personnel or establish an investigation team to handle complaints professionally and efficiently.

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.

CONTROL MEASURES

Control measures are specific actions or procedures that are put in place to manage or mitigate identified risks. They are reactive measures that are implemented after risks have been identified and assessed as part of the risk management process. Control measures are designed to reduce the likelihood or impact of risks, and they can take many forms, including administrative controls, engineering controls, and personal protective equipment.

Promote a culture of respect and inclusion: Foster a work environment that values diversity, inclusivity, and respect for all employees. Encourage positive interactions, teamwork, and mutual support to prevent instances of harassment.

Encourage bystander intervention: Empower employees to intervene when they witness or suspect harassment. Train employees on how to identify and respond to incidents of harassment,

and emphasize the importance of supporting victims and reporting any observed or suspected misconduct.

Regularly assess and update policies: Continuously review and update harassment policies and procedures to align with best practices and legal requirements. Stay informed about emerging issues and adapt policies accordingly.

Enforce consequences: Ensure that appropriate consequences are enforced for individuals found responsible for harassment. This may include disciplinary action, ranging from counselling and retraining to suspension or termination, depending on the severity and frequency of the offense.

Foster open communication: Encourage open dialogue between management and employees regarding harassment concerns. Maintain regular communication channels to address any issues, provide updates on policy changes, and reinforce the organisation's commitment to addressing harassment.

Monitor and review: Regularly monitor and evaluate the effectiveness of the implemented control measures. Review incident reports, conduct surveys, and seek feedback from employees to identify areas for improvement and take proactive measures to prevent harassment.

DO	DO NOT
establish a clear and comprehensive anti-harassment policy that explicitly condemns all forms of harassment, including sexual harassment.	ignore or downplay reports of harassment. Take all complaints seriously and conduct prompt investigations.
provide regular education and training on harassment prevention, reporting procedures, and creating a respectful work environment.	retaliate against employees who report harassment. Ensure there are protections in place for individuals who come forward.
encourage and support employees to report incidents of harassment promptly and assure them of a fair and confidential investigation process.	make assumptions or stereotypes about harassment victims. Treat all complaints with objectivity and respect.
enforce appropriate consequences for individuals found responsible for harassment, following a thorough and impartial investigation.	neglect regular review and updating of anti-harassment policies and procedures to stay current with legal requirements and best practices.
foster a culture of respect, diversity, and inclusion in the workplace through open communication, teamwork, and mutual support.	tolerate any form of harassment, even if it appears minor or occurs infrequently. Address all instances promptly and effectively.

CONFLICT, POOR WORKPLACE RELATIONSHIPS OR INTERACTIONS

1. **What is conflict, poor workplace relationships or interactions?**
2. **Examples of conflict, poor workplace relationships or interactions?**
3. **Impacts on workers and organisations**
4. **Risk Management**
5. **Control Measures**

WHAT IS CONFLICT, POOR RELATIONSHIPS OR INTERACTIONS?

Conflict or poor workplace relationships or interactions refers to the hazard arising from disagreements, tensions, or negative dynamics between individuals or groups within the workplace. It involves situations where there is a lack of cooperation, collaboration, or effective communication, leading to strained relationships, hostility, or unresolved disputes. It can include situations where there is a breakdown in relationships among individuals and teams, resulting in conflicts arising from tasks, relationships, and instances of violence or incivility.

It also includes workplaces characterised by unacceptable behaviours, gossip, harassment, or bullying. These conditions contribute to strained interactions and negative dynamics within the work environment.

This hazard can manifest in various forms, such as interpersonal conflicts, bullying, harassment, or dysfunctional team dynamics, and can have significant negative impacts on both individuals and the overall work environment. Harmful behaviours can also originate from entities such as customers, clients, patients, members of the public, or other businesses.

EXAMPLES OF CONFLICT, POOR RELATIONSHIPS OR INTERACTIONS?

Prolonged and unresolved relationship conflict can result in more extreme forms of conflict, such as bullying and harassment. Some of examples of how poor relationships can play out in the workplace include:

- Verbal or physical confrontations between co-workers or between employees and managers.
- Persistent arguments, disagreements, or hostility among team members.
- Bullying or harassment, such as belittling, mocking, or intimidating behaviour.
- Gossiping, spreading rumours, or engaging in negative conversations about colleagues.
- Abusive or offensive emails or messages.
- Threatening body language.
- Lack of cooperation and teamwork, with employees working against each other instead of collaborating.

- Power struggles and conflicts of interest between individuals or groups within the organisation.
- Isolating or excluding workers from activities or training.
- Micromanagement or excessive control from supervisors, leading to strained relationships.
- Poor communication, including misunderstandings, misinterpretations, or withholding information.
- Deliberately withholding information needed for work performance.
- Resistance to change and conflicts arising from differing perspectives or approaches.
- Discrimination or biases that create a hostile work environment, such as based on gender, race, or age.
- Allocating some workers more tasks than others, or allocating very minimal tasks.
- Verbal and physical abuse.

Indicators include situations where there is:

- an organisational culture that permits swearing, name-calling, gossip, or impoliteness among employees.
- inadequate policies or procedures to address and manage reports of unacceptable behaviour.
- the existence of other psychosocial hazards within the workplace.

IMPACTS OF HARASSMENT AND SEXUAL HARASSMENT

The impacts of harassment, including sexual harassment, on both workers and organisations is numerous. Some impacts to consider are:

ON WORKERS

Stress and emotional distress: Workers may experience increased levels of stress, anxiety, and emotional distress due to the ongoing conflicts and negative interactions in the workplace.

Reduced job satisfaction: Conflict and poor relationships can contribute to a decline in job satisfaction and overall happiness at work.

Negative impact on mental health: Prolonged exposure to conflict and toxic work relationships can have a detrimental effect on mental health, leading to issues such as depression, anxiety, and burnout.

Physical health effects: The stress and tension associated with conflict and poor workplace

ON ORGANISATIONS

Decreased productivity: Conflict and strained relationships among employees can disrupt workflow, create distractions, and hinder collaboration, leading to a decrease in overall productivity.

Increased absenteeism and turnover: Employees may choose to take more frequent leaves of absence or resign from their positions due to the negative work environment, resulting in increased absenteeism and turnover rates.

Decline in employee morale. Negative impact on teamwork and collaboration: Conflict and poor workplace relationships can contribute to a decline in employee morale, leading to decreased job satisfaction and engagement.

relationships can also manifest in physical health issues such as headaches, muscle tension, and sleep disturbances.

When employees are engaged in conflicts or have poor relationships, it can undermine effective teamwork and collaboration, hindering the achievement of organisational goals.

Damage to the organisational culture: Persistent conflict and poor workplace relationships can erode a positive organisational culture, creating a toxic work environment and affecting employee morale, loyalty, and commitment.

Increased costs: Conflict and poor workplace relationships may lead to increased costs associated with absenteeism, turnover, recruitment, and training of new employees.

Reputation and image damage: If conflicts or poor workplace relationships become known to external stakeholders, it can harm the organisation's reputation and image, affecting relationships with clients, customers, and partners.

Legal and compliance risks: In cases where conflict escalates into harassment, discrimination, or other forms of misconduct, organisations may face legal consequences and compliance risks, including lawsuits, fines, and damage to their reputation.

Decreased employee loyalty and commitment: Conflict and poor workplace relationships can negatively impact employee loyalty and commitment to the organisation, resulting in decreased employee retention and increased difficulty in attracting top talent.

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 Conflict or Poor Workplace Relationships or Interactions include:

- **Establish a positive work culture:** Foster a work environment that promotes respect, open communication, and teamwork.

- **Develop clear policies and procedures:** Implement policies and procedures that define acceptable behaviour, provide guidelines for conflict resolution, and address issues of harassment, bullying, and discrimination.

- **Provide training and education:** Offer training programs on conflict management, effective communication, and promoting positive workplace relationships to enhance employees' interpersonal skills.

- **Encourage reporting and provide support:** Create a safe and confidential reporting mechanism for employees to report conflicts, harassment, or other inappropriate behaviour. Ensure that employees are aware of the support resources available to them.

- **Conduct regular assessments: Regularly** assess the workplace climate, employee satisfaction, and organisational culture to identify any potential conflicts or areas of improvement.

- **Foster teamwork and collaboration:** Implement team-building activities and initiatives that encourage cooperation, collaboration, and mutual respect among employees.

- **Promote diversity and inclusion:** Embrace diversity and inclusivity in the workplace, valuing different perspectives and creating an environment where all employees feel respected and included.

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.

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CONTROL MEASURES

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Mediation and conflict resolution: Provide access to mediation services or conflict resolution processes to help employees resolve conflicts in a fair and constructive manner.

Clear communication channels: Establish effective communication channels to facilitate open dialogue and encourage employees to address conflicts or concerns directly.

Regular feedback and management: Implement regular performance evaluations and feedback mechanisms to address any behavioural issues promptly and provide constructive guidance.

Anti-harassment and anti-bullying measures: Implement strict policies against harassment, bullying, and other forms of inappropriate behaviour. Ensure that all employees are aware of these policies and the consequences for violating them.

Encourage leadership accountability: Hold leaders and managers accountable for promoting positive workplace relationships and addressing conflicts promptly and effectively.

Provide resources for conflict resolution: Offer access to conflict resolution professionals and Employee Assistance Programs (EAPs) to provide support and guidance to employees dealing with workplace conflicts.

Ongoing training and development: Continuously provide training and development opportunities to enhance employees' interpersonal skills, conflict resolution techniques, and emotional intelligence.

DO	DO NOT
foster a positive work culture that promotes respect, open communication, and collaboration.	tolerate or ignore disrespectful behaviour, harassment, or bullying in the workplace or allow unacceptable behaviour to continue.
establish clear policies and procedures to address conflict resolution, unacceptable behaviour, harassment, and bullying.	neglect to establish clear policies and procedures for addressing conflicts or unacceptable behaviour.
provide training and education on effective communication, conflict management, and promoting positive workplace relationships.	overlook the importance of providing training and education to employees on conflict resolution and interpersonal skills.
encourage employees to report conflicts or issues and provide them with appropriate support.	discourage employees from reporting conflicts or issues, or fail to provide them with necessary support.
address conflicts promptly and fairly, using mediation or other conflict resolution techniques.	delay or avoid addressing conflicts, as unresolved issues can escalate and negatively impact the work environment.
promote diversity and inclusion in the workplace and value different perspectives.	overlook the significance of diversity and inclusion in fostering positive workplace relationships.
hold leaders and managers accountable for promoting a respectful and inclusive work environment.	ignore leadership responsibilities in promoting a respectful and inclusive work culture.