



# **Taking action to eliminate or minimise hazards - example control measures**

**People**  

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**AT WORK**

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## How to use this resource

Now that you've identified what psychosocial hazards and factors are impacting on the psychological health of your workers, the next step in the People at Work (PAW) process is to take action to eliminate or minimise these hazards.

Throughout this resource you will find information on each factor assessed by the People at Work tool. Locate the factor identified in your results and review the suggested controls. The most effective controls are preventative controls targeted at the organisational level.

It is strongly recommended that you discuss what action or control measures should be taken in consultation with workers as they will be best placed to know what will have the most positive impact. Be sure to review the column on mitigating the impact for workers.





## Do your results indicate that you need to take action to address role overload in the workplace?

Role overload occurs when a worker feels pressured by excessive workloads, difficult deadlines, and a general inability to fulfil workplace expectations in the time available.

Specific situations that can lead to role overload include:

- being given unreasonable deadlines
- lacking the resources required to complete tasks and projects including people, financial or physical resources
- increased pressure due to the absence of team members through illness and planned or unplanned leave
- allocating work tasks that are beyond a worker's level of competence or capacity
- placing excessive expectations on new or existing workers to learn new tasks quickly
- inequitable distribution of work tasks within a team or unit
- poor job design.

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing role overload, mitigate the impacts:
<ul style="list-style-type: none"><li>• Ensure jobs are designed in a way that results in manageable workloads.</li><li>• Monitor workflow for trends in workload and times of peak demand and use this information to plan and ensure adequate resourcing.</li><li>• Monitor workloads during periods of peak demand (e.g. Christmas, school holidays or seasonal peaks) and provide additional support where required.</li><li>• Proactively discuss work priorities and demands and ensure there is agreement on what is required.</li><li>• Engage in regular conversations with workers about work expectations, workloads, deadlines and instructions.</li><li>• Regularly review work policies and procedures to ensure they promote efficiency and effectiveness in work output.</li></ul>	<ul style="list-style-type: none"><li>• Provide workers with training on time management, organisation and decision-making skills.</li><li>• Encourage workers to manage stress and fatigue during periods of increased work demands.</li><li>• Ensure sufficient breaks are taken over long shifts.</li><li>• Encourage workers to take leave to recover from periods of high demand.</li><li>• Encourage workers to discuss ways to minimise overload or implement improvements to reduce demands.</li><li>• If workers are experiencing stress and strain due to excessive workloads, ensure immediate steps are taken to prevent the situation from becoming worse.</li></ul>



## Do your results indicate that you need to take action to address emotional demands in the workplace?

Emotional demand occurs when workers are confronted with emotionally taxing, upsetting, or disturbing situations inherent in the job that impact on them personally. Emotional demand is particularly prominent in jobs that involve interactions with customers or clients.

Specific tasks that might involve high levels of emotional demand include:

- experiencing conflict with customers, clients or co-workers
- dealing with customer/client complaints and aggressive behaviour
- delivering 'bad news' to customers, clients or co-workers
- engaging in performance conversations with underperforming workers
- undertaking disciplinary processes
- providing support to emotionally distressed customers, clients or co-workers
- requiring workers to show false displays of emotion i.e. happiness or enthusiasm even in stressful or frustrating situations
- exposure to emotionally distressing situations or potentially traumatic events

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are engaged in emotionally demanding tasks, mitigate the impact:
<ul style="list-style-type: none"> <li>• Where emotional demands are an unavoidable part of a worker's role, ensure these are captured in a position description and that applicants are informed at the pre-selection stage (e.g. at interview) of the demanding nature of the role.</li> <li>• Roster work activities in such a way that workers are not required to approach difficult client situations on their own.</li> <li>• Provide workers/managers with breaks and opportunities to regroup following emotionally demanding situations.</li> <li>• Ensure work tasks and cases are matched with the worker's capability level.</li> <li>• Rotate tasks and activities to ensure there isn't overexposure to emotionally demanding activities.</li> <li>• Ensure work tasks and cases are matched with the worker's capability level.</li> <li>• Ensure sufficient supervision so that workers can access support to deal with challenging situations.</li> <li>• Where possible, allow workers greater control over their jobs and empower workers to make decisions that will reduce emotional demands (e.g. giving a refund for a product to reduce to risk of conflict with customers).</li> </ul>	<ul style="list-style-type: none"> <li>• Build the capability of workers to manage conflict and deal with aggressive behaviour.</li> <li>• Foster a culture of openness so workers feel comfortable speaking up about situations that they have found emotionally challenging.</li> <li>• Escalate ongoing issues to someone more senior or experienced.</li> <li>• Follow up with workers who have experienced an emotionally demanding situation.</li> </ul>



## Do your results indicate that you need to take action to address group relationship conflict in the workplace?

Group relationship conflict refers to interpersonal disagreements and frictions with one's colleagues arising from differences in personal style, values, and norms.

Situations that can lead to group relationship conflict include:

- abrupt, rude or inappropriate behaviour from other workers or managers
- unresolved concerns regarding work tasks and/or interpersonal issues
- perceptions of inequity in the way team members are treated or workplace issues are addressed
- treating others differently based on gender, religion, cultural background, values etc.
- inappropriate remarks or jokes of a personal nature
- perceptions of being excluded from work-related discussions, meetings and activities
- perceptions that co-workers are not making fair or equal contributions to the team and the work being undertaken
- incivility in teams or departments that is tolerated by management
- work-related bullying, aggression, harassment (including sexual harassment), discrimination or other unreasonable behaviours by co-workers, supervisors or clients
- poor relationships and conflict between workers and their managers, supervisors, co-workers or others the worker is required to interact with, particularly where managers are reluctant to address inappropriate behaviours
- poor management of performance issues.

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing group relationship conflict, mitigate the impacts:
<ul style="list-style-type: none"> <li>• Foster a positive culture and work environment based on respect, trust, collaboration and consideration.</li> <li>• Ensure that there are policies in place regarding diversity and equity, and that team members are treated fairly and equally.</li> <li>• Establish positive norms and shared rules of engagement for the workplace regarding workplace behaviours.</li> <li>• Monitor the work environment for potential disagreements, factors or situations that may result in group relationship conflict and address these promptly.</li> <li>• Provide sufficient opportunities for workers to get to know each other and build positive relationships.</li> <li>• Develop, implement and enforce a code of conduct so that everyone is aware of appropriate work behaviours.</li> <li>• Ensure all managers have the skills to identify and manage conflict.</li> </ul>	<ul style="list-style-type: none"> <li>• Build the capability of team members to communicate and work constructively through disagreements and interpersonal issues.</li> <li>• Address inappropriate and disrespectful behaviour with workers, providing empathetic, respectful and effective feedback.</li> <li>• Respond in a timely and effective manner to employee complaints about workplace conflicts, interpersonal issues and workplace bullying.</li> <li>• Seek to understand the causes of group relationship conflict and provide appropriate support to address the root causes.</li> <li>• Coach workers to increase their awareness of other points of view and ways to negotiate solutions to resolve conflict.</li> <li>• Ensure workers feeling upset or harmed by workplace conflict are provided with appropriate support by a supervisor or manager they trust.</li> </ul>



The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing group relationship conflict, mitigate the impacts:
<ul style="list-style-type: none"><li>Identify design issues that may negatively affect team communication (e.g. minimise isolated work groups. If this is unavoidable, provide additional support to these groups).</li><li>Promote a team culture in which workers assist and support each other.</li></ul>	<ul style="list-style-type: none"><li>If workers feel upset or harmed by a workplace conflict, refer them for counselling where available.</li></ul> <p>Additional resource: <a href="https://www.safeworkaustralia.gov.au/system/files/documents/1702/guide-preventing-responding-workplace-bullying.pdf">Guide for preventing and responding to workplace bullying</a>. <a href="https://www.safeworkaustralia.gov.au/system/files/documents/1702/guide-preventing-responding-workplace-bullying.pdf">https://www.safeworkaustralia.gov.au/system/files/documents/1702/guide-preventing-responding-workplace-bullying.pdf</a></p>





## Do your results indicate that you need to take action to address group task conflict in the workplace?

Disagreements regarding work tasks can be positive and result in more effective problem-solving and innovation. However, unmanaged group task conflict can be harmful.

Situations that can lead to harmful group task conflict include:

- strong differences of opinion regarding work tasks, processes and/or priorities
- frequent competing priorities within or across teams
- perceptions of being excluded from work-related discussions, meetings and activities
- perceptions that co-workers are not 'pulling their weight' or making fair or equal contributions to the team and the work being undertaken
- perceptions of inequity in the way team members are treated.

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing group task conflict, mitigate the impacts:
<ul style="list-style-type: none"> <li>• Foster a positive culture and work environment based on respect, trust, collaboration and consideration.</li> <li>• Promote the concept that differences in workers' ideas and opinions is a positive.</li> <li>• Provide rewards that celebrate and reinforce teamwork. Ensure that the reward is equitable and accessible to all team members that contributed to the project or task.</li> <li>• Give group rewards based on the performance of a team or unit rather than any one individual. This can be achieved by linking rewards to the performance of a group as a whole and can enhance teamwork and avoid potential conflict between workers.</li> <li>• Implement reward and recognition systems that provide regular feedback on task performance and channels for praise.</li> <li>• Develop a team charter that outlines expectations for behaviour and the management of disagreements.</li> <li>• Establish positive norms and shared rules of engagement for the workplace regarding workplace behaviours.</li> <li>• Ensure everyone has a current role or position description, which includes the role purpose, reporting relationships and the key duties expected of them.</li> <li>• Monitor the work environment for potential disagreements, factors or situations that may result in conflict and address these promptly.</li> </ul>	<ul style="list-style-type: none"> <li>• Build employee capability to communicate and work constructively through disagreements and conflict.</li> <li>• Encourage workers to have input into procedures and tasks. When possible, involve workers in the decision-making processes which will impact on their job tasks.</li> <li>• Address inappropriate and disrespectful behaviour with workers, providing empathetic, respectful and effective feedback.</li> <li>• Respond in a timely and effective manner to employee complaints about conflicts and workplace bullying.</li> <li>• Seek to understand the causes of group relationship conflict and provide appropriate support to address the root causes.</li> <li>• If workers feel upset or harmed by a workplace conflict, refer them for counselling where available.</li> </ul>





## Do your results indicate that you need to take action to address role conflict in the workplace?

Role conflict reflects the degree to which workers are expected to perform two or more incompatible tasks or roles simultaneously and has been described as incompatible demands and expectations placed on a worker, by different groups or persons with whom a worker must interact.

Situations that can lead to role conflict include:

- being given opposing work instructions or conflicting deadlines from two different managers
- transitioning from a team member position to a manager role within the same team
- having to comply with an organisational policy, procedure, work instruction or direction that is contrary to personal beliefs and values
- requests to work extended or additional work hours that impact on the ability to meet family responsibilities.

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing role conflict, mitigate the impact:
<ul style="list-style-type: none"><li>• Ensure systems and practices are in place to allow workers to raise concerns about any conflicts they have in their role and responsibilities.</li><li>• Avoid assigning roles to workers that are known to contradict their personal values.</li><li>• Avoid placing inconsistent demands on employees and ensure that different role requirements are compatible.</li><li>• Provide workers with flexibility and encourage work/life balance through the implementation of flexible work arrangement policies and practices.</li><li>• When more than one manager is allocating tasks to the same workers, managers discuss projects and work requirements before allocating tasks.</li><li>• Avoid making workers accountable to more than one immediate supervisor to reduce potential conflict in work demands.</li></ul>	<ul style="list-style-type: none"><li>• Seek to reprioritise tasks with conflicting deadlines and/or requirements.</li><li>• Support workers to make decisions about what changes can be made to alleviate role conflict and associated stress.</li><li>• Negotiate role requirements to eliminate or minimise impacts or tasks that are creating role conflict.</li><li>• If role conflict is resulting from having more than one supervisor, change accountabilities and structures to ensure clear direction.</li><li>• Action any concerns raised in a timely manner.</li></ul>



## Do your results indicate that you need to take action to address role ambiguity in the workplace?

Role ambiguity is the lack of clarity or uncertainty about job responsibilities, or the perceived lack of important job-related information. Unclear or constantly changing specifications regarding expectations and duties defining a worker's job also constitutes role ambiguity.

Situations that can lead to role ambiguity include:

- being asked to undertake a specific task with no instructions or detailed information about requirements
- being asked to undertake tasks that are not typically an aspect of the role and responsibility of the position
- lack of clarity about the priorities for individuals, teams and work units including what tasks need to be completed, who is responsible for the tasks and timeframes for completion
- changing position descriptions and/or areas of responsibility without consultation
- allocating the same task to two different workers, resulting in duplication of effort.

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing role ambiguity, mitigate the impact:
<ul style="list-style-type: none"><li>• Ensure jobs are designed effectively and position descriptions clearly outline all key tasks, responsibilities and role expectations.</li><li>• Encourage regular check-ins and open discussion amongst team members to ensure they are clear about who is doing what.</li><li>• Provide clear work instructions and explain why certain roles, responsibilities and tasks have been allocated.</li><li>• Establish clear expectations for the team and ensuring these are understood and shared by all.</li><li>• Communicate any changes to policies, procedures and practices and ensure that these are understood.</li><li>• Provide all workers with an induction and ensure they are aware of their role within their immediate work team and how they fit both with other teams and the broader organisation.</li><li>• Ensure that management structures and reporting lines within work teams are clear (this can be supported by an organisational chart).</li><li>• Ensure workers have a current role or position description, including role purpose, reporting relationships and key duties.</li><li>• Implement a performance feedback system.</li></ul>	<ul style="list-style-type: none"><li>• Encourage workers to speak up if they are unclear about roles and work tasks.</li><li>• Provide opportunities for continuous improvement through identification of issues such as duplication, insufficient work instructions, errors, missed deadlines and dissatisfaction with work task allocation.</li><li>• Enable workers to build capability in coping with uncertainty, lack of information, disorganisation, and an absence of work boundaries.</li><li>• Review position descriptions to look for opportunities to improve job design.</li></ul>



## Do your results indicate that you need to take action to address job control in the workplace?

Job control is the degree to which a worker has the discretion to approach their work in a manner of their choosing. It reflects a worker's capacity to manage his or her activities at work, including choice of work tasks, methods of work, work pacing, work scheduling, control over resources, and control over the physical environment.

Situations that can lead to low levels of job control can include:

- micro-managing workers, particularly in situations where they have the competence and willingness to work without close supervision
- where workers have little say in the way work is prioritized and how they carry it out
- work that is machine or computer-paced
- work that is tightly managed and controlled (e.g. scripted call centres with set breaks and rostering)
- needing to obtain permission or sign-off before progressing with routine tasks
- failing to involve the right people in decision-making
- lack of opportunities to learn and develop new skills
- not being provided with access to tools, resources or information needed to carry out the job
- lack of freedom, autonomy and flexibility at work
- being unable to refuse to deal with aggressive clients or customers
- not being involved in decisions that affect workers or their clients.

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing low job control, mitigate the impacts:
<ul style="list-style-type: none"><li>• Involve workers in organisational decision-making processes and encourage suggestions for continuously improving work practices.</li><li>• Consult with workers about goals and objectives and facilitate discussion to arrive at a consensus about what needs to be achieved and how.</li><li>• Establish an environment in which workers feel empowered to negotiate work requirements and deadlines and delegate/hand-over work.</li><li>• Implement processes to allow workers to have control over workflow, customer queues, task intake, internal and external service level agreements etc.</li><li>• Implement policies and practices for flexible working arrangements.</li><li>• Implement effective learning and development programs and systems to ensure workers have the skills required to achieve their goals. Where skills are lacking, discuss opportunities for development.</li><li>• Provide learning and development programs for managers on management styles that empower workers rather than micro-manage.</li><li>• Implement processes to allow opportunities for job rotation to enable skill development and job variation.</li></ul>	<ul style="list-style-type: none"><li>• Reflect on and improve leadership approaches.</li><li>• Increase the delegation of work tasks and provide workers with more input into how work is undertaken.</li><li>• Seek opportunities to build trust in workers.</li><li>• Where performance issues are identified, ensure adequate opportunities are provided for training, development and upskilling.</li><li>• Talk to workers about what could be done to increase autonomy at work and ownership of their job outputs.</li><li>• Ensure adequate resourcing.</li></ul>



- Develop a system that enables workers to have input into broader workplace issues (e.g. a suggestion scheme/box, online forums or discussion boards etc.).
- Use performance reviews as a positive opportunity for workers to have input into the way they do their work rather than focusing only on inadequate performance.
- Ensure all teams hold regular meetings where workers can have input into decision making.
- Consult with workers about change, performance indicators, resources or other issues that will impact their work.
- Provide training, development and upskilling opportunities to increase workers' competence for the task.
- Avoid asking workers to regularly work additional hours without prior consultation.



## Do your results indicate that you need to take action to address supervisor support in the workplace?

Supervisor support consists of both ‘instrumental’ support and ‘emotional’ support. Instrumental support refers to offering practical help to solve problems or providing tangible assistance or aid in the form of knowledge or advice needed to resolve the issue, whereas emotional support involves offering care or listening sympathetically to another person.

Situations that can lead to low levels of supervisor support can include:

- lack of performance feedback and discussions
- lack of supervision, either because supervisors are absent from the workplace or because workers lack opportunity for contact with supervisors
- lack of opportunities to grow and develop through support, coaching and mentoring
- vague, unclear or insufficient work instructions or direction from supervisors
- distant, hostile or impersonal style of supervision
- lack of supervisor accountability and placing blame on workers for errors or failures
- working in isolation or separate from a team or supervisor
- workplaces where managers are required to manage large numbers of workers and it is difficult to provide adequate support to their team
- limited learning and development opportunities
- limited time within work hours to seek support from supervisors or managers (e.g. highly regimented workplaces such as call centres, medical practices)
- insufficient access to tools, resources or information needed to carry out the job.

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing low supervisor support, mitigate the impacts:
<ul style="list-style-type: none"> <li>• Ensure leadership skills are adequately evaluated during recruitment and selection processes.</li> <li>• Ensure supervisors have a manageable workload through effective organisational design, and that their span of control isn't so great that it prevents effective supervision.</li> <li>• Ensure supervisors are provided with sufficient resources and support to undertake supervisory duties.</li> <li>• Ensure supervisors are trained in skills for people management.</li> <li>• Provide leadership development opportunities that emphasise the importance of the relationships and dynamics between supervisors and workers.</li> <li>• Foster a culture of collaboration and support, encouraging regular discussion between workers and supervisors.</li> <li>• Encourage workers to engage in open dialogue about their support needs.</li> <li>• Hold regular team meetings to discuss pressures and challenges within the work unit.</li> <li>• Ensure adequate backfilling of roles or redistribution of work when workers are out of the office or away on leave.</li> </ul>	<ul style="list-style-type: none"> <li>• Check in with workers to discuss work tasks, and how they feel about their work, ensuring they feel valued and supported.</li> <li>• Demonstrate genuine care and consideration for workers.</li> <li>• Ask workers for ideas and opinions about how the work environment and leadership practices can be improved.</li> <li>• Help workers to set, monitor and achieve work goals.</li> <li>• Ensure there are appropriate mechanisms to manage the performance of supervisors and provide feedback on the leadership aspects of their roles.</li> <li>• Ensure supervisors are willing and able to step in and help undertake work tasks during difficult or busy times.</li> <li>• Support open communication and encourage workers to share their concerns about work-related stressors at an early stage.</li> <li>• Provide time to talk through problems with workers and promote an ‘open door’ policy.</li> <li>• Help workers to set, monitor and achieve work goals.</li> </ul>



## Do your results indicate that you need to take action to address co-worker support in the workplace?

Co-worker support can be instrumental or emotional in nature. Instrumental support refers to practical help to solve problems or tangible assistance or aid in the form of knowledge or advice needed to resolve the issue, whereas emotional support involves care or listening sympathetically to another person.

Situations that can lead to low levels of co-worker support can include:

- increased competition, such as that brought on by job insecurity, limited rewards and individual performance targets and KPIs
- a workplace culture that enables discouraging informal chatter in the workplace and hinders cooperation and collaboration
- favouritism and inequitable treatment of workers
- excessive criticism, judgment and inappropriate feedback amongst workers
- lack of accountability and responsibility for individual and team performance
- low morale levels, disengagement and lack of work motivation.

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing low co-worker support mitigate the impacts:
<ul style="list-style-type: none"><li>• Communicate organisational values and set clear expectations for workplace behaviour.</li><li>• Design work in such a way as to emphasise team collaboration rather than independent working and competition.</li><li>• Structure reward and recognition programs around team achievements more so than individual achievements.</li><li>• Encourage and reward 'organisational citizenship behaviours' - the extra behaviours and activities employees undertake over and above their work duties that contribute to a positive work environment.</li><li>• Develop a peer support network and/or a mentoring/buddy program for new starters.</li><li>• Provide sufficient opportunities for workers to get to know each other and build positive relationships.</li></ul>	<ul style="list-style-type: none"><li>• Encourage the development of positive working relationships, invest in team planning and build activities and conflict resolution.</li><li>• Increase worker capacity to deal with and resolve conflict in a constructive manner.</li><li>• Improve communication practices.</li><li>• Look for opportunities to work on developing greater team commitment.</li><li>• Build interpersonal capabilities across the team, such as emotional intelligence, communication and feedback skills.</li><li>• Emphasise organisational goals and values and provide examples of what these look like in practice.</li></ul>



## Do your results indicate that you need to take action to address praise and recognition in the workplace?

Praise and recognition refers to a worker's feelings of self-worth that grow from the perception that the workplace and the people they work for value them and what they have to offer. Praise and recognition from supervisors can be in the form of encouragement, compliments, and other gestures of appreciation.

Situations that can lead to low praise and recognition can include:

- lack of positive feedback and acknowledgement of achievements and contributions
- the absence of appropriate mechanisms and practices for regular performance discussions, performance planning and goal setting
- providing recognition or acknowledgement that is not meaningful or not attributed to specific situations
- inequitable reward and recognition practices
- rewarding and recognising individuals that have not contributed to a particular outcome, including taking credit for the work of others.

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing low praise and recognition mitigate the impacts:
<ul style="list-style-type: none"> <li>• Implement formal recognition programs that provide all workers with equal opportunity to be recognised for their contributions.</li> <li>• Ensure any recognition programs are communicated to the entire workplace and that all workers have an opportunity to benefit from the program, not just the top performers.</li> <li>• When using an incentives-based scheme, ensure the objectives and intent of the program are clear to all workers.</li> <li>• Keep decision criteria for rewards simple and ensure that rewards under the scheme are achievable.</li> <li>• Research or consult about the type of rewards that workers would find meaningful and relevant.</li> <li>• Develop a formal training program for managers about the rewards program and its rationale.</li> <li>• Consider giving group rewards based on the performance of a team or unit rather than any one individual. This can be achieved by linking rewards to the performance of a group as a whole and will enhance teamwork and avoid potential conflict between workers.</li> <li>• Consider customised reward systems for different teams. In workplaces with diverse teams, a one-size-fits-all approach may not be the best solution.</li> <li>• Consider implementing a job rotation system or implementing a coaching or mentoring program to enrich workers' interest and motivation and enable them to broaden their skill set.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure that workers are being provided with feedback that is timely, specific, practical, and attributed back to the what, how and why of their performance.</li> <li>• Increase awareness of existing mechanisms for praise, recognition, reward and acknowledgement within the organisation.</li> <li>• Encourage workers to recognise the contributions of others, rather than expecting this to always come from supervisors/managers.</li> <li>• Be clear about who is doing what and ensure that the right people are being praised and recognised for their work.</li> <li>• Recognise and reward workers for their ingenuity or effort, not just for their task contribution or productivity.</li> <li>• Listen to workers' needs, concerns and ideas and be responsive to them as a meaningful form of recognition.</li> </ul>





- Foster a culture in which it is common practice to recognise workers not just for their hard work, but also for their ideas, conduct and contributions over and above what is expected in their roles.
- Provide supervisors and workers with a range of strategies to recognise others, understanding that people like to be acknowledged in different ways.
- Ensure praise and recognition is built into leadership development opportunities, helping leaders to understand how they can best praise and recognise others.
- Implement a performance review system that ensures workers are provided with positive and constructive advice for future performance, including opportunities for skill development.
- Where possible, avoid linking performance reviews with discussions about pay as this may distract from the process.



## Do your results indicate that you need to take action to address procedural justice in the workplace?

Procedural justice refers to workers' perceptions of the fairness of the formal policies, procedures, and processes used to arrive at decisions and achieve end-goals and other outcomes.

Situations that can lead to low procedural justice can include:

- lack of, or inadequate, policies and procedures
- excluding people from decision-making processes that will impact on them
- 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
- failure to equitably apply or follow policies, guidelines and procedures.

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing low procedural justice mitigate the impacts:
<ul style="list-style-type: none"><li>• Foster a culture of transparency, openness, respect, fairness and equity.</li><li>• Ensure policies and procedures are contemporary and appropriately address the scope of activities and expectations in the workplace.</li><li>• Design and implement procedures consistently across all workers and work groups (e.g. a structured performance review process so all workers are reviewed using consistent criteria).</li><li>• Ensure policies and procedures are applied fairly and consistently.</li><li>• Regularly review the effectiveness of procedures.</li><li>• Encourage worker involvement and ownership of procedures by engaging workers at all levels of the workplace during their development.</li><li>• Ensure workers have opportunities to participate in consultation and decision-making processes.</li><li>• Implement appropriate performance monitoring and management systems.</li><li>• Implement appropriate complaints handling procedures.</li><li>• Where relevant, provide workers with a mechanism to appeal an outcome.</li><li>• Set clear expectations and ensure all individuals are held accountable by addressing performance and conduct issues as they arise.</li><li>• Implement appropriate systems to communicate key organisational decisions and messages in a timely manner.</li></ul>	<ul style="list-style-type: none"><li>• Ensure that action is taken to promote equity and fairness.</li><li>• Explain the process for managing complaints and what outcomes workers should realistically expect.</li><li>• Look for opportunities to improve communication.</li><li>• Consult and communicate the reason for changes in policy or procedure to workers. Changes and decisions are more likely to be accepted, even if unfavourable, if there is a clear explanation the background and aims.</li><li>• Review decisions to ensure that they are fair and free of bias.</li><li>• Where a worker may perceive unfair work practices, encourage them to access the appeal process.</li><li>• Provide and promote an employee assistance program that responds to both work and non-work issues or concerns.</li></ul>



## Do your results indicate that you need to take action to address change consultation in the workplace?

Change consultation refers to the degree to which workers' are provided with information about workplace changes and provided with opportunities to participate in decisions that may affect their work.

Situations that can lead to poor change consultation can include:

- implementing changes without sufficient consultation and stakeholder engagement
- failure to announce changes in a timely fashion or explain the reasons for change. This may lead to informal communication practices e.g. the 'rumour mill'
- failure to ensure that information communicated about change has been correctly understood
- using inappropriate communication channels to share information about change
- poor change management practices, disorganisation, lack of planning and/or inadequate support during transition times.

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing low change consultation mitigate the impacts:
<ul style="list-style-type: none"> <li>• Ensure the organisation has frameworks for change management, with systematic approaches for conceiving, planning, developing, implementing and evaluating changes.</li> <li>• Implement robust consultation and engagement practices as part of change projects and strategic decision-making.</li> <li>• Establish good communication systems to keep stakeholders up to date about change.</li> <li>• Provide mechanisms to guide workers and managers through the change process, with support for task and people-related impacts.</li> <li>• Provide workers the background and reasons for change.</li> <li>• Ensure the person communicating the change has the skills and authority to do so. If necessary, train managers or supervisors to support workers through periods of change.</li> <li>• Review team and individual work plans after the change to ensure roles, objectives and accountabilities are clear.</li> <li>• Change job descriptions to match new duties and tasks when changing job roles to prevent ambiguity and role conflict. Workers should participate in this review process where possible.</li> <li>• Encourage workers to develop skills to help them undertake new and challenging work produced by change.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage workers to speak up and get involved with change.</li> <li>• Put changes and decisions on the agenda for team meetings.</li> <li>• Respect individual differences and recognise that workers will respond to change in a range of ways and will have different needs regarding consultation and engagement.</li> <li>• Check for understanding when communicating about change.</li> <li>• Provide emotional support to help workers deal with frustrations experienced as a result of change and uncertainty.</li> <li>• Ensure workers are supported throughout the change process and are aware of any potential impacts on their roles.</li> </ul>



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| <ul style="list-style-type: none"><li>• Provide group information and/or feedback sessions to give workers the opportunity to raise any concerns about changes in a group setting. For example, hold regular meetings or focus groups. Workers may feel more comfortable raising issues in a group rather than individually.</li><li>• Where a change in structure or roles occurs, or when retraining is required, use the performance review process as a positive opportunity for workers to have renewed input into the way they complete their work.</li><li>• Ensure workers feel confident in undertaking their tasks and make sure they receive enough training for them to be competent in their roles.</li></ul> |  |
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## Do your results indicate that you need to take action regarding violence and aggression in the workplace?

Work-related violence is any incident in which a person is abused, threatened or assaulted in circumstances relating to their work. It includes a broad range of actions and behaviours that can create risk to the health and safety of workers.

Typical work practices that can give rise to work-related violence include:

- handling cash, drugs or valuables
- working alone, working in isolation, working in the community and working at night
- providing services to people who are distressed, angry or substance affected
- enforcement activities
- responding to emergencies (e.g. emergency service workers, health care workers).

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing violence and aggression mitigate the impacts:
<p>Ensure the physical work environment and security area is well designed:</p> <ul style="list-style-type: none"> <li>• the building is secure, maintained and fit for purpose</li> <li>• use security measures such as CCTV, timer safes, anti-jump screen</li> <li>• separate workers from the public where possible</li> <li>• increase visibility of who is coming into the premises through access and lighting</li> <li>• fit communication and alarm systems.</li> <li>• implement strategies to reduce frustration levels of clients (e.g. readily available directions and assistance, alternative strategies to queues, waiting areas with entertainment)</li> <li>• Facilitate a culture of low tolerance of aggression towards workers.</li> </ul> <p>Provide training:</p> <ul style="list-style-type: none"> <li>• violence prevention measures</li> <li>• situational risk assessment</li> <li>• positive behaviour strategies</li> <li>• de-escalation and emotional regulation training.</li> </ul> <p>Develop and implement work systems and procedures:</p> <ul style="list-style-type: none"> <li>• procedures for working in isolation</li> <li>• procedures for opening and closing the business</li> <li>• monitoring staff working in the community or away from the workplace</li> <li>• processes to assess client needs and provide appropriately skilled workers</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure there are procedures in place to respond to and report violent incidents.</li> <li>• Ensure managers are trained in appropriate responses to work-related violence and aggression.</li> <li>• Ensure workers are trained in common responses following a violent incident.</li> <li>• Ensure recruitment and selection practices incorporate a realistic job preview of potential exposure to work-related violence so applicants are aware this could occur in the role.</li> <li>• Provide evidence-based resilience training for workers who may be exposed to work-related violence.</li> <li>• Ensure there is counselling and support services available to workers and supervisors following potentially traumatic events.</li> <li>• Implement professional supervision among peers and supervisors.</li> </ul> <p><a href="#">Click here for more guidance on managing work-related violence.</a></p>



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| <ul style="list-style-type: none"><li>• management plans for clients known to have a history of aggression</li><li>• identification systems so that workers and authorised visitors are clearly identified.</li><li>• Systems to map and record areas of concern for safe access and egress.</li></ul> |  |
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## Do your results indicate that you need to take action regarding bullying in the workplace?

Work-related bullying is defined as repeated and unreasonable behaviour directed towards a worker or a group of workers, that creates a risk to health and safety. Poor management of job demands and job resources can influence the occurrence of bullying in the workplace. Work-related bullying can adversely affect the psychological and physical health of a person.

Situations that can lead to workplace bullying include:

- presence of work stressors (high job demands and low job resources)
- leadership styles (autocratic behaviours, limited guidance, abusive behaviour or demeaning behaviour)
- systems of work (lack of resources, lack of training, unreasonable performance measures, inappropriate work scheduling, shift work and poorly designed rostering)
- poor workplace relationships (poor communication, isolation, poor support, work group hostility)
- workforce characteristics (young workers, apprentices, new workers, casual workers etc)

The most effective controls are preventative controls targeted at the organisational level:	If you notice that workers are experiencing workplace bullying mitigate the impacts:
<ul style="list-style-type: none"> <li>• Monitor job demands and job resources and implement controls as needed.</li> <li>• Demonstrate senior management commitment to identifying, preventing and responding to workplace bullying. <ul style="list-style-type: none"> <li>— Model respectful behaviour.</li> <li>— Develop and implement a bullying policy.</li> <li>— Respond to unreasonable behaviour as soon as it arises.</li> </ul> </li> <li>• Set the standard of workplace behaviour via a policy.</li> <li>• Develop productive and respectful workplace relationships.</li> <li>• Implement reporting and response procedures to workplace bullying.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure managers are trained in appropriate responses to workplace bullying and conflict.</li> <li>• Provide training and information on workplace behaviour and workplace bullying</li> <li>• Ensure there is counselling and support services available to workers and supervisors.</li> <li>• Improve civility and respect among workers via team building activities.</li> </ul> <p><a href="#">Click here for more guidance on managing workplace bullying.</a></p>



## Where to from here?

Now you have some ideas about possible controls to implement in response to any psychosocial hazards and factors you can begin to create an action plan. Developing an effective action plan is an important way to ensure the benefits of undertaking the People at Work survey are fully realised. The action planning process focuses on documenting the activities and strategies that will be implemented in managing psychosocial hazards in the workplace. Action planning should result in an agreed set of goals with timeframes for achievement and measures of success. The action planning and determination of controls should be undertaken in consultation with your workers.

The workplace can be an environment of frequent and rapid change. For this reason, risk management is not a one-off exercise. It is recommended that workplaces repeat the People at Work process on a regular basis (e.g. every 12-18 months). This allows you to evaluate the effectiveness of your interventions and actions and consider opportunities for further improvement.

