

Managing People at Work in your workplace

It is vital that the appropriate people are involved and committed to implementing the People at Work (PAW) process. This means nominating a PAW project lead to coordinate the roll out of PAW in your workplace and, depending on the size of your workplace, establishing a steering committee.

Your project lead and steering committee (if you have one) will also be important for maintaining leadership support and communicating with your workforce throughout the PAW process.

Nomination of project lead

The project lead will be central to the success of PAW. The implementation of the survey requires someone who has a good understanding of psychosocial hazards and factors in the workplace and can coordinate the administration of the survey and the reporting of survey results.

Your project lead should have:

- **Project management skills** – if you have a large workplace, reasonable effort will be required in managing the project.
- **Good interpersonal skills** – the information collected through the PAW survey is of a sensitive nature, and so the project lead should be able to build trust and communicate sensitively with any workers that may have concerns about the survey.
- **Good communication skills** – to plan how the PAW survey will be communicated to your workplace, and to clearly and effectively communicate and report the findings of the PAW survey at all levels of the workplace and facilitate follow-up discussions.
- **Change management skills** – to support changes that may need to be implemented as a result of the findings of the PAW survey.
- **Patience and flexibility** – getting people to respond to surveys isn't always easy; patience and flexibility may be required in coping with setbacks and supporting and encouraging the workforce to participate.

Establishing a steering committee

Appointing a steering committee can be a good way to support the implementation of PAW, particularly for workplaces with more than 100 workers.

Your steering committee should:

- provide advice and strategic direction to the project lead
- engage with senior leaders about the process
- ensure the effective and timely completion of all aspects of the implementation process from survey administration to monitoring and review.

The steering committee would not be involved in the implementation of the survey. The role of individual members of the steering committee might include:

- understanding the objectives of undertaking the PAW survey, the outcomes, and the intended benefit
- becoming an advocate for PAW and the importance of psychological health and safety at work
- answering questions that workers may have about the PAW survey and associated outcomes
- helping to maintain momentum and ensuring that the organisation acts on PAW results
- considering ideas and issues raised and participating in group discussion.

The project lead should meet periodically with the steering committee and provide updates on PAW's progress, answering questions raised, and seeking guidance and advice as needed.