



Managing Workplace Psychosocial Risk

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Poipoia te kākano kia puāwai.
Nurture the seed and it will blossom.

Outline

- Overview of Health & Safety standards and regulations and the New Zealand context
- The Umbrella Psychosocial Risk Management Framework
- 4 Step Process for Managing Psychosocial Risks

Psychosocial hazards vs Psychosocial risk?



Psychosocial hazards: specific workplace conditions or factors that can increase the risk of harm to an employee's psychological, social, or physical well-being.

Psychosocial risk : potential for harm to an employee's psychological, social, or physical well-being due to factors (psychosocial hazards) in the workplace environment.

Hazard

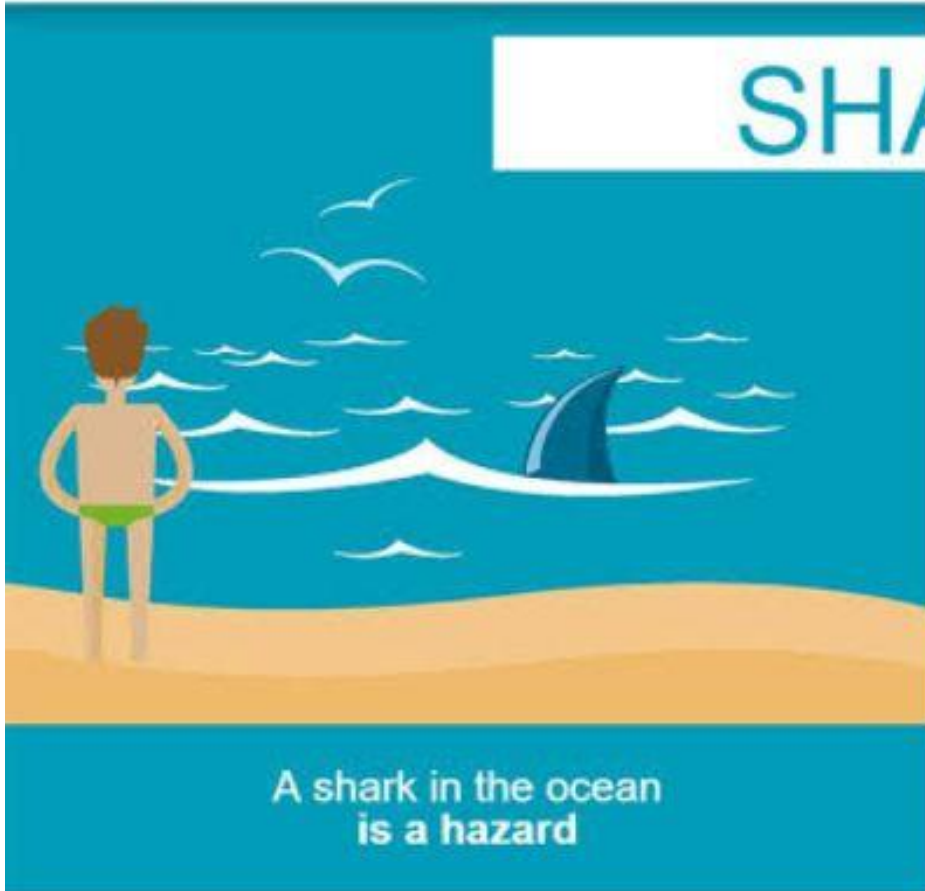
vs.

Risk

A hazard is something that has the **potential to cause harm**

Risk is the **probability** that a hazard **will cause harm**

SHARK



Psychosocial Hazards

Workplace bullying

Excessive workload

Poor management

Job insecurity

Work-life balance

Discrimination

Cultural incompetence

- Violence and aggression
- Poor working conditions
- Lack of autonomy/control
- Social isolation
- Lack of recognition
- Organisational injustice
- Poor role clarity

Possible Harm

Anxiety

Burnout

PTSD

Stress

Sleep disruption

Low mood/depression

Loneliness

- Abuse
- Inability to concentrate
- Fatigue
- Feeling incompetent
- Suicide
- Leaving job
- Personal grievance

Why is this important?

1

Legal obligations

In NZ, organisations have a legal duty of care under the Health and Safety at Work Act 2015 to care for the mental health and wellbeing of their people.

2

The psychosocial risk landscape is constantly changing

The rise in incidents from psychosocial risks has led to ongoing legislative changes, making it challenging to keep up with new standards and laws.

3

Good for business

Management of psychosocial risks leads to enhanced productivity and performance

Health and Safety at Work Act 2015 (HSWA)

- Organisations (as PCBU's) have a legal duty to ensure the health and safety of workers.
- This includes psychological health as well as physical health.
- Organisations should focus on ensuring their workers aren't mentally harmed by the work they do.

TRANSPORT

WorkSafe issues notice to Auckland company

WorkSafe has issued an improvement notice after finding the known psychosocial risk to workers of viewing, experiencing, or hearing about collisions was not being managed effectively

 by Emma Hatton 06/11/2023

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Unpacking the Employment Court's \$1.8 million award for mental harm

Publications | 14 December 2023

Leaders of 'toxic' department no longer employed

 Kristie Boland | January 27, 2024

Former employee to be paid \$50,000 after suffering burnout

Susan Edmunds
January 09, 2024, 05:00am Share

Manager's 'culture of fear and intimidation' cited in report into man's death

Amy Ridout
January 09, 2024, 05:06pm Share

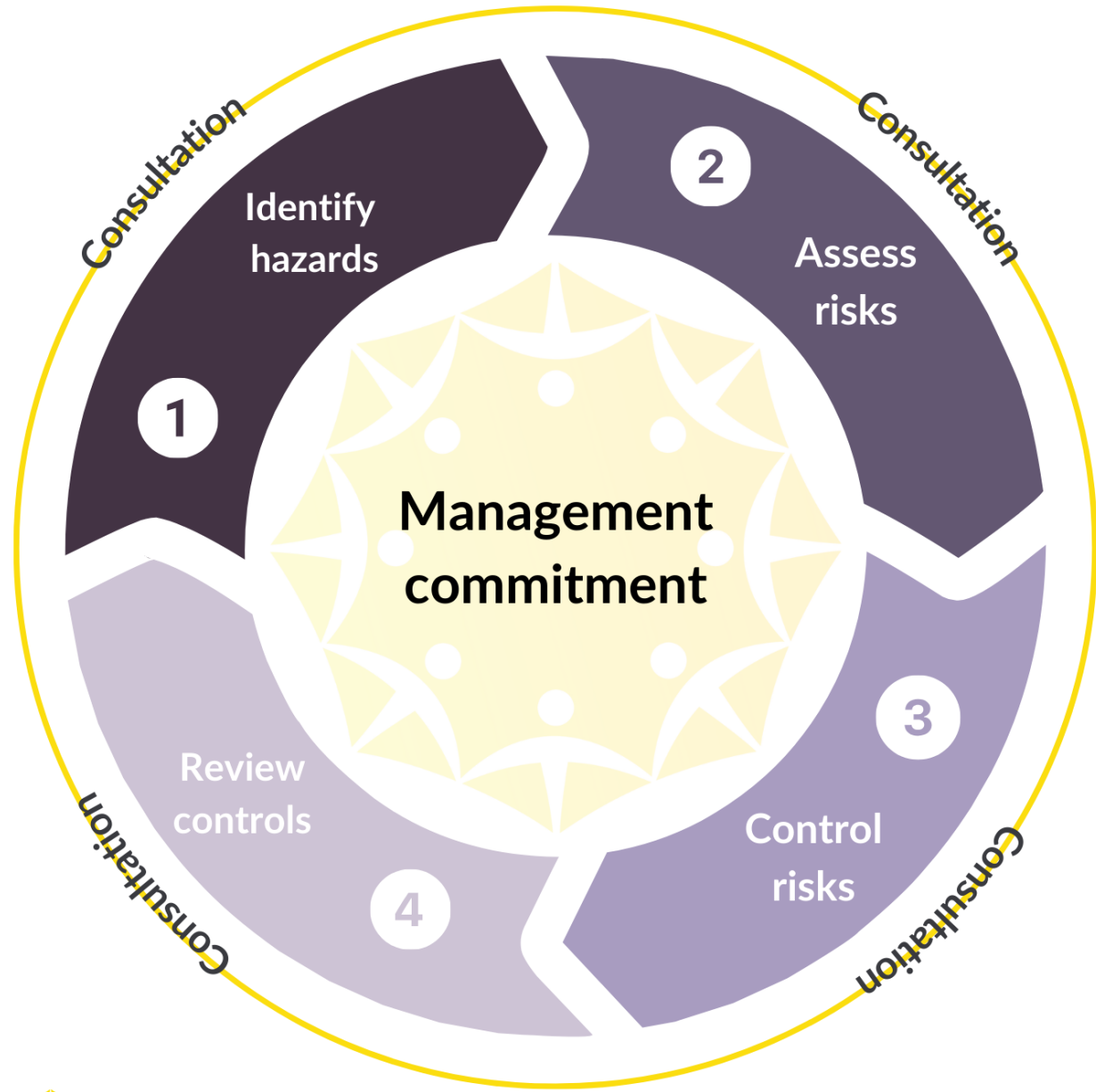
Bullied manager awarded \$137,000 for workplace abuse



By [Natalie Akoorie](#)
Open Justice multimedia journalist,
Waikato

6 Mar, 2024 11:35 AM 6 mins to read

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How to manage Psychosocial Risks in YOUR organisation





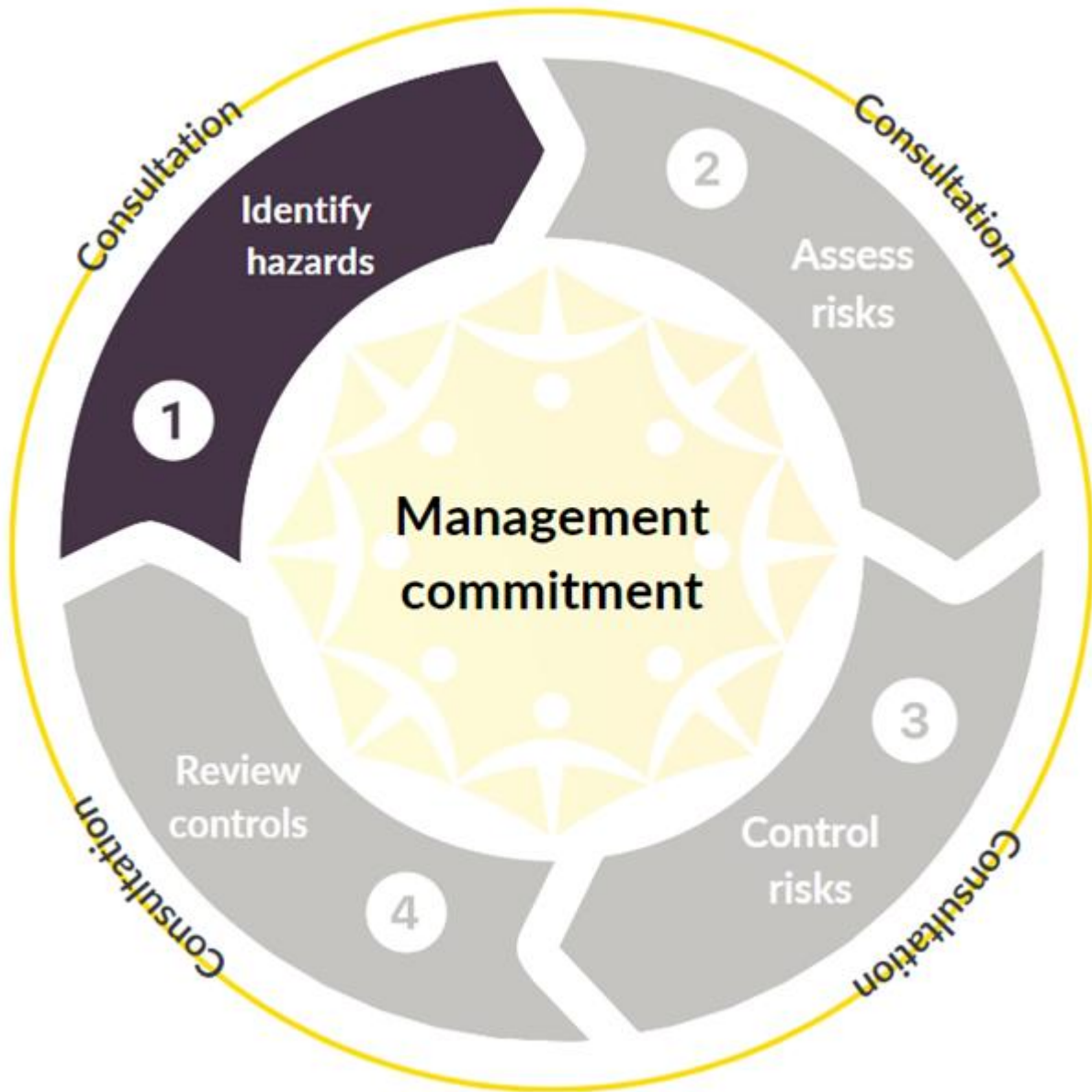
Two crucial components:

1. Management Commitment
2. Consulting with Employees



Psychological Safety

- An environment that is safe for interpersonal risk taking
- A climate in which people are comfortable being (and expressing) themselves
- The belief that you won't be punished or humiliated for speaking up with ideas, questions concerns or when you make mistake
- To know that others will have your back



Identify Psychosocial Hazards*



A quick detour

ISO45003



UMBRELLA

Occupational health and safety management – Psychological health and safety at work – Guidelines for managing psychosocial risks.

Global standard for workplace psychological health

Organises risk factors into 3 categories

- Aspects of how work is organised
- Social factors at work
- Work environment and hazardous tasks

Individual factors are not included in the ISO45003 framework

The Umbrella Framework



UMBRELLA

Task Factors

Umbrella Psychosocial Risk Framework

Nature of Work

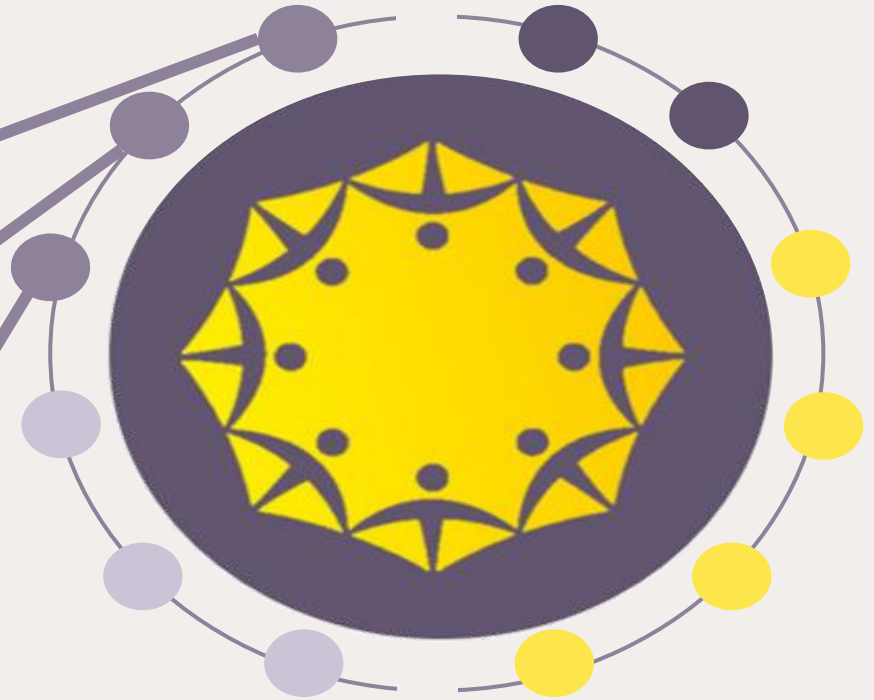
Perceptions of role and expectations, job factors, dangerous work tasks or conditions and emotional demands

Workload

Perceptions of job demands relating to pace and amount of work, working schedule and resources

Work Environment

The environment that employees spend their day working in - both physical and psychological



Umbrella Psychosocial Risk Framework

Social Factors



UMBRELLA®

Organisational Factors

Umbrella Psychosocial Risk Framework

Support for Wellbeing

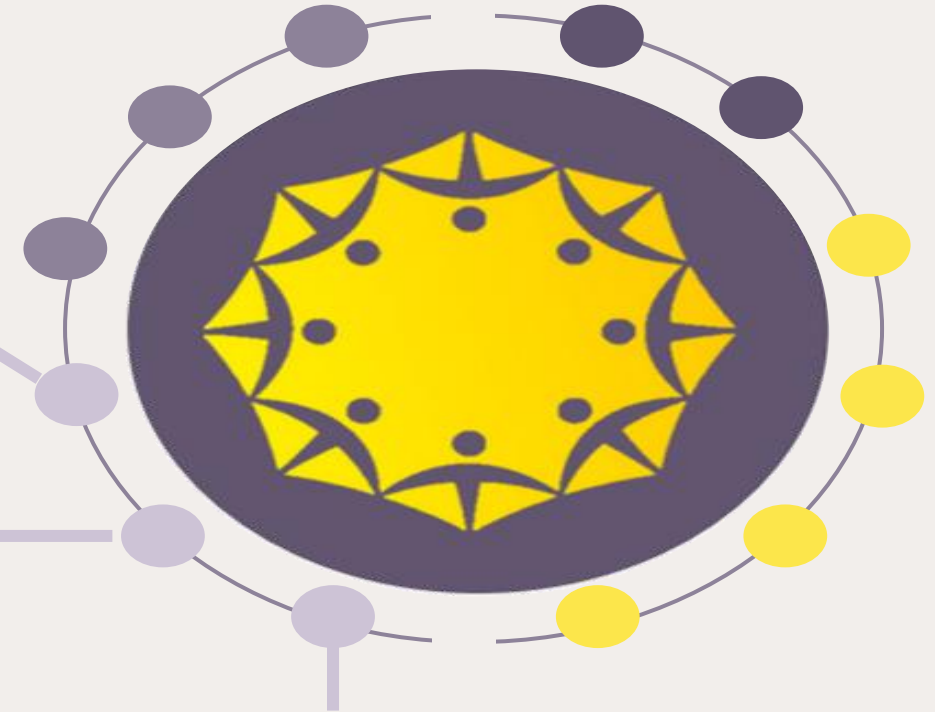
The degree to which leaders, peers and employees proactively support workplace wellbeing

Policy and Practices

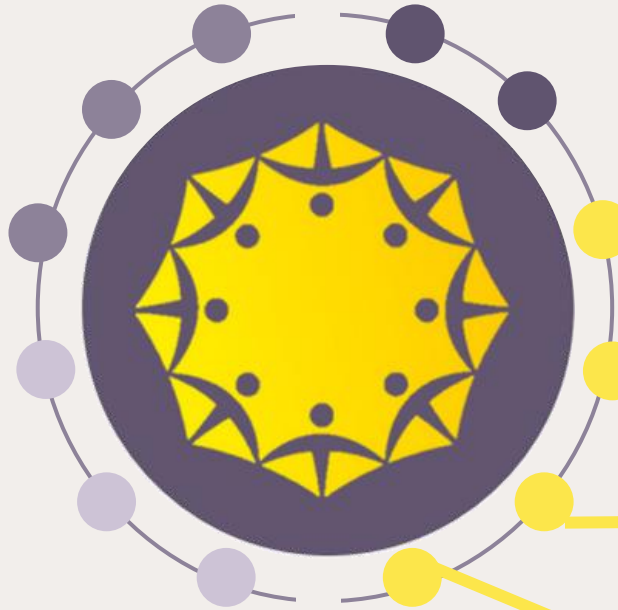
The activities conducted and structures in place that support and promote positive wellbeing and mental health

Change Consultation

Perceptions regarding the pace and impact of change implemented and involvement in change processes



Umbrella Psychosocial Risk Framework



Individual Factors

Individual Wellbeing & Resilience

Personal traits and skills that contribute to individual wellbeing and resilience

Job Satisfaction

Perceptions of commitment and positive feelings towards work and its various aspects

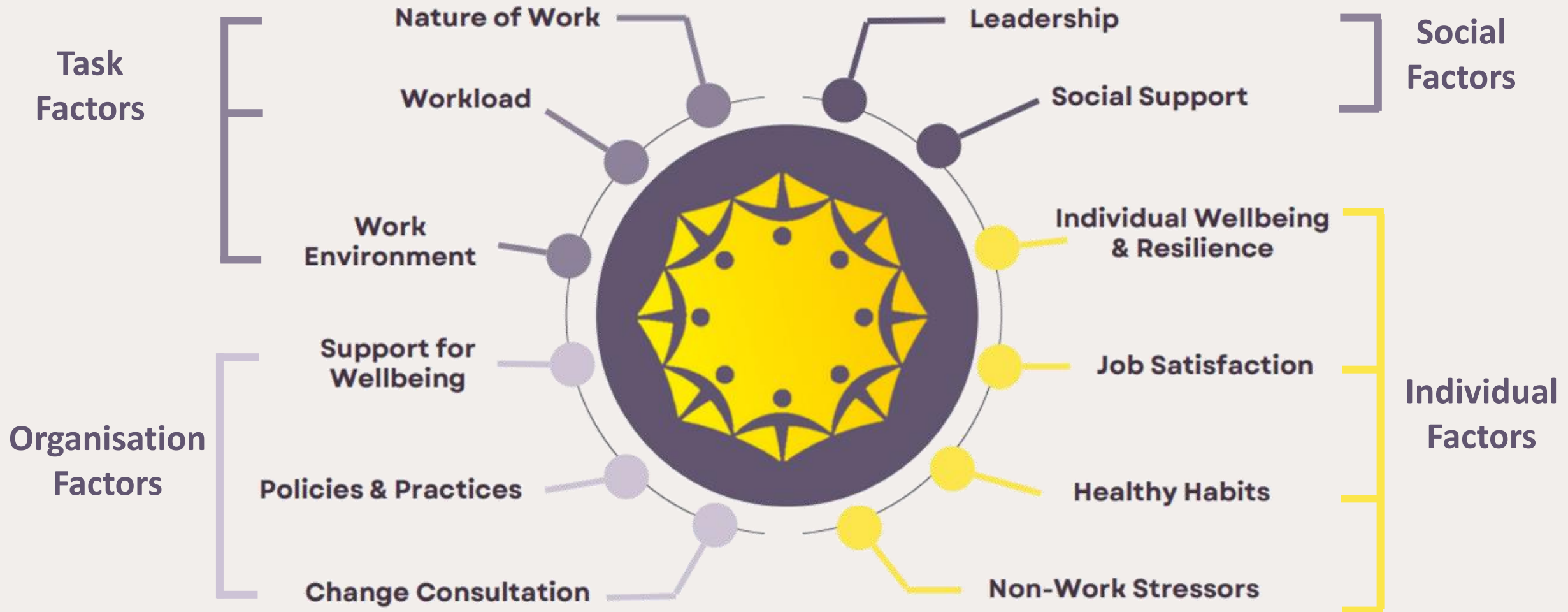
Healthy Habits

Regular repetitive actions and behaviours that support and promote individual wellbeing and mental health

Non-work Stressors

Factors outside work that influence individual wellbeing and mental health and may drive psychological distress

Umbrella Psychosocial Risk Framework





Let's Identify Risk Factors

Have a go at identifying key areas that you know of that should be assessed when looking to conduct a psychosocial risk assessment

Psychosocial Hazards at Your Place

Task Factors

- Workload pressures
- ...

Social Factors

- Workplace conflict or interpersonal issues
- ...

Organisational Factors

- Change management
- ...

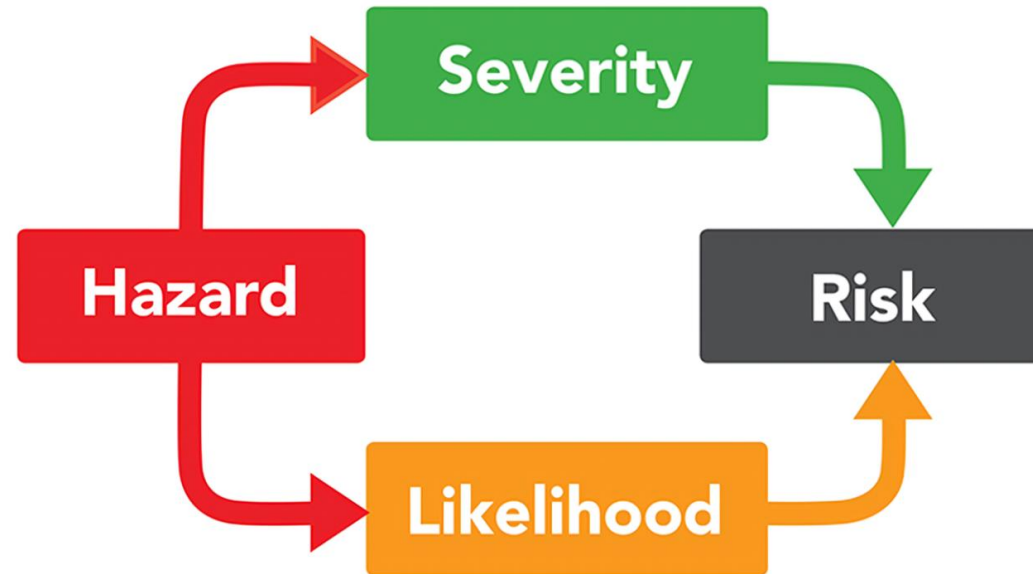
Individual Factors

- Relationships
- ...



Assess Risks

Assess Psychosocial Risk

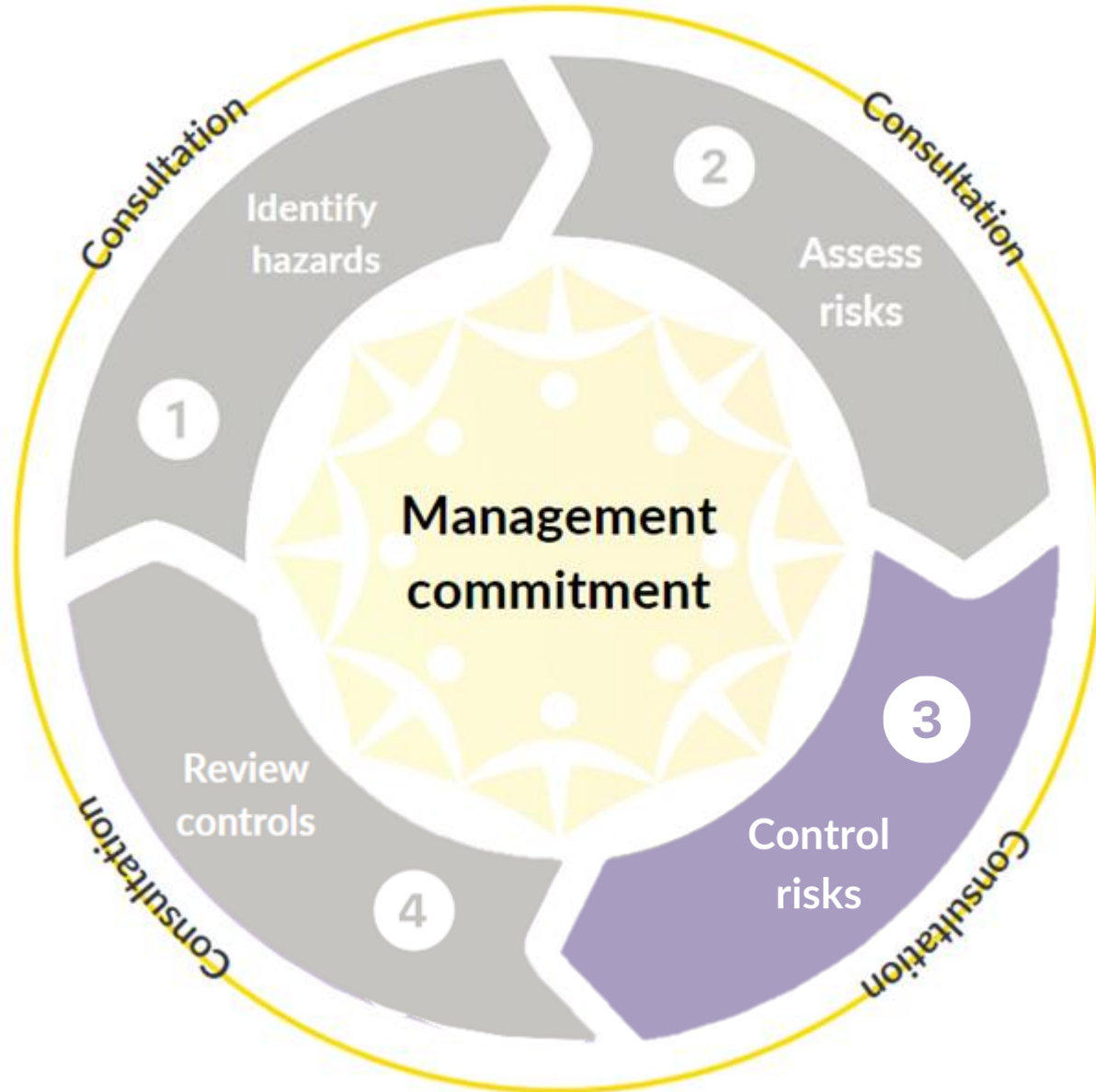


- How does the hazard cause harm?
- How severe could the harm be?
- What is the likelihood (frequency & duration) of the harm occurring?

Gathering Sources of Information

- Observations
- Discussions with workers
- Existing Data e.g., sick leave, turnover rates, EAP data, exit interview
- Wellbeing Survey





Control Risks

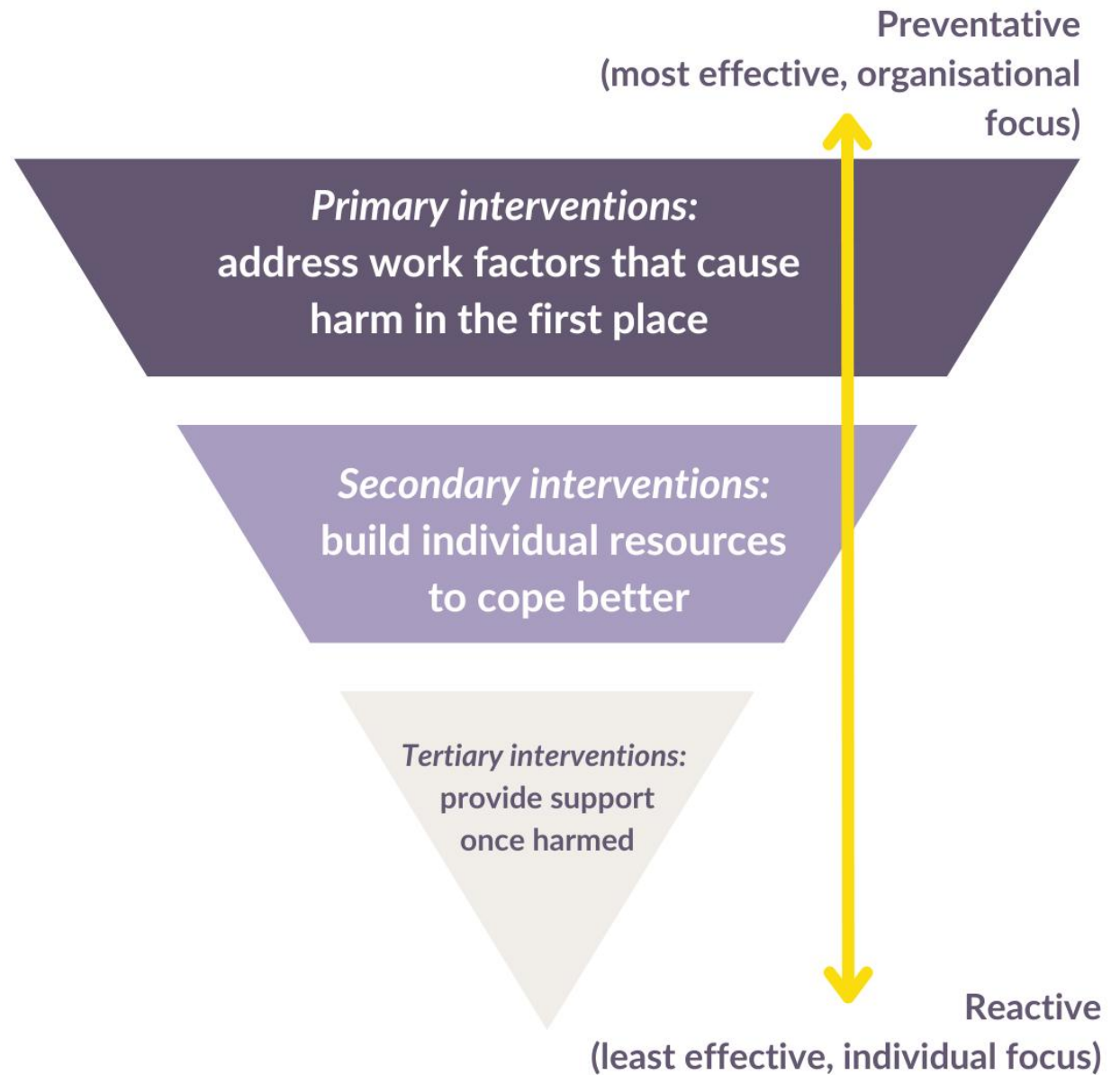
Implement controls to.....

- Eliminate the hazard/s if possible
- Minimise the risk of harm if not possible to eliminate the hazard/s

Effective Controls



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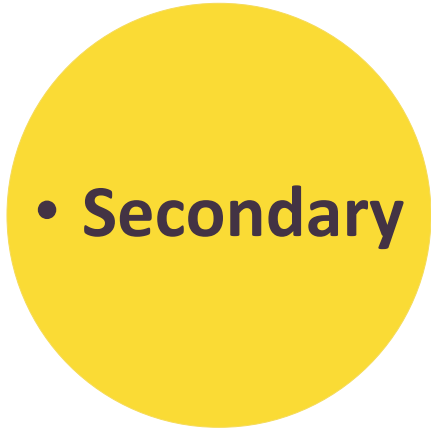


Government H&S Lead Framework

Examples of controls...



- **Primary**

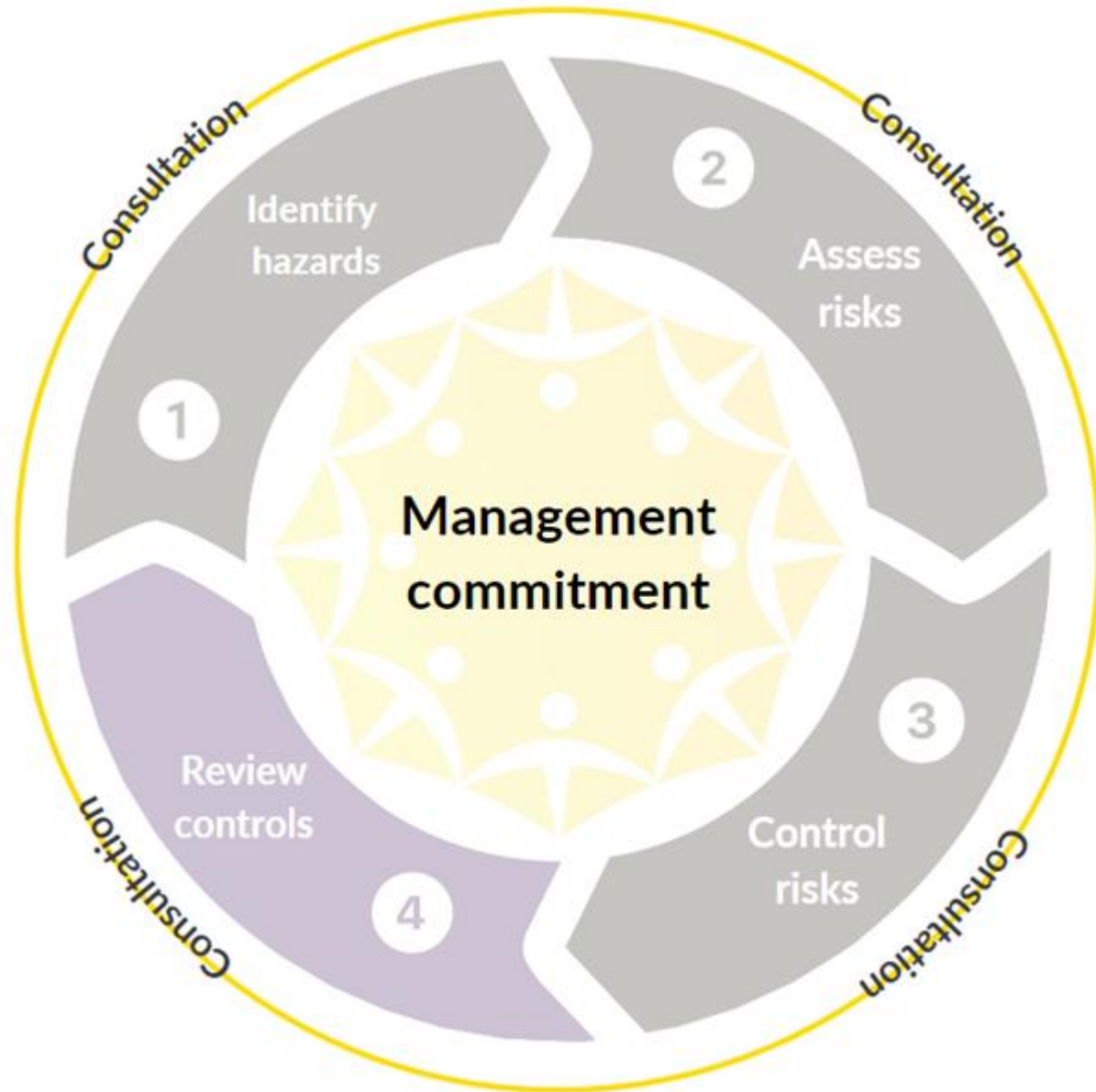


- **Secondary**



- **Tertiary**

- EAP



Review Controls

Don't assume! Ask, take action and then ask again

Surveys, forums, questionnaires,
1 on 1 conversations

1

Ask, get baseline/monitor
change, inform future action

2

Set up conditions for success;
empathy, flexibility, safety

3

Trial, take collaborative action



Next steps

- Identify your core challenges
- Draw your conclusions
- Determine your strategy and plan for action
- Initiate action
- Assess progress against your plan
- Report your findings (so you can compare)



Competence & Capacity

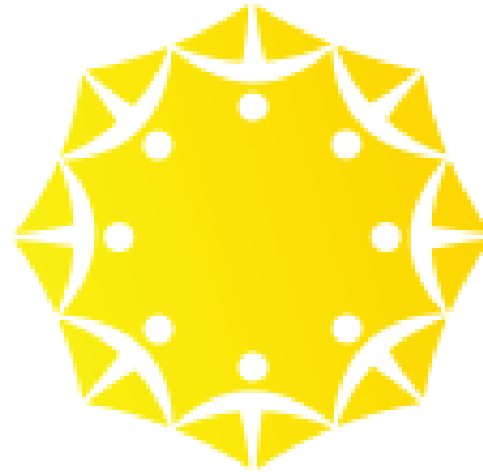
- Knowledge and skills to:
 - Identify the psychosocial hazards and manage the psychosocial risks
 - Competently implement measurement processes for the prevention of psychosocial risk
 - Understand the processes for reporting and raising concerns
 - Ensure the needs, experience and diversity of your individual staff are respected
- Then you need the time to get it done.

Want to know more?



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Get in touch

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