



Psychosocial hazards overview

Psychosocial hazards	Potential causes	Potential control measures
<i>related to job characteristics, design and management</i>		
High job demands or low job demands	<ul style="list-style-type: none"> • Long, irregular, or unpredictable work hours • Tasks that can cause physical or mental exhaustion • Tasks where a high level of concentration is required • Little or repetitive work 	<ul style="list-style-type: none"> • Schedule tasks to avoid intense or sustained periods of work • Provide quiet areas for mentally demanding work • Rotate workers through repetitive of demanding tasks
Low job control	<ul style="list-style-type: none"> • Needing permission or approval to perform any task, even a routine one • Little influence over worker's own tasks, break times or physical environment 	<ul style="list-style-type: none"> • Implement processes for workers to control workflow and physical environment • Involve workers in the decision-making for work practices • Hire workers with the right mix of skills and experience for the job
Poor support	<ul style="list-style-type: none"> • Poor communication, information, training or job resources to complete tasks • No opportunity or means to seek help (particularly those in remote and isolated work) • Inadequate or poor performance feedback 	<ul style="list-style-type: none"> • Implement processes for constructive, goal-focused and fair feedback • Provide workers with the resources to perform their job properly and safely • Create a supportive workplace culture that promotes collaboration and cooperation
Lack of role clarity	<ul style="list-style-type: none"> • Frequent changes to roles or tasks • Conflicting job roles or unclear reporting lines • Lack of clarity on work priorities 	<ul style="list-style-type: none"> • Have clear position descriptions for all roles • Have an accesible organisational chart with transparent reporting lines • Provide clear work instructions and task expectations
Poor change management	<ul style="list-style-type: none"> • Poor communication and poor consultation with workers on current or planned changes to the work environment • Insufficient training on organisational change 	<ul style="list-style-type: none"> • Consult workers who are, or likely to be, affected on any work-related health and safety matters, and provide reasons for the change • Respect individual differences among workers dealing with change, and offer emotional support to those feeling frustrated

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Low recognition and reward	<ul style="list-style-type: none"> • Unfair or biased allocation of recognition or reward • Limited opportunities for job development • Worker's skills not appropriately recognised 	<ul style="list-style-type: none"> • Have fair and meaningful practices for acknowledging recognition and reward • Provide fair and practical feedback that relates to the worker's performance • Conduct performance reviews that adequately reflect the worker's experience and control.
Poor organisational justice	<ul style="list-style-type: none"> • Failing to maintain worker privacy and confidentiality • Discriminating certain groups of workers • Failing to appropriately address unreasonable behaviour causing alleged or actual harm like occupational violence or harassment 	<ul style="list-style-type: none"> • Design and implement unbiased policies and procedures • Offer opportunities for workers to raise concerns and issues and encourage them to do so • Recruit and promote workers based on merit
Traumatic events or material	<ul style="list-style-type: none"> • Witnessing or investigating a fatality, serious injury or neglect (for example child protection workers) • Workers that support victims of traumatic events • Exposure to events that bring up painful memories 	<ul style="list-style-type: none"> • Organise tasks to minimise the number of workers exposed to traumatic events • Eliminate work-related physical safety risks to prevent trauma from a workplace incident • Offer employee assistance programs
Remote or isolated work	<ul style="list-style-type: none"> • Working in locations where there is long travel distance • Limited access to job resources and support networks 	<ul style="list-style-type: none"> • Ensure the safety of your workers with measures such as CCTV and alarm systems • Set up adequate communication systems and schedule regular call-ins with workers
Poor environmental conditions	<ul style="list-style-type: none"> • Working hazardous or unpleasant conditions • Performing physically demanding work while wearing uncomfortable protective equipment 	<ul style="list-style-type: none"> • Eliminate or minimise physical hazards in the workplace as far as is reasonably practicable

Psychosocial hazards	Potential causes	Potential control measures
<i>related to harmful behaviour</i>		
Workplace violence and aggression	<ul style="list-style-type: none"> • Providing care or assistance to people who are distressed, confused or affected by drugs or alcohol • Working in unpredictable environments such as high crime areas • Customer service methods that can cause anger or unreasonable behaviour directed towards a worker 	<ul style="list-style-type: none"> • Prevent public access to areas where workers are working alone and/or at night, or employ security personnel or video surveillance • Communication with customers and workers that any form of harmful behaviour is not tolerated • Try and provide different customer interaction options that could eliminate face-to-face communication • Implement systems where workers can escalate difficult calls, customers, or workers to management • Ensure reporting of incidents and harmful behaviour is accessible and confidential • Train workers on how to deal with difficult clients or customers and management on conflict resolution
Bullying	<ul style="list-style-type: none"> • Exposure to other psychosocial risks causing work-related stress • Strict and direct management styles • Poor workplace relationships 	
Harassment including sexual and gender-based harassment	<ul style="list-style-type: none"> • Acceptance of inappropriate behaviour in the workplace • Power imbalances • Use of alcohol at work functions 	
Conflict or poor workplace relationships and interactions	<ul style="list-style-type: none"> • A tolerated negative or toxic workplace culture • Exposure to other psychosocial hazards causing work-related stress 	