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1. Purpose

The purpose of this guide is to increase understanding of psychological safety in the workplace, outline the risk management approach to psychosocial hazards, and to promote positive wellbeing amongst council workers.

2. Scope

This guide applies to all Ipswich City Council workplaces.

3. Obligations

Persons conducting a business or undertaking (PCBUs) have a primary duty of care to ensure, so far as is reasonably practicable, the psychological health of workers, in the same way that their physical health must be taken care of. In addition, all workers have a responsibility for workplace health and safety, specifically ensuring reasonable care for the health and safety of themselves and others.

4. Psychosocial Safety & Wellbeing - Guideline

4.1 Psychological Safety

Psychological safety is the absence of harm and/or threat to mental health and well-being that a worker might experience in the workplace.

4.2 Wellbeing

Wellbeing is a combination of a person's physical, mental, emotional and social health factors. A state of well-being is more than the absence of illness; it is a state of experiencing positive emotions, feeling engaged and a sense of thriving in everyday life.

4.3 Mental Health

Mental health is defined as a state of well-being in which the individual realises their own abilities, can cope with normal stressors of life, can work productively and fruitfully, and is able to contribute to the community.

4.4 Psychologically Healthy Workplaces

A psychologically healthy and safe workplace is defined as one that promotes workers mental health and well-being, protects mental health by reducing work-related risk factors and actively prevents mental illness and injury from occurring. The attributes of a psychologically healthy workplace include:

- Open and honest leadership
- Fair and respectful culture
- Inclusion and influence
- Good job design
- Prioritising mental health
- Work/life balance
- Worker development
- Workload management
- Mental health support.

1.1 Psychologically Unhealthy Workplaces

The risk to individuals and to Council workplaces from a psychological injury could include:

- Poor individual health and/or reduced functioning
- Increased worker absenteeism
- Potential high worker turnover
- Low morale and motivation
- Lost productivity
- Inability to deliver objectives
- Increased Workers' Compensation claims.

2. Causes of Psychological Injuries

In general, undertaking work activities are accepted to be good for a person's psychological and physical well-being. Good work is good for well-being. However, there are aspects of the workplace that, if not appropriately managed, have the potential to negatively affect an individual's mental health, sense of wellbeing and physical health, as well as the effectiveness of an organisation to fulfil its operational requirements. Workplace factors that may contribute to psychological injuries include:

- elements of the work environment
- management practices
- the way that work is organised or designed.

The psychological well-being of a workforce can be enhanced by minimising the impact of known workplace risk factors and maximising the impact of potential protective factors.

A risk factor is a condition, behaviour or attribute that may increase the risk of injury or illness.

A protective factor is a characteristic associated with a lower likelihood of negative outcomes or that reduce a risk factor's impact.

In order to create a more psychologically healthy workplace, strategies are needed at the individual, team and organisational level to eliminate or reduce risk factors and promote protective factors.

3. Psychosocial Hazards

In relation to work, a psychosocial hazard is a workplace factor, such as an adverse workplace interaction or condition of work, that compromises a worker's health and well-being.

If addressed appropriately these factors have the potential to positively influence workers mental health, psychological safety and engagement. If these factors are not managed appropriately, they have the potential to lead to psychological and/or physical injury.

Psychosocial hazards can include:

- high job demands
- low job control
- poor support
- low role clarity
- poor organisational change management
- low recognition and reward

- poor organisational justice
- poor workplace relationships and interpersonal conflict
- remote and isolated work
- poor environmental conditions
- exposure to traumatic events
- violence and aggression
- bullying
- harassment (including sexual harassment).

3.1 Psychosocial Risk Management

Psychosocial risks can be managed in the same systematic way as other workplace health and safety risks as detailed in both the Appendix 1 – ‘Understanding Psychosocial Risks and Controls’ table and the Appendix 2 – Examples of Psychosocial Consequence’ table, which help Ipswich City Council define its risk management approach to psychosocial hazards.

At Ipswich City Council, our process to manage psychosocial risks is:

3.1.1 Step 1 – Engagement

Undertake a meaningful consultation with workers by using [WSW-FOR-043 – Psychosocial Conversation Tool](#). This is a leader-led discussion with the team as a whole or individually. In this discussion, the team or worker will talk through the common psychosocial hazards relevant to their team or work, and list what aspects, roles, tasks in your team specifically relate to any hazards. Common psychosocial hazards and examples are listed in the tool for guidance.

3.1.2 Step 2 – Psychosocial Risk Assessment

If any psychosocial hazards are identified in the team, a risk assessment must be completed using the [WSW-FOR-044 Psychosocial Risk Assessment Template](#).

Potential controls are listed in Appendix 1 of this guideline – ‘Understanding Psychosocial Risks and Controls’. Completed risk assessments are required to be approved by the relevant Branch Manager prior to sending to your Workplace Safety and Wellbeing Safety Partner for record-keeping.

3.1.3 Step 3 – Specialised Risk Plans

There may be instances where individuals or teams have a complex, unique or difficult risk to control. If this is identified, specialised risk plans may need to be developed. Contact your Workplace Safety and Wellbeing Safety Partner for assistance with these plans.

4. Levels of Intervention

Strategies to address psychosocial hazards in the workplace can be addressed at the primary, secondary or tertiary levels of intervention. Primary interventions are targeted at the organisational level, with an emphasis on the need to identify and manage causes and practices within the organisation that may be contributing negatively to worker well-being.

Secondary interventions are primarily aimed at improving worker strengths and capability, including education and training, and the provision of resources to assist with stress management, resilience, interpersonal skills and conflict management.

Tertiary interventions are supportive steps implemented after an injury or illness has occurred, including facilitating appropriate rehabilitation or return to work programs, provision of an Employee Assistance Program etc.

The goal for council is to manage the risk at the source, rather than rely only on interventions to assist workers after an injury has occurred.

5. Job Design

Job design is an example of a primary intervention to address psychosocial hazards. In the context of psychosocial hazards, job design is the process of determining the job tasks, roles, duties and processes to best promote worker psychological health and well-being. This includes the provision of:

- adequate resources to undertake the duties
- consideration of work pace and timing
- flexible working hours where possible
- appropriate skill utilisation and task variety
- adequate support and feedback
- decision making input or control whenever practical
- manageable emotional demands
- opportunities for learning, training and career development.

6. Positive Workplace Culture

Workplace culture is the collective view of workers. Workplace culture can shape how people interact and engage with others, how things get done and what is considered acceptable behaviour.

Where there is a negative workplace culture, workers may be at greater risk of exposure to psychosocial hazards. A toxic or hostile work environment will likely result in poor workplace relationships, increased worker apathy, stress and burnout, as well as increased absenteeism, turnover and reduced organisational outcomes.

In contrast, a positive workplace culture can boost worker wellness and help serve as a protective factor against psychosocial risk.

Applying psychosocial risk management measures can help to shape a positive workplace culture. Establishing a culture of caring and trust through supportive leadership is essential.

6.1 Leadership Charter

Leaders play a vital role in the psychological health and safety of workers and creating a positive workplace culture. Leaders with a 'people focus' can help protect and buffer workers against psychological injury and enhance individual well-being at work. Where possible, supervisors and managers should develop and utilise the following competencies to support healthy workplace environments.

6.1.1 Communication and Collaboration

To support the growth and development of workers clear exchange of information is required. Leaders need to be transparent in decision making, change management, feedback and what a worker needs to do their job successfully.

Leaders should encourage inclusion by getting to know their teams and inviting contributions from all team members. Importantly, regular and timely feedback and recognition is a significant contributor to a worker's well-being in the workplace. In addition, encouraging collaborative efforts will also help to support a worker's success and well-being, as well as a positive workplace culture.

6.1.2 Positive Role-Modelling

Leaders need to act in ways to support the values and behavioural expectations in the workplace. By serving as a facilitator of 'psychologically safe' interactions a leader can reinforce expectations and trust within the workplace. Additionally, role-modelling appropriate psychological self-care, including self-regulation and work-life balance, will support workers to enhance their own psychological well-being.

6.1.3 Problem-solving and Conflict Management

Leaders should demonstrate clear, fair and consistent approaches to resolving conflict. Facilitating effective discussion, consultation and seeking worker contributions to problem solving is also a sign of healthy leadership.

6.1.4 Safety and Security

Security and safety involve supporting a safe environment through proactive, prompt, and effective responses to any threats to psychological or physical safety. Along with supporting physical safety, appropriate environmental conditions and security, leaders should ensure team cultures that encourage trust and connection with others. A psychologically safe work environment limits 'interpersonal risk', where a worker feels encouraged to speak up around sensitive issues or share novel ideas without concern of negative judgement or consequences.

6.1.5 Fairness and Integrity

Effective leadership involves engaging workers in an honest, sincere and ethical manner. Fairness and integrity involve leadership that is transparent, and consistent, where there is fairness and equity in decision-making.

6.1.6 Promoting Wellbeing for Individuals

In addition to addressing psychological risks at the organisational level, as part of an integrated approach to psychological safety and well-being in the workplace, consideration of how to enhance individual well-being is also important. While not a substitute for addressing psychological hazards at the source (i.e. addressing organisational factors) secondary interventions aimed at enhancing individual strengths and capabilities should be considered.

This can be achieved by supporting workers to participate in programs or initiatives designed to build effective skills in coping resources, managing stress, self-awareness, effective communication skills and resilience.

Promotion of, supporting and role-modelling flexibility and work-life balance suitable to the individual's personal circumstances can not only improve an individual's level of well-being, it can also provide numerous benefits to the organisation, including worker retention, engagement and morale. You can view council's [Flexible Working Arrangements](#) on The Wire.

In addition, building organisational capacity through training and education of workers in recognising and supporting mental health concerns can assist addressing individual well-being concerns at the early intervention stage. You can view council's [Learning and Development options](#) on The Wire.

Ensuring workers have access to and awareness of support services available to them, such as the [Employee Assistance Program](#) is also an important aspect of an integrated approach to psychological safety and well-being in the workplace.

7. Appendix 1 – Understanding Psychosocial Risks and Controls

Hazards	Potential Controls
<p><u>High Job Demands</u></p> <p>This factor relates to the various demands placed on workers in their roles.</p> <p>High levels of job demands can include:</p> <ul style="list-style-type: none"> • allocating tasks to workers that are beyond their level of competence or capacity • placing excessive expectations on new or existing workers to learn new tasks quickly • giving unreasonable deadlines for work tasks or being pressured to complete work tasks outside of work hours or while on leave • lack of resources required to complete tasks and projects, be it people, financial or physical resources • absence of team members through illness or leave, needing to quickly • evaluate complex situations and make effective decisions under pressure. 	<ul style="list-style-type: none"> • Regular team meetings to discuss projected workload, monitor workflow • address anticipated or actual absences/leave. • allocate appropriate resources • develop personal work plans • give realistic deadlines and workloads • review positions descriptions to ensure up to date • rotate workers through mentally/emotionally/physically demanding tasks • job design to ensure manageable workloads • ensure workers are taking allocated breaks and using annual leave entitlements • regular individual meetings incorporating well-being checks and provide avenues for support/professional supervision • ensure physical workplace complies with relevant safety requirements • ensure applicants are informed at pre-selection stage of nature of emotionally demanding roles. <p>Resources available:</p> <ul style="list-style-type: none"> • Quality Performance Conversations Toolkit • Managing @ ICC Collaboration Module • Performance Administrative Directive • Evaluation of ICC Officers Position Descriptions • LinkedIn Learning Make the Move From Individual Contributor to Manager • LinkedIn Learning Audio: Be A Hands On Delegator Without Micromanaging

<p><u>Low Job Control</u></p> <p>This factor is related to control over and involvement in decisions that could be reasonably expected in a job or role.</p> <p>Situations that may lead to workers experiencing low levels of control include:</p> <ul style="list-style-type: none"> • workers not being involved in decisions that affect them or their customers • work that is tightly managed and controlled (e.g. machine or computer paced, scripted call centres with set breaks and rostering, work that requires permission before progressing with routine tasks) • lack of formal and/or informal opportunities to learn and develop new skills • where workers have little say in the way they do their work (e.g. when they can take a break from certain tasks or change tasks) • excessive monitoring and scrutiny of low-level tasks • insecure, precarious and contingent work arrangements (e.g. casual work, labour hire, fixed-term contracts, gig economy workers). 	<ul style="list-style-type: none"> • Engage workers and allow them to participate in making decisions about the way they do their work • provide opportunity for skills development • recognition and development processes can be an opportunity for workers to have input • consult with workers on changes, performance indicators and resources. <p>Resources available:</p> <ul style="list-style-type: none"> • Quality Performance Conversations Toolkit • Learning and Development tools and resources • People and Culture Business Partners • Managing @ ICC Self Assessment • LinkedIn Learning – Embracing Times of Uncertainty - letting go of control • LinkedIn Learning – OKRs to Driving Alignment Autonomy and Accountability in a Hybrid Workplace.
<p><u>Poor Support</u></p> <p>This factor relates to the practical assistance and emotional support that team members or managers provide.</p> <p>Situations that may lead to workers experiencing poor support:</p> <ul style="list-style-type: none"> • workers who are not provided instrumental support to carry out the job (access to tools, resources, information, or coaching needed) • workers who work in isolation or in geographically dispersed teams • where managers are required to manage large numbers of workers and it is difficult to provide adequate support to individuals • workers who do not have time or opportunity within work hours to speak with their colleagues or managers (e.g. highly regimented workplaces such as call centres). 	<ul style="list-style-type: none"> • Clear reporting lines to ensure workers know to whom they are accountable and where they can go to for help. • ensure supervisors are trained in people management and leadership skills • supportive leadership skills- open door, accessible, genuine • regular team and 1:1 meetings (weekly) • promote a positive and psychologically safe team culture. <p>Resources available:</p> <ul style="list-style-type: none"> • Managing @ ICC • Leadership Development • Quality Performance Conversations toolkit • LinkedIn Learning Making Hybrid Teams Work • LinkedIn Learning Teamwork Foundations
<p><u>Low Role Clarity</u></p> <p>This factor relates to the degree of certainty with regard to role requirements and responsibilities.</p> <p>Situations that may lead to workers experiencing low role clarity or role conflict:</p> <ul style="list-style-type: none"> • where workers have multiple reporting lines and/or supervisors and competing demands associated with these • being asked to undertake a specific task with no instructions or detailed information about requirements • lack of clarity about what tasks need to be completed, their priority and deadlines • changing position descriptions and/or areas of responsibility without consultation or discussion • allocating the same task to two different workers, resulting in duplication of effort. 	<ul style="list-style-type: none"> • Provide up to date position descriptions, review when required • provide up to date organisational charts • clear induction processes for new workers (organisational and work area) • develop personal work plans • discuss roles and work plans at team meetings and clarify any role conflict • establish clear expectations for the team and ensure these are clearly understood. <p>Resources available:</p> <ul style="list-style-type: none"> • Quality Performance Conversations Toolkit • Evaluation of ICC Officers Position Descriptions Procedure (add link)

<p><u>Poor Organisational Change Management</u></p> <p>This factor relates to how organisational change is managed.</p> <p>Situations that may lead to poor organisational change management:</p> <ul style="list-style-type: none"> • failure to consider health and safety impacts during organisational changes such as downsizing or relocations • disorganisation and lack of planning in organisational change • implementing changes without enough consultation and stakeholder engagement • failure to communicate key messages, updates, or reasons for change • inadequate support provided to those affected during transition times. 	<ul style="list-style-type: none"> • Ensure appropriate framework for change management • robust consultation and engagement with workers • provide reasons and background to the change • keep workers informed. <p>Resources available:</p> <ul style="list-style-type: none"> • Change Management Information • Inspiring Leaders Program – Challenge 4 Managing Change • LinkedIn Learning Change Management Tips for Leaders • LinkedIn Learning How to be an Adaptable Employee During Times of Change and Uncertainty • Coaching for Leaders Podcast “How to Lead Through Uncertainty and Change, with Jacqueline Farrington” (39mins)
<p><u>Low Reward and Recognition</u></p> <p>This factor relates to the acknowledgement provided to workers.</p> <p>Situations that may lead to workers experiencing low recognition and reward include:</p> <ul style="list-style-type: none"> • the absence of positive feedback about work performance • the absence of appropriate mechanisms and practices for regular performance discussions, performance planning and goal setting • providing recognition or acknowledgement that is not meaningful, vague, or not attributed to specific situations. 	<ul style="list-style-type: none"> • Implement a regular review process with workers which ensures workers are provided with positive and constructive feedback • regular 1:1 meetings and team meetings where contributions are expressed and valued • understand that people like to be acknowledged in different ways, e.g. privately, within the team, with incentives (time, financial etc.) • consider implementing a job rotation or mentoring system to enrich workers interest and motivation to broaden skill set • ensure workers are being provided with feedback that is timely, specific and practical. <p>Resources available:</p> <ul style="list-style-type: none"> • Reward and Recognition information • Quality Performance Conversations Toolkit • LinkedIn Learning Rewarding Employee Performance • Podcast Martin Moore ‘Keeping the Ones You’ve Got: Talent Retention’, 2020 (17 mins)
<p><u>Poor Organisational Justice</u></p> <p>This factor relates to the perceptions of fairness at work.</p> <p>Situations that may lead to workers experiencing poor organisational justice include:</p> <ul style="list-style-type: none"> • inequitable or inconsistent application of procedures across workers or over time (e.g. reward and recognition, promotion or job rotations, opportunities for training or job assignments) • unfair or inequitable distribution of resources (e.g. pay inequities, access to benefits) • bias, impartiality, favouritism and nepotism • workers or managers believing that rules do not apply to them and failing to follow agreed policies, guidelines and procedures. 	<ul style="list-style-type: none"> • Foster a culture of transparency, openness, respect and equity • implement appropriate performance monitoring and management • ensure there is a transparent grievance and appeal process • ensure workplace rules and decisions are applied fairly and consistently. <p>Resources available:</p> <ul style="list-style-type: none"> • Leadership Charter • Quality Performance Conversations • Resolving Workplace Grievances Procedure • Report a concern at work • LinkedIn Learning Foundations of Diversity, Equity, Inclusion and Belonging

<p><u>Poor Workplace Relationships & Interpersonal Conflict</u></p> <p>This factor relates to the quality of relationships and/ or degree of conflict among workers or teams.</p> <p>Situations that may lead to poor workplace relationships and interpersonal conflict include:</p> <ul style="list-style-type: none"> • incivility (abrupt rude behaviour) or other inappropriate behaviour is demonstrated and/or tolerated by management and co-workers • frequent or heightened task conflict between workers, supervisors, co-workers and clients or others • discrimination or other unreasonable behaviours by co-workers, supervisors or clients • a lack of fairness and equity in dealing with workplace issues or where performance issues are poorly managed • unresolved issues or concerns regarding work tasks, processes, customers, interpersonal issues. 	<ul style="list-style-type: none"> • Ensure all workers aware of the Code of Conduct, organisational values, and expected behaviour • ensure managers have skills to identify and manage conflict and ensure managers know where to get support (e.g. HR) • be aware of systems and policies in place and how to access • monitor the work environment for potential disagreements- manage accordingly and swiftly • promote a positive team culture and build positive team relationships • ensure all workers have up to date position description and are aware of expectations and individual/team responsibilities. <p>Resources available:</p> <ul style="list-style-type: none"> • Code of Conduct • Council Values • HBR's IdeaCast, weekly podcast, 'How Personalities Affect Team Chemistry' (26 mins) • Managing @ ICC Collaboration module • LinkedIn Learning Solving Relationship Problems at Work
<p><u>Remote or Isolated Work</u></p> <p>This factor relates to work that is isolated from the assistance of others because of the location, time or nature of the work being done. Assistance from others includes rescue, medical assistance and emergency services.</p> <p>Situations that may lead to increased risk in remote or isolated work can include:</p> <ul style="list-style-type: none"> • limited access to communication devices or no regular contact with other workers or supervisors • lengthy periods of isolation working away from social and family contacts, and support networks • excessive monitoring of workers working from home • work in locations where there is difficulty in immediate rescue or attendance of emergency services • work where violence or aggression from customers or clients is possible. 	<ul style="list-style-type: none"> • Review workplace layouts to ensure access to safety and security systems • maintain regular contact and communication both team and individual • ensure communication systems and emergency procedures are developed and in place • involve the remote area in consultation, decision making and provide access to resources, training and activities available to non-remote workers. <p>Resources available:</p> <ul style="list-style-type: none"> • Working Alone Procedure • LinkedIn Learning Tips for Working Remotely • LinkedIn Learning How to Be An Effective Remote Manager • AccessEAP online portal: Workplace Wellbeing
<p><u>Poor Environmental Conditions</u></p> <p>This factor refers to work environments that may be noxious or hazardous, whereby exposure creates a stress response.</p> <p>Situations that may lead to workers experiencing stress due to poor environmental conditions include:</p> <ul style="list-style-type: none"> • excessive or irritating noise or vibration • unmanaged biological or chemical hazards (e.g. waste handlers, dealing with biological fluids, users of chemicals with insufficient PPE) • low, very bright or flickering lighting • extremes of temperature or poor air quality. 	<ul style="list-style-type: none"> • Design and maintain plant, equipment and work environments to eliminate or minimise risks associated with stressful environmental hazards (e.g. stressful vibration, lighting, nuisance noise, thermal discomfort, poor air quality, biological or chemical hazards) • ensure appropriate PPE and resources are provided to workers. In addition to other control measures, utilise PPE to minimise residual risk (e.g. use face shields where spitting is a risk, or hearing protection if nuisance noise cannot be eliminated) • ensure workers are trained in work systems to manage risk associated with stressful environmental hazards • ensure systems are in place for workers to report the presence of poor environment conditions that may create a stress response. <p>Resources available:</p> <ul style="list-style-type: none"> • Amenities for the Workplace Procedure • Infection Control Procedure • Personal Protective Equipment Procedure •

<p><u>Exposure to Traumatic Events</u></p> <p>This factor refers to any workplace events that may be perceived as traumatic or distressing. This may include witnessing, investigating or being exposed to traumatic events.</p> <p>Situations that may lead to exposure to traumatic events include:</p> <ul style="list-style-type: none"> • working in certain areas or occupations (e.g. regulatory enforcement, community work, legal services, high risk work where injuries may occur) responding to crisis situations • providing care to those experiencing a traumatic event, listening to, viewing or reading detailed descriptions of traumatic events experienced by others. 	<ul style="list-style-type: none"> • Rotate roles or activities to ensure adequate breaks from roles likely to involve exposure to traumatic events • implement file flagging processes on potentially distressing files or cases to avoid inadvertent exposure to distressing content • ensure procedures are in place to respond to critical incidents including practical support for workers, counselling/professional support services, appropriate information about available resources • ensure systems are in place to regularly monitor workers' exposure to traumatic events and workers' psychological health • where repeated high-risk exposure to distressing events is an unavoidable part of the role, consider additional risk controls including reducing workload to decrease exposure, increasing breaks and recovery time, or implementing periodic health assessments • design procedures to support workers in response to exposure to traumatic events • ensure managers are provided with adequate information, training and instruction in how to respond and manage reported exposure of workers, including how to identify early signs of distress or psychological injury and how to offer support if required • ensure workers are provided with information on how to report exposure to traumatic events and other procedures in relation to support options available. <p>Resources available:</p> <ul style="list-style-type: none"> • Employee Assistance Program
<p><u>Violence & Aggression</u></p> <p>This factor relates to workplace incidents that involve exposure to abuse, the threat of, or actual harm that causes fear and distress and can lead to stress and/ or physical injury.</p> <p>Situations where a worker is subjected to violent or aggressive behaviour including:</p> <ul style="list-style-type: none"> • scratching or hitting • attacking with any type of weapon or substance • pushing, shoving, tripping or grabbing • armed robbery • sexual violence • intentionally coughing or spitting on someone • verbal abuse and threats including intimidation, insults, shouting, or swearing • banging, kicking, throwing, or hitting objects • online abuse or threats, including on social media • workers in occupations most at risk of work-related violence and aggression include those who regularly work with the public or provide services to clients. 	<ul style="list-style-type: none"> • Working in pairs or teams where possible • ensure physical environment and security are appropriate and well-designed • establish robust work systems and procedures, e.g. working in isolation, opening and closing, monitoring of remote or isolated workers • file flagging, early warning systems • training in violence prevention/de-escalation techniques • zero tolerance of aggression towards workers. <p>Resources available:</p> <ul style="list-style-type: none"> • Office safety procedure • Refer to your section specific risk assessments and work instructions

<p><u>Bullying</u></p> <p>This factor relates to exposure to repeated and unreasonable behaviour directed towards a worker or group of workers, that creates a risk to health and safety. This includes bullying by workers, clients, visitors, or others. This can involve a range of behaviours over time, that a reasonable person would consider as unreasonable including behaviour that is victimising, humiliating, intimidating or threatening.</p> <p>Examples of behaviour, whether intentional or unintentional, that may be work-related bullying if it is repeated, unreasonable and creates a risk to health and safety includes but is not limited to:</p> <ul style="list-style-type: none"> • abusive, insulting or offensive language or comments • aggressive and intimidating conduct (verbal or physical) • belittling or humiliating comments • teasing or regularly making someone the brunt of practical jokes • the making of vexatious allegations against a worker • spreading rude, inaccurate, or malicious rumours about an individual • responding to a complaint, report, or incident in a grossly unfair manner • victimisation • unjustified criticism or complaints • unreasonably excluding someone from work-related activities. 	<ul style="list-style-type: none"> • Empower workers to refuse or suspend service if other people fail to comply with the expected standard of behaviour • design work to minimise psychosocial hazards that increase the risk of work-related bullying (see for example, risk controls noted under 'Poor workplace relationships', 'work demands', 'poor support', 'low role clarity', and 'poor organisational justice' in this table) • communicate in-person and online behavioural expectations to all workers and clients via training and other methods, including role modelling of appropriate behaviours by leaders and line managers • implement effective reporting processes, and actively monitor workers welfare through regular consultation. Encourage workers to report any inappropriate behaviour they witness towards themselves or others and address these reports in a timely and consistent way with feedback provided • implement and maintain a system to manage inappropriate workplace behaviours in accordance with the Code of Conduct. <p>Resources available:</p> <ul style="list-style-type: none"> • Code of Conduct • Leadership Charter • Quality Performance Conversations • Resolving Workplace Grievances Procedure • Report a concern at work • Employee Experience Charter
<p><u>Harassment (Including Sexual Harassment)</u></p> <p>This factor relates to workplace incidents that involve exposure to harmful behaviour that does not meet the definition of bullying (such as single instances) but creates a risk to health or safety. This may include harassment due to personal characteristics such as age, disability, race, sex, relationship status, family responsibilities, sexual orientation, gender identity or intersex status. Sexual harassment refers to any unwelcome sexual advance, unwelcome request for sexual favours or other unwelcome conduct of a sexual nature, where it would be anticipated the person harassed would be offended, humiliated or intimidated.</p> <p>Factors that may increase the likelihood or risk of harassment include:</p> <ul style="list-style-type: none"> • cohorts of workers who are more vulnerable such as young workers, workers with a disability, Aboriginal and Torres Strait Islander workers, workers in insecure or precarious forms of employment, and workers on working visas • low worker diversity (e.g. the workforce is dominated by one gender, age group, race or culture) • power imbalances (e.g. workplaces where one gender holds most of the management and decision-making positions) • workplaces organised according to a hierarchical structure (e.g. police and enforcement organisations, or medical or legal professions). 	<ul style="list-style-type: none"> • Empower workers to refuse, restrict or suspend service if people fail to comply with the expected standard of behaviour • physical work environment and security • provide facilities that give privacy and security • ensure the layout of the workplace provides good visibility of work areas and avoids restrictive movement • ensure there are no areas where workers could become trapped, such as rooms with keyed locks • provide communication systems like phones or duress alarms (and provide workers with information, instruction and training on how to use these) • ensure a safe working environment for workers during access and egress from the workplace, during travel, at client or customer premises and any other location where work is performed. <p>Work systems and procedures for:</p> <ul style="list-style-type: none"> • Responsible service of alcohol policies at work and at work events • standards of behaviour and procedures for what a worker should do if they experience or see harassment at work or work-related events or from third parties to the workplace (including sexual harassment) • addressing reports of harassment consistently and in accordance with procedures, including the provision of enough, appropriate and timely feedback to workers who have raised concerns • avoiding sexualised uniforms and ensuring clothing is practical for the work undertaken • regularly monitoring and reviewing work systems and practices, to evaluate effectiveness in minimising the likelihood of harassment occurring • collecting de-identified details of all harassment complaints, including those that are not pursued, to help identify systemic issues • effectively reporting and monitoring workers welfare through regular consultation. <p>Resources available:</p> <ul style="list-style-type: none"> • Leadership Charter • Quality Performance Conversations • Resolving Workplace Grievances Procedure • Report a concern at work

8. Appendix 2 – Examples of Psychosocial Consequences

Type of Consequence:	Examples of Consequences
Physical	<ul style="list-style-type: none"> • Constant colds • being tired at work • a change in appearance or dress • rapid weight loss or gain • complaining about physical health issues (headaches or migraines).
Emotional	<ul style="list-style-type: none"> • Irritability • sensitive to criticism • uncharacteristic loss of confidence • loss of sense of humour.
Cognitive	<ul style="list-style-type: none"> • Increase in mistakes • problems with decision making • inability to concentrate • performance decline.
Behavioural	<ul style="list-style-type: none"> • Arriving late • not taking lunch breaks • taking unofficial time off • not joining in workplace banter • not meeting deadlines • becoming more introverted or extroverted • generally acting out of character.
Within the Business	<ul style="list-style-type: none"> • Increased absence • increased staff turnover • staff working longer hours • decrease in motivation.