



Government of **Western Australia**  
Department of **Mines, Industry Regulation and Safety**

# **Psychologically Safe and Healthy Workplaces: Risk Management Approach Toolkit**

**Disclaimer:**

*The resources in this document may be useful in assisting workplaces in identifying, assessing and controlling psychological hazards such as stress and bullying related hazards in their workplace. Any risk management procedure should address all relevant risk factors and meet the consultative requirements of the Occupational Safety and Health Act 1984.*

**Acknowledgement:**

*Material written in this publication has been sourced from various key publications which are as follows:*

- WorkSafe Victoria
- Comcare
- Health & Safety Executive, UK

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*Enquires may be directed to:*

*Department of Mines, Industry Regulation and Safety,  
Locked bag 14,  
CLOISTERS SQUARE, PERTH 6850*

*Or email: [safety@dmirs.wa.gov.au](mailto:safety@dmirs.wa.gov.au)*

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## 1. Psychologically healthy and safe workplaces

A psychologically healthy and safe workplace is one that promotes employees' psychological well-being and proactively endeavours to prevent harm to employee psychological health.

Considerable research demonstrates that certain work-related factors impact upon employees' responses to work and work conditions creating a risk of work-related stress and potentially causing psychological health problems and injuries. Work-related factors, otherwise known as psychological risk factors, include the manner in which work is carried out (deadlines, workload, and work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and co-workers, and clients or customers).

Employees exposed to these psychological risk factors in the workplace are more likely to develop stress responses and mental health conditions. In addition, workplaces that do not address the psychological risk factors have the potential to make existing employee mental health conditions and stress responses worse.

Furthermore, workplaces that address psychological risk factors and create a psychologically healthy and safe workplace will have healthier, happier employees, and are likely to benefit in terms of performance, productivity, client satisfaction and retention of employees.

## 2. Risk factors

When considering the effects of work-related stress, it is important to understand the characteristics of different levels of risk control within the workplace.

- **Organisational:** although there are many psychological risk factors that can lead to a psychological injury, there are eight psychological risk factors that can be controlled at an organisational level. They have been widely researched and are known to impact on employee well-being and adverse psychological health
- **Environmental:** physical and chemical stressors (as well as biological agents) can influence employees' comfort and performance within the work environment and contribute to a stress response (e.g. noise, temperature and humidity, lighting, vibration and air quality)
- **Individual:** people respond to the identified psychological risk factors differently and this can, in part, be related (or contributed) to by differences unique to individuals including previous experiences, coping ability, physiological and/or personality factors which are external to the work environment. Differences in individual responses to stress do not reduce employers' legal duty and responsibility to minimise exposure to work-related stress.

These eight psychological risk factors which can be controlled at the organisational level are:

- **Autonomy/control:** the amount of authority the employee has over the way they do their job
- **Job demands:** the amount of workload the employee has to complete, this includes timelines for completing work
- **Support:** the level of support the employee perceives from management and colleagues
- **Role conflict/ambiguity:** the extent that the employee's tasks and duties are clearly defined (i.e. understaffing can lead to employees doing tasks for more than one position)
- **Relationships:** the extent of good working relationships in the workplace. This can include the presence of bullying and harassment issues in the workplace
- **Change:** involves planned and unplanned change in the work environment. Changes can occur at three levels: personal (i.e. changes to position and responsibilities), management (i.e. new

supervisors or processes and procedures), and organisational (i.e. takeover, restructure or redundancies)

- **Rewards and recognition:** involves rewarding employee efforts and recognising individual and team contributions and achievements within the organisation
- **Organisational justice:** refers to the perceptions of fairness about work procedures and how they are enacted. It involves procedural fairness and relational fairness. Procedural fairness refers to how procedures are implemented within the organisation. Relational fairness refers to the degree of dignity and respect afforded to an employee during the process.

Employees may also experience psychological injuries from **aggressive or violent incidents** that occur in the workplace. Psychological injuries from aggression and violence can occur from either cumulative events or as a result of a traumatic event. For more information on this topic, please refer to WorkSafe's Safety Topics and the Code of Practice: Violence, Aggression and Bullying at Work.

### 3. Psychological symptoms and signs

Harm to employees' health may occur when the employee does not have the ability to cope with the psychological risk factors placed upon them. Individuals may differ in their ability to cope with the psychological risk factors. Some factors that influence the individual's ability to cope include previous experiences, coping styles, personality styles and available support.

It is important to remember that because of individual differences, employees may react differently to stressful situations. What one employee may find stressful, another employee may not. Therefore, psychological risk factors and potential injuries should not be dismissed or disregarded on the sole basis that no employees or only one employee has been adversely affected.

The initial response to personal or psychological risk factors is in itself not an injury. The effects are usually of short duration and have no lasting effects once the stressful situation has passed. Acute or chronic harm to health may result when the employee is unable to cope with persistent and sustained exposure over a long period of time.

When an employee experiences adverse health effects from psychological risk factors they may experience symptoms and signs which can be categorised as: Physical, Emotional, Cognitive, and Behavioural. Table 1 displays the signs and symptoms within each of the categories.

**Table 1. Signs and symptoms**

Physical	Cognitive	Emotional	Behavioural
<ul style="list-style-type: none"> <li>• Increased heart rate (pounding)</li> <li>• Elevated blood pressure</li> <li>• Sweaty palms; tightness in the chest</li> <li>• Headaches</li> <li>• Diarrhoea</li> <li>• Tightness in neck/back muscles</li> <li>• Trembling</li> <li>• Tics or twitching</li> <li>• Stuttering</li> <li>• Other speech difficulties</li> <li>• Pupil dilation</li> <li>• Nausea and/or vomiting</li> <li>• Sleep disturbance</li> <li>• Fatigue</li> <li>• Proneness to accidents</li> <li>• Slumped posture</li> <li>• Shallow breathing</li> <li>• Susceptibility to minor illnesses</li> <li>• Dryness of mouth or throat</li> <li>• Butterflies in stomach</li> </ul>	<ul style="list-style-type: none"> <li>• Forgetfulness</li> <li>• Preoccupation</li> <li>• Blocking</li> <li>• Errors in judging distance</li> <li>• Diminished or exaggerated fantasy life</li> <li>• Reduced creativity</li> <li>• Difficulty in making decisions</li> <li>• Mental confusion</li> <li>• Lack of concentration</li> <li>• Diminished productivity</li> <li>• Lack of attention to detail</li> <li>• Orientation to past</li> <li>• Over-sensitivity to criticism</li> </ul>	<ul style="list-style-type: none"> <li>• Irritability</li> <li>• Lowered self-esteem</li> <li>• Angry outbursts</li> <li>• Depression</li> <li>• Jealousy</li> <li>• Feeling 'up-tight'</li> <li>• Suspiciousness</li> <li>• Diminished initiative</li> <li>• Loneliness</li> <li>• Helplessness</li> <li>• Insecurity</li> <li>• Frustration</li> <li>• Lack of interest</li> <li>• Tendency to cry</li> <li>• Critical of oneself and others</li> <li>• Lacking in confidence</li> <li>• Self-deprecation</li> <li>• Exhaustion</li> <li>• Desire to escape</li> </ul>	<ul style="list-style-type: none"> <li>• Increased smoking</li> <li>• Aggressive driving</li> <li>• Having accidents</li> <li>• Clumsiness</li> <li>• Nervous laughter</li> <li>• Panic</li> <li>• Increased alcohol or drug abuse</li> <li>• Carelessness</li> <li>• Eating too much</li> <li>• Fast (even incoherent) speech</li> <li>• Chewing fingernails</li> </ul>

Changes in workplace behaviour may also be observed when an employee is experiencing symptoms and signs as part of a stress response. This includes, but not limited to:

- Increased absenteeism from work
- Increased tardiness
- Increased sick leave
- Decline in productivity and performance standards
- Impaired concentration or ability to make decisions which increases the risk of injury
- Reluctance to return to workplace area where the event occurred (particularly in circumstances which involved aggression, violence and trauma).

#### 4. Hazard identification

Hazard identification for psychological risk factors follows a similar process to hazard identification for physical risks in the work environment. Different methods can be used complimentary to each other to determine the presence of each work-related risk factor. Such methods include:

- Analysing workplace data
- Direct observations
- Employee surveys

*Appendix A provides a sample psychological hazard investigation report that your workplace can use.*

#### 4.1. Analysing workplace data

Workplace data may be examined or analysed to determine trends and the presence of psychological risks in the workplace. Determine if you have these sources of information in the workplace, and seek aggregate or summary information.

Records of sick leave with or without certificates	<p>Look for trends and patterns (e.g. do some areas have higher numbers of absences or longer absences than others? Are the rates of absences or duration increasing?)</p> <p>Look for types of illness in summary information – tension headaches or migraine, recurrent general ill-health such as colds or flu, digestive system ulcers, musculoskeletal disorders such as tendon or muscular soreness, etc. Examine data frequencies and trends for each workplace/workgroup.</p>
Annual or Long Service Leave	Look at the pattern of use. Taking small amounts of time off is commonly associated with unpleasant working conditions and employee psychological health. Sometimes non-usage of leave may also indicate problems.
Absenteeism records	Look for trends and patterns (e.g. do some areas have higher numbers of absences or longer absences than others? Are the rates of absences or duration increasing?)
Workers' compensation claims	<p>Examine Workers' Compensation claims for work-related stress, post-traumatic stress disorder, anxiety and depression etc.</p> <p>Also look for long duration claims, especially those involving sprains &amp; strains or struck/assaulted by clients.</p>
Complaints (i.e. Grievances, Bullying Complaints)	<p>Look for trends and patterns. Are there common themes to complaints? Do some areas have more complaints than others? Are they any areas where the number of complaints is increasing?</p> <p>Workplace grievance information can also indicate issues that may give rise to psychological hazards in the workplace such as harassment, discrimination, work-related aggression and bullying.</p>
Incident and injury records	Look at dates and times that coincide with other events, trends, etc. The pattern of small and large incidents can provide insights into the sources of psychological risk in a workplace.
Employee assistance programs	Summary data from usage, types of issues managed, etc. Is the usage increasing? Are similar issues arising?
Industrial relations records	This can provide insights into the level of job dissatisfaction in the workplace. Industrial relations disputes are frequently associated with stress in the workplace.
Minutes of meetings	Minutes of meetings e.g. OHS meetings, tool box meetings, staff meetings – look for issues that remain unresolved and reappear over time such as workload, changes in work roles, etc.
Work schedule records	Examine records of work schedules and how they were designed, records of long hours of work, planned and unplanned, and overtime usage.
Organisation's policies and procedures	<p>Knowledge of – and compliance with – the organisation's policies and procedures for workplace consultation and issue resolution, and the prevention of work-related:</p> <ul style="list-style-type: none"> <li>• Harassment or bullying;</li> <li>• Aggression in the workplace</li> <li>• Unfair treatment</li> <li>• Discrimination</li> <li>• Interpersonal conflict</li> <li>• Fatigue</li> <li>• Stress.</li> </ul>

(Note: this table is adapted from WorkSafe Victoria's *Stresswise – Preventing Work-Related Stress: A Guide for Employers in the Public Sector*).

## 4.2. Direct observation

Often a walk around the workplace which involves informal conversations with employees and directly observing how employees are working and interacting with each other can identify the presence of psychological risk factors in the work environment. For example, a conversation you have with an employee reveals that the work area is understaffed due to recent increases in client orders. The employee advised that they are experiencing high work pressure and subsequently has taken a number of sick days that week as the employee is dreading attending work. You may also observe how employees communicate in times of conflict. Is it constructive communication or do employees tend to use blame language and personal criticism rather than commenting on the standard of work required?

Direct observation is a good way to build rapport with employees and indicates your support. Walking around the workplace and having informal conversations with employees is highly visible and demonstrates you are approachable if they need to speak with you about any concerns or issues.

'Walk-arounds' or direct observation should be conducted as regularly as possible; once a week as a minimum.

## 4.3. Employee survey

Employee surveys are designed to take the 'pulse' of an organisation or work area at that point in time. Employee surveys are a common method for measuring psychological risk factors in the workplace by assessing employees' perception of the workplace and their work experiences. Employee surveys are typically a cost effective means to assess the entire workforce in a confidential and anonymous manner compared to other ways to obtain the information such as employee focus groups and interviews for example.

Employee surveys use specific questions to identify the presence of psychological risk factors in the organisation overall and in work location/ groups. Employee surveys can include specific questions that measure the degree of psychological distress and physical symptoms.

When examining employee survey results look for employee satisfaction with such things including but not limited to, leadership, pay, the management of workplace conflict, reward and recognition of effort, career opportunities, job security, working conditions, workplace consultation, communication and involvement in decision-making, control over workload, work schedules, work culture issues such as levels of support, social or physical isolation, and management style.

Employee surveys can be custom designed or standard measures. External consultants may be able to assist with the design, implementation and analysis of the survey results and conduct any follow up interventions. Professionals with particular expertise in this area include Organisational Psychologists, Organisational Development consultants and Human Resources consultants.

Employee surveys can be purchased through psychometric test suppliers. Some employee surveys have restricted access; for example can only be purchased and administered by registered Psychologists or accredited users. Other surveys may be obtained for free if published in a public source (e.g. internet, journals and books) and there are no restrictions on who can administer the survey.

There are also survey web sites that allow the user to create their own survey, administer the survey and analyse the collected data.

#### 4.4. Examples of employee survey measures

The matrix below displays a list of free to use employee survey measures and the psychological risk factors that are measured. This is not an exhaustive list. There may be other free to use and paid measures that are appropriate to use for your workplace. For more detailed information on each of these employee survey measures in the table below, please refer to Appendix B –Employee Survey Measures.

Employee Survey Measures	Authority / Control	Job Demands	Support	Role Conflict/ Ambiguity	Relationships	Change	Rewards and Recognition	Organisational Justice	Other
1. Management Standards Stress Indicator Tool - HSE	✓	✓	✓	✓	✓	✓			
2. The Positive Work Environment Toolkit	✓	✓	✓	✓	✓	✓	✓	✓	✓
3. Stresswise – Preventing Work-related Stress (Risk Management Tool)	✓	✓	✓	✓	✓	✓	✓	✓	
4. People at Work Project: An Assessment of Psychosocial Hazards in the Workplace	✓	✓	✓	✓	✓	✓	✓	✓	✓
5. Australian Psychological Society: Psychologically Healthy Workplace Program		✓	✓	✓	✓		✓		✓

#### 4.5. Examples of health surveys / assessments

Self-report health measures are surveys where an employee indicates their perceived health, or experiences. They are not generally intended to be used as a diagnosis method however can provide information that may facilitate medical practitioners in determining a diagnosis, when combined with other diagnosis methods. The inclusion of self-report measures for employees' health should be used with caution and should not be used to diagnose an employee with a psychological condition. It is a means of gathering group information (collated, unidentified, and confidential) to determine if overall employee health is being adversely affected.

Some health measurements assess emotional reactions such as anger, anxiety or depression. Others look at the physical symptoms associated with stress or general psychological health and well-being.

The table below provides a list of measures, although not developed for work-related health and injury, they are often used in occupational settings and used by General Practitioner and Psychologists. This is not an exhaustive list. There may be other free to use and paid measures that are appropriate to use for your workplace.

Health Self-Report Measure	Anxiety	Coping	Depression	Distress
1. Depression Anxiety Stress Scale (DASS)	✓	✓	✓	
2. Kessler Psychological Distress Scale (K10)	✓		✓	
3. Australian Psychological Society: Psychologically Healthy Workplace Program				✓

For more detailed information on each of these health self-report measures, please refer to Appendix C – Health Self-Report Measures.

You may even consider developing your own broad and general questions related to health effects, for example “I believe my health has been affected as a result of work-related stress”.

Note: Privacy and confidentiality of personal information must be protected. Personal information is information or opinion, whether true or not about an identifiable individual. It should not be possible to identify an individual from workplace records, survey data or workplace consultation, therefore grouped or aggregate information is recommended to protect the identity of individuals.

Only persons authorised to handle personal information should summarise, aggregate or de-identify personal information.

## 5. Risk management

All employers should carry out a regular check of the workplace in consultation with health and safety representatives and employees to identify if there are psychological risk factors within the organisation (risk identification) and take steps to implement solutions to control risks (risk management). Sample Risk Management tools have been included in Appendix A to assist your organisation with identifying psychological risks and implementing risk controls.

## 6. Risk controls

There are three types of interventions for controlling psychological risk factors: primary, secondary and tertiary. Primary interventions are aimed at the organisational and employee level. Secondary and tertiary interventions are focussed at the employee level.

Interventions and controls should be aimed at the organisational level to control psychological risk factors. Interventions aimed at the organisational level are generally preventative controls and designed to either eliminate or reduce the risk factors. Examples include job redesign or the reallocation of work to distribute work more evenly across employees. While addressing psychological risk factors through employee level strategies is a control measure (e.g. counselling), it should be used in conjunction with an organisational level approach, as it does not address the reduction of the risk factors in the workplace.

One way of preventing risks before they happen is by implementing a Leadership Development Program (LDP). A Leadership Development Program may focus on developing specific attributes related to the “people skills” of the manager or supervisor. This may include, but is not limited to attributes such as conflict management, emotional intelligence, gaining followership, empowering employees and learning skills to develop employees’ strengths and improve employee performance, whilst developing employee loyalty, trust and support.

*Emotional Intelligence is the ability to identify, assess and control the emotions of oneself, others and groups. If managers/supervisors have an ability to perceive emotions of employees, their leadership and management skills may be more effective.*

Effective leadership skills is one of the preventative factors for work-related stress and psychological injury. Effective leadership skills may be seen in the workplace as reduction in Grievances, formal complaints and inappropriate workplace conduct, such as bullying and conflict.

Examples of available for a LDP approach include, but not limited to:

1. Health Safety Executive Line Manager Competency Indicator Tool
2. Managing Conflict at Work
3. Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) – **Fee associated with use.**

More information about these measures can be found in Appendix D. This is not an exhaustive list. Other free-to –use measures and pay for use measures are available.

Note that in there are other measures available online in regards to Emotional Intelligence, however each measure will need to be assessed to deem appropriateness of use. These measures may not be free but may be worth considering.

A guide to using measures can be found within the **Toolkits and Information Resources section**: Comcare: Using Employee Opinion Surveys to Improve People Outcomes.

These example measures can be used for risk factor identification, self-reporting of symptoms and developing leadership attributes. It is not compulsory to use these measures; they are merely examples

of the available measures to workplaces. These measures are examples of how these areas can be measured and therefore managed. It is important to ascertain which (if any) of these measures will be relevant for your organisation.

You may need to engage specialists or external consultants to assist you in the design and implementation of some of the controls. As mentioned previously, professionals with particular expertise in this area include Organisational Psychologists, Organisational Development consultants and Human Resources consultants.

### **6.1 Primary intervention**

Primary interventions are implemented before hazards or injuries/ incidents are present. These sorts of interventions usually require both organisational level strategies and employee level strategies.

It is practicable for organisations that are known to have the psychological risk factors present in the workplace, due to the nature of the job or clientele, and in consideration of past Workers' Compensation claims for work-related stress, to have primary intervention strategies in place.

Primary interventions are aimed at:

1. Modifying or eliminating the psychological risk factors that may give rise to a harm to health and
2. Developing employees' ability to cope with the psychological risk factors.

Primary interventions may also focus on the interface between the employee and the workplace (e.g. selection processes, training for managers, supportive leadership and team climate).

### **6.2 Secondary intervention**

Secondary interventions are implemented after hazards or injuries/ incidents are present, but before harm to health develops. Secondary interventions focus mainly on employees (e.g. employee assistance programs, medical treatment, counselling).

However, secondary interventions, such as the introduction of an employee counselling service, or training to improve employees' coping skills for stress, do not eliminate or reduce the risk factors from the work environment.

### **6.3 Tertiary intervention**

Tertiary interventions are implemented after it has been medically established that an injury has developed. Tertiary interventions are employee focused. These interventions concern the treatment of the diagnosed psychological injury. The aim is restore the employee's psychological health, or improve employee psychological health to the point where the employee is able to return to work (e.g. return to work program) and a healthy state of functioning.

### **6.4 Examples of primary, secondary and tertiary interventions**

<b>Primary</b>	<b>Secondary</b>	<b>Tertiary</b>
Job redesign	Employee assistance program	Return to work programs
Policies and procedures (e.g. early intervention procedure)	Individual stress management training	Psychiatric/ psychological treatment
Flexible working arrangements	Individual relaxation techniques/ classes	Medication if prescribed
Recruitment and selection processes	Individual time management training	Employee assistance program
Supportive leadership	Workload adjustments	Individual stress management training
Management training		Individual relaxation techniques/ classes
Team climate change		Individual time management training
		Workload adjustments

## Appendix A – Psychological Hazard Investigation Report (sample)

### Part A: Individual details

<b>Full name:</b>	<b>Gender:</b> <input type="checkbox"/> Male <input type="checkbox"/> Female	<b>Date of birth:</b>
<b>Contact phone:</b> (Work)..... (Home)..... (Mobile).....	<b>Address:</b> ..... ..... .....	
<b>Job title:</b>	<b>Status:</b> <input type="checkbox"/> Fulltime <input type="checkbox"/> Part-time <input type="checkbox"/> Casual <input type="checkbox"/> Contract <input type="checkbox"/> Temp <input type="checkbox"/> Ex-employee	
<b>Work Area/Dept:</b>	<b>Working Hours:</b>	
<b>Employed since: (date)</b>	<b>Time in position:</b>	
<b>Details of relevant training: when, by whom, topic (i.e. workplace behaviour, bullying and harassment, conflict resolution, managing aggressive clients), refreshers...</b> ..... ..... .....		

### Part B: Incident details

<b>Type:</b> <input type="checkbox"/> Incident <input type="checkbox"/> Injury <input type="checkbox"/> Illness		<b>Timeframe:</b> <input type="checkbox"/> One-off incident <input type="checkbox"/> Over a period of time: specify timeframe (i.e. January to March 2015) .....	<b>Shift start time:</b>
<b>Date of incident (or most recent incident if cumulative):</b>	<b>Time of incident (or most recent incident if cumulative) (24hr):</b>	<b>1st Reported to:</b> ..... <b>Position:</b> .....	
<b>Specific location of incident:</b> .....			
<b>Describe what happened: (who was present, were there any witnesses, what was said, describe the incident – the sequence of events leading up to and after the incident)</b> ..... ..... ..... ..... ..... ..... .....			

### Part C: Nature of injury/ illness

<b>Describe injury or illness:</b> .....
<b>Location of injury: (body parts affected)</b> .....

<b>Initial Treatment:</b> <input type="checkbox"/> Nil <input type="checkbox"/> First aid <input type="checkbox"/> Attended GP <input type="checkbox"/> Taken to Hospital <input type="checkbox"/> Admitted to Hospital
<b>Facility Name:</b> ..... .....
<b>Details:</b> ..... ..... .....
<b>Further treatment required/ likely:</b> <input type="checkbox"/> No <input type="checkbox"/> Yes <input type="checkbox"/> Unsure

**Part D: Mechanism of injury**

**Relevant history:**

*(Previous grievances, existing conflict, etc....)*

.....

.....

.....

**Psychological risk factors:** *(select all items that could have lead to/contributed to the injury)*

Work Environment	Organisational Culture	Authority / Control	Job Demands
<input type="checkbox"/> Poor workplace layout	<input type="checkbox"/> Poor leadership	<input type="checkbox"/> Low level of influence over how work is performed	<input type="checkbox"/> Inadequate time to do the job
<input type="checkbox"/> Restricted / limited space	<input type="checkbox"/> Low levels of support for problem solving	<input type="checkbox"/> Low level of influence over task demands	<input type="checkbox"/> Inadequate resources to complete the job satisfactorily
<input type="checkbox"/> Layout or location that interferes with communication	<input type="checkbox"/> Low levels of support for personal / professional development	<input type="checkbox"/> Excessive responsibility but little authority or decision making ability	<input type="checkbox"/> Working long hours (overtime, through breaks, taking work home)
<input type="checkbox"/> Layout or location that interferes with social support	<input type="checkbox"/> Values not clearly defined	<input type="checkbox"/> Low level involvement in decision making	<input type="checkbox"/> Work overload or too little to do
<input type="checkbox"/> Inadequate equipment availability/ suitability	<input type="checkbox"/> Values not regularly communicated	<input type="checkbox"/> Low level of influence over how work is performed	<input type="checkbox"/> High mental task demand (high level decision making, prolonged periods of concentration)
<input type="checkbox"/> Lack of maintenance of equipment and building	<input type="checkbox"/> Acceptable standards of behaviour in line with values are not enforced	<input type="checkbox"/> Low level of influence over task demands	<input type="checkbox"/> Monotonous work/ under stimulating or meaningless work
<input type="checkbox"/> Poor lighting	<input type="checkbox"/> Low levels of trust amongst employees towards management	<input type="checkbox"/> Low level of influence over the pace of the work	<input type="checkbox"/> Under use of worker's skills
<input type="checkbox"/> Poor air quality and ventilation	<input type="checkbox"/> Poor communication	<input type="checkbox"/> Low level involvement in determining working hours / shift work	<input type="checkbox"/> High emotional tasks demands or tasks that require emotions to be kept hidden
<input type="checkbox"/> Excessive noise	<input type="checkbox"/> Other:	<input type="checkbox"/> Other:	<input type="checkbox"/> Working under time pressures or continually subject to deadlines
<input type="checkbox"/> High temperature and humidity			<input type="checkbox"/> Unpredictable shift rosters

<input type="checkbox"/> Other:			<input type="checkbox"/> Continuous exposure to people through work
			<input type="checkbox"/> Low social value of work
			<input type="checkbox"/> High uncertainty in job
			<input type="checkbox"/> Other:
<b>Support</b>	<b>Role Conflict &amp; Ambiguity</b>	<b>Relationships at Work</b>	<b>Change</b>
<input type="checkbox"/> Inadequate or absent supervision	<input type="checkbox"/> Expectations of the role conflict with the individuals values or job demands	<input type="checkbox"/> Social or physical isolation	<input type="checkbox"/> Lack of communication about changes in the workplace
<input type="checkbox"/> Inconsiderate or unsupportive supervision	<input type="checkbox"/> More than one manager which may give rise to conflicting priorities / tasks	<input type="checkbox"/> Poor relationships with co-workers	<input type="checkbox"/> Management of organisation change is not done well or not done at all
<input type="checkbox"/> Low levels of support for problem solving and personal development	<input type="checkbox"/> Work and job objectives, accountabilities, scope, responsibilities and expectations are not clearly communicated	<input type="checkbox"/> Poor relationships with superiors	<input type="checkbox"/> Job insecurity (i.e. restructure or redundancies)
<input type="checkbox"/> Social or physical isolation	<input type="checkbox"/> Other:	<input type="checkbox"/> Interpersonal conflict	<input type="checkbox"/> Lack of progress in job/ career for a prolonged period
<input type="checkbox"/> Poor relationships with co-workers		<input type="checkbox"/> Lack of social support	<input type="checkbox"/> Other:
<input type="checkbox"/> Poor relationships with supervisor/s or manager/s		<input type="checkbox"/> Lack of agreed procedures or knowledge of procedures for dealing with workplace problems or complaints	
<input type="checkbox"/> Interpersonal conflict		<input type="checkbox"/> Other:	
<input type="checkbox"/> Other:			
<b>Rewards &amp; Recognition</b>	<b>Organisational Justice</b>	<b>Worker Characteristics</b>	<b>Other</b>
<input type="checkbox"/> Efforts, contributions and achievements are not recognised at the team level	<input type="checkbox"/> Procedures are not perceived as fair, unbiased, consistently applied, using accurate information and are open to appeal processes	<input type="checkbox"/> Young/older worker	<input type="checkbox"/> Experience / skill:
<input type="checkbox"/> Efforts, contributions and achievements are not recognised at the individual level	<input type="checkbox"/> Workers are not able to bring a support person to relevant meetings	<input type="checkbox"/> Returning from a period of extended leave	<input type="checkbox"/> Training/information:
<input type="checkbox"/> Performance appraisal is not undertaken on an annual basis or as required.	<input type="checkbox"/> Workers are not treated with respect and dignity	<input type="checkbox"/> Physical limitations	<input type="checkbox"/> Other:
<input type="checkbox"/> Managers and supervisors have not been provided training to undertake providing feedback and performance appraisals	<input type="checkbox"/> Workers do not perceive a positive and fair working environment	<input type="checkbox"/> Cognitive limitations /learning difficulties	
<input type="checkbox"/> Workers are not	<input type="checkbox"/> Procedural fairness	<input type="checkbox"/> Language or cultural	

provided with opportunities for development	procedures are not applied within the organisation.	barriers	
<input type="checkbox"/> Other:	<input type="checkbox"/> Other:	<input type="checkbox"/> Other:	

**Part E – Action required**

*(To be completed by OSH rep/ Supervisor/ Manager in consultation with employee, and attached to employee Incident Report)*

**Which of the risk factors need control measures?**

- Work environment
- Work demands
- Role clarity
- Level of control
- Relationships at work
- Workplace change
- Workplace support
- Recognition and rewards
- Organisational justice
- Worker characteristics
- Other/s :

.....  
 .....

**Control measures to be implemented:** *(use Hierarchy of Control)*

Corrective action required (immediate & future)	By whom	By when	Completed	Consultation
1. .... ..... .....				<input type="checkbox"/> Employee <input type="checkbox"/> OSH rep <input type="checkbox"/> OSH Committee <input type="checkbox"/> Supervisor/manager <input type="checkbox"/> Human Resources <input type="checkbox"/> Other:
2. .... ..... .....				
3. .... ..... .....				
4. .... ..... .....				

The legislation requires the employer within a reasonable time after receiving the report of a hazard or injury to:

- (a) investigate the matter that has been reported and determine the action, if any, that the employer intends to take; and
- (b) notify the employee who reports the hazard or injury of the determination.

**Date employee was notified** ..... **Who by** .....

**Comments:**

.....  
 .....

**Investigation Completed by:**

..... (Name) ..... (Position)

..... (Signature) ..... (Date)

## Appendix B - Risk Assessment Tool (sample)

This risk assessment tool (sample) is designed to help employers meet their legal obligations to manage risks associated with psychological injury. This tool is not exhaustive. You may need to consider other risk factors which are unique to your organisation. Add these factors to the *'Additional Factors'* section of this checklist.

To use this checklist, read the statements below and tick YES to any of the statements you agree with. Make any relevant comments which should be considered as part of the risk assessment process. A risk rating table has been provided below to assist you in assessing the risk. When determining the risk rating of an identified risk factor you will need to consider the likelihood of the injury occurring against the severity of the consequences if the injury occurs, whilst taking into account the existing systems and controls at the workplace.

This sample risk assessment tool can be used as a stand-alone assessment or in conjunction with an employee survey.

### Risk Rating Table

Likelihood of injury or harm to health	Consequences of any injury or harm to health				Existing systems
	Insignificant	Moderate	Major	Catastrophic	How do the existing controls and systems impact on the risk rating?
Very Likely	High	Extreme	Extreme	Extreme	(increase/decrease?)
Likely	Moderate	High	Extreme	Extreme	
Moderate	Low	High	Extreme	Extreme	
Unlikely	Low	Moderate	High	Extreme	
High Unlikely (rare)	Low	Moderate	High	High	

### Risk Assessment

<b>Completed by:</b>	<b>Position:</b>
<b>Date of Risk Assessment:</b>	<b>Review Date:</b>

<b>Workplace Data Analysis</b>	<b>Answer</b> (Each YES answer indicates a risk control is needed)	<b>Risk Rating</b> (N/A, Low, Moderate, High or Extreme)	<b>Comments</b> (Make notes on reasons for your assessment)
Are there any trends in records of sick leave with or without certificates which show relevant trends (e.g. headaches, recurrent colds or flu and musculoskeletal disorders)?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Are there cases of annual or long service leave (or non-usage) as a result of psychological risk factors or work-related stress (e.g. using annual leave as sick leave is exhausted or not using annual leave due to work pressure)?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Are there any trends in absenteeism (e.g. some areas having a higher absenteeism rate than others)?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Are there cases of workers' compensation or psychological injuries (e.g. work-related stress, post-traumatic stress disorder, anxiety and depression etc.)?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Are there trends or common themes in complaints or workplace grievances?	Yes <input type="checkbox"/> No <input type="checkbox"/>		

Workplace Data Analysis	Answer (Each YES answer indicates a risk control is needed)	Risk Rating (N/A, Low, Moderate, High or Extreme)	Comments (Make notes on reasons for your assessment)
Are there trends in Employee Assistance Program usage and types of issues managed?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Are there industrial relations records or disputes which link to job dissatisfaction in the workplace?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Are there any related and unresolved issues in minutes of meetings (e.g. workload or change in work roles)?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Are there work schedule records that reflect long hours of work, overtime usage or other relevant information?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Is there a lack of knowledge and compliance of the organisation's policies and procedures relating to psychological risk factors (e.g. harassment, bullying, discrimination etc.)?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
<i>Additional:</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>		

Direct observation	Answer (Each YES answer indicates a risk control is needed)	Risk rating (N/A, Low, Moderate, High or Extreme)	Comments (Make notes on reasons for your assessment)
Are there work areas which are understaffed?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Are there work areas experiencing a high number of sick days compared to others?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Are there work areas where employees handle conflict destructively (e.g. using blame language and personal criticism)?	Yes <input type="checkbox"/> No <input type="checkbox"/>		
Other:	Yes <input type="checkbox"/> No <input type="checkbox"/>		

<b>Risk Factors</b> <i>(May be identified from direct observations, analysis of workplace data and employee survey results)</i>	<b>Answer</b> (Each YES answer indicates a risk control is needed)	<b>Risk Rating</b> (N/A, Low, Moderate, High or Extreme)	<b>Comments</b> (Make notes on reasons for your assessment)
Authority/control  Issues to do with control over and involvement in decisions that could be reasonably be expected in a job or a role about such things as: <ul style="list-style-type: none"> <li>• Work methods</li> <li>• Workload</li> <li>• Work schedules</li> <li>• The pace of work</li> <li>• The working environment</li> <li>• Shift work</li> <li>• Other (describe):</li> </ul>	Yes <input type="checkbox"/>  No <input type="checkbox"/>		

<b>Risk Factors</b> <i>(May be identified from direct observations, analysis of workplace data and employee survey results)</i>	<b>Answer</b> (Each YES answer indicates a risk control is needed)	<b>Risk Rating</b> (N/A, Low, Moderate, High or Extreme)	<b>Comments</b> (Make notes on reasons for your assessment)
Job demands <ul style="list-style-type: none"> <li>• Lack of variety</li> <li>• Monotonous, under-stimulating, fragmented or meaningless work</li> <li>• Under-use of skills</li> <li>• High uncertainty</li> <li>• Low social value of work</li> <li>• Continuous exposure to people through work</li> <li>• Unpleasant tasks</li> <li>• Tasks that require emotions to be kept hidden</li> <li>• Work overload or under load</li> <li>• Machine pacing</li> <li>• Having too much or too little to do</li> <li>• Working under time pressures</li> <li>• Continually subject to deadlines</li> <li>• Other (describe):</li> </ul>	Yes <input type="checkbox"/>  No <input type="checkbox"/>		

<b>Risk Factors</b> <i>(May be identified from direct observations, analysis of workplace data and employee survey results)</i>	<b>Answer</b> (Each YES answer indicates a risk control is needed)	<b>Risk Rating</b> (N/A, Low, Moderate, High or Extreme)	<b>Comments</b> (Make notes on reasons for your assessment)
Support <ul style="list-style-type: none"> <li>• Inadequate or absent supervision</li> <li>• Inconsiderate or unsupportive supervision</li> <li>• Low levels of support for problem-solving and personal development</li> <li>• Social or physical isolation</li> <li>• Poor relationship with co-workers</li> <li>• Poor relationships with supervisors/managers</li> <li>• Interpersonal conflict</li> <li>• Lack of social support</li> <li>• Isolated or solitary work</li> <li>• Other (describe):</li> </ul>	Yes <input type="checkbox"/>  No <input type="checkbox"/>		
Role Conflict/ambiguity <ul style="list-style-type: none"> <li>• Unclear work role</li> <li>• Conflicting roles within the same job</li> <li>• Responsibility for people</li> <li>• Continuously dealing with other people and their problems</li> <li>• Other (describe):</li> </ul>	Yes <input type="checkbox"/>  No <input type="checkbox"/>		

<b>Risk Factors</b> <i>(May be identified from direct observations, analysis of workplace data and employee survey results)</i>	<b>Answer</b> (Each YES answer indicates a risk control is needed)	<b>Risk Rating</b> (N/A, Low, Moderate, High or Extreme)	<b>Comments</b> (Make notes on reasons for your assessment)
<b>Relationships</b> <ul style="list-style-type: none"> <li>• Social or physical isolation</li> <li>• Poor relationship with co-workers</li> <li>• Poor relationships with superiors/workers</li> <li>• Interpersonal conflict</li> <li>• Lack of social support</li> <li>• Bullying, harassment and violence</li> <li>• Isolated or solitary work</li> <li>• Lack of agreed procedures or knowledge of procedures for dealing work workplace problems or complaints</li> <li>• Other (describe):</li> </ul>	Yes <input type="checkbox"/>  No <input type="checkbox"/>		
<b>Change</b> <ul style="list-style-type: none"> <li>• Management of organisational change is not done or not done well</li> <li>• Lack of communication within the workplace</li> <li>• Rigidity of work practices</li> <li>• Job insecurity</li> <li>• Career uncertainty</li> <li>• Stagnation</li> <li>• Other (describe):</li> </ul>	Yes <input type="checkbox"/>  No <input type="checkbox"/>		

<b>Risk Factors</b> <i>(May be identified from direct observations, analysis of workplace data and employee survey results)</i>	<b>Answer</b> (Each YES answer indicates a risk control is needed)	<b>Risk Rating</b> (N/A, Low, Moderate, High or Extreme)	<b>Comments</b> (Make notes on reasons for your assessment)
Rewards and recognition <ul style="list-style-type: none"> <li>• Reward or status in the workplace</li> <li>• Social value of work</li> <li>• Individual and team contribution</li> <li>• Achievements</li> <li>• Other (describe):</li> </ul>	Yes <input type="checkbox"/>  No <input type="checkbox"/>		
Organisational justice <ul style="list-style-type: none"> <li>• Bias of work procedures</li> <li>• Inconsistency of applied procedures</li> <li>• Lack of respect given to employees during the process</li> <li>• Unclear or unfair processes for performance appraisal and management</li> <li>• Other (describe):</li> </ul>	Yes <input type="checkbox"/>  No <input type="checkbox"/>		

<b>Risk Factors</b> <i>(May be identified from direct observations, analysis of workplace data and employee survey results)</i>	<b>Answer</b> (Each YES answer indicates a risk control is needed)	<b>Risk Rating</b> (N/A, Low, Moderate, High or Extreme)	<b>Comments</b> (Make notes on reasons for your assessment)
Physical work environment <ul style="list-style-type: none"> <li>• Poor workplace layout</li> <li>• Lack of space</li> <li>• Layout or location that interferes with communication</li> <li>• Layout or location that interferes with social support</li> <li>• Inadequate equipment availability, suitability or</li> <li>• Lack of maintenance of equipment and building</li> <li>• Poor lighting</li> <li>• Poor air quality and ventilation</li> <li>• Excessive noise</li> <li>• High temperature and humidity</li> <li>• Other (describe):</li> </ul>	Yes <input type="checkbox"/>  No <input type="checkbox"/>		

<b>Risk Factors</b> <i>(May be identified from direct observations, analysis of workplace data and employee survey results)</i>	<b>Answer</b> (Each YES answer indicates a risk control is needed)	<b>Risk Rating</b> (N/A, Low, Moderate, High or Extreme)	<b>Comments</b> (Make notes on reasons for your assessment)
Organisational culture and function <ul style="list-style-type: none"> <li>• Poor communication</li> <li>• Poor leadership</li> <li>• Low levels of support for problem-solving and personal development</li> <li>• Lack of definition of or agreement on organisational objectives and structure</li> <li>• Vision and values not clearly defined, regularly communicated</li> <li>• Acceptable standards of behaviour, in line with organisational values are not enforced</li> <li>• Low levels of trust amongst employees and towards management</li> <li>• Other (describe):</li> </ul>	Yes <input type="checkbox"/>  No <input type="checkbox"/>		
<i>Additional:</i>	Yes <input type="checkbox"/>  No <input type="checkbox"/>		

**Risk management plan (sample)**

If you tick YES to any of the statements in the risk assessment checklist, you will need to identify and implement risk control solutions. The following table is an example of a Risk Management Plan that your company can adapt for its use.

<b>Location / Group :</b> <i>Front reception</i>		<b>Risk factor:</b> <i>Front reception team are understaffed due to one staff member on extended leave, creating increased workload for remaining staff members and conflict amongst the team.</i>		
<b>Short term ( up to four weeks)</b>				
<b>Action required</b>	<b>Person responsible</b>	<b>Completion date</b>	<b>Review date</b>	<b>Comments on review</b>
<i>Assess appropriateness of mediation and offer mediation (if appropriate) offer EAP assistance and additional resources.</i>	<i>Joe Smith</i>	<i>01/06/14</i>	<i>15/06/14</i>	<i>Parties involved now have a constructive working relationship and continue to access EAP support.</i>
<i>Hire one temporary administration staff to assist team with workload whilst staff member is on extended leave.</i>	<i>Joe Smith</i>	<i>23/05/14</i>	<i>30/05/14</i>	<i>Feedback from the team has been positive and the addition of the temporary staff member has decreased the workload to a manageable level.</i>
<b>Medium term ( four weeks to six months)</b>				
<b>Action Required</b>	<b>Person Responsible</b>	<b>Completion Date</b>	<b>Review Date</b>	<b>Comments on Review</b>
<i>Develop dispute resolution procedure.</i>	<i>Joe Smith</i>	<i>01/06/14</i>	<i>01/12/14</i>	<i>Received formal complaints during this time which were managed using procedure. Procedure needs amending to</i>

				<i>include provision of external investigation if deemed appropriate.</i>
<b>Long term (more than six months)</b>				
<b>Action Required</b>	<b>Person Responsible</b>	<b>Completion Date</b>	<b>Review Date</b>	<b>Comments on Review</b>
<i>Provide leadership development training to all management employees.</i>	<i>Joe Smith</i>	<i>01/06/14</i>	<i>01/06/15</i>	
<i>Assess current state of our organisational culture and develop our culture to be in alignment with our organisational values.</i>	<i>Joe Smith</i>	<i>01/06/14</i>	<i>01/06/15</i>	

### Appendix C –Employee Survey Measures

<b>Title:</b>	HSE Management Standards Stress Indicator Tool
<b>Source:</b>	Health & Safety Executive (UK) <a href="http://www.hse.gov.uk/stress/standards/downloads.htm">http://www.hse.gov.uk/stress/standards/downloads.htm</a>
<b>What does it do?</b>	Employee self-report survey that measures key areas of work associated with poor health and well-being, lower productivity and increased sickness absence.
<b>What does it measure?</b>	<ul style="list-style-type: none"> <li>• Job Demands</li> <li>• Autonomy/control</li> <li>• Support</li> <li>• Relationships</li> <li>• Role conflict/ambiguity</li> <li>• Change</li> </ul>
<b>Does it include separate scores for each element?</b>	Yes
<b>Is a User Manual or other supporting documentation provided?</b>	Yes <i>HSE Indicator Tool Manual</i> <i>How to organise and run focus groups</i>

<b>Title:</b>	The Positive Work Environment Toolkit
<b>Source:</b>	State Services Authority Victoria <a href="http://www.ssa.vic.gov.au/products/view-products/how-positive-is-your-work-environment.html">http://www.ssa.vic.gov.au/products/view-products/how-positive-is-your-work-environment.html</a>
<b>What does it do?</b>	Rates the work environment, to see what is working and what is not and then implement actions to improve the work environment. The toolkit has a Quick Check Tool, a description of people's roles in the ideal situation, litmus test questions, case studies and resources.
<b>What does it measure?</b>	<ul style="list-style-type: none"> <li>• Job Demands</li> <li>• Autonomy/Control</li> <li>• Support</li> <li>• Relationships</li> <li>• Role Conflict/Ambiguity</li> <li>• Change</li> <li>• Rewards and Recognition</li> <li>• Organisational Justice</li> </ul>
<b>Does it include separate scores for each element?</b>	Yes
<b>Is a User Manual or other supporting documentation provided?</b>	Yes

<b>Title:</b>	Stresswise – Preventing Work-related Stress (Risk Management Tool)
<b>Source:</b>	WorkSafe Victoria: <a href="https://www.worksafe.vic.gov.au">https://www.worksafe.vic.gov.au</a>
<b>What does it do?</b>	Guides employers in the public sector on managing work-related risks to stress
<b>What does it measure?</b>	<ul style="list-style-type: none"> <li>• Work-related stress risk factors</li> </ul>
<b>Does it include separate scores for each element?</b>	No
<b>Is a User Manual or other supporting documentation provided?</b>	Yes

<b>Title:</b>	People at Work Project <b>(Fee associated with use)</b>
<b>Source:</b>	The People at Work Project is a research collaboration among Queensland University of Technology and The Australian National University, with Workplace Health and Safety Queensland, WorkCover NSW, WorkSafe Victoria, Comcare, Safe Work Australia, and <i>beyondblue</i> (Partner Organisations). The project is funded by the Australian Research Council and the Partner Organisations. <a href="http://www.peopleatworkproject.com.au/">http://www.peopleatworkproject.com.au/</a>
<b>What does it do?</b>	This survey measures how different workplace characteristics influence worker health and well-being, focusing particularly on risks to psychological health.
<b>What does it measure?</b>	<ul style="list-style-type: none"> <li>• Job Demands</li> <li>• Autonomy/Control</li> <li>• Support</li> <li>• Relationships at Work</li> <li>• Role Conflict/Ambiguity</li> <li>• Change</li> <li>• Rewards and Recognition</li> <li>• Procedural Justice</li> <li>• Emotional Demand</li> <li>• Cognitive Demand</li> </ul>
<b>Does it include separate scores for each element?</b>	Surveys are returned to People At Work Project who score, analyse the data and provide overall and workgroup reports.
<b>Is a User Manual or other supporting documentation provided?</b>	Yes. Project documents are available on the website.

<b>Title:</b>	Psychologically Healthy Workplace Program <b>(Fee associated with use)</b>
<b>Source:</b>	Australian Psychological Society <a href="http://www.apshealthyworkplace.com.au">http://www.apshealthyworkplace.com.au</a>
<b>What does it do?</b>	This survey provides an overall assessment of workplace psychological health.
<b>What does it measure?</b>	<ul style="list-style-type: none"> <li>• Job Demands</li> <li>• Support</li> <li>• Relationships at Work</li> <li>• Role Conflict/Ambiguity</li> <li>• Rewards and Recognition</li> <li>• Learning and Development</li> <li>• Teamwork</li> <li>• Empowerment</li> <li>• Ownership</li> <li>• Individual Morale</li> <li>• Team Morale</li> <li>• Team Stress</li> <li>• Individual Stress</li> </ul>
<b>Does it include separate scores for each element?</b>	The APS provides a summary report with overall scores and scores for each element.
<b>Is a User Manual or other supporting documentation provided?</b>	Yes, documents are available on the website.

## Appendix D – Health Self-Report Measures

<b>Title:</b>	Depression Anxiety Stress Scale (DASS)
<b>Source:</b>	University of New South Wales <a href="http://www2.psy.unsw.edu.au/dass/">http://www2.psy.unsw.edu.au/dass/</a>
<b>What does it do?</b>	Measures negative emotional states
<b>What does it measure?</b>	<ul style="list-style-type: none"> <li>• Depression</li> <li>• Anxiety</li> <li>• Coping</li> <li>• Stress</li> </ul>
<b>Does it include separate scores for each element?</b>	Yes
<b>Is a User Manual or other supporting documentation provided?</b>	Yes

<b>Title:</b>	Kessler Psychological Distress Scale (K10)
<b>Source:</b>	<a href="https://www.tac.vic.gov.au/files-to-move/media/upload/k10_english.pdf">https://www.tac.vic.gov.au/files-to-move/media/upload/k10_english.pdf</a>
<b>What does it do?</b>	Measures psychological health.
<b>What does it measure?</b>	<ul style="list-style-type: none"> <li>• Depression</li> <li>• Anxiety</li> <li>• Stress</li> </ul>
<b>Does it include separate scores for each element?</b>	No
<b>Is a User Manual or other supporting documentation provided?</b>	Yes

<b>Title:</b>	Psychologically Healthy Workplace Program <b>(Fee associated with use)</b>
<b>Source:</b>	Australian Psychological Society <a href="http://www.apshealthyworkplace.com.au">http://www.apshealthyworkplace.com.au</a>
<b>What does it do?</b>	This survey provides an overall assessment of workplace psychological health.
<b>What does it measure?</b>	<ul style="list-style-type: none"> <li>• Job Demands</li> <li>• Support</li> <li>• Relationships at Work</li> <li>• Role Conflict/Ambiguity</li> <li>• Rewards and Recognition</li> <li>• Learning and Development</li> <li>• Teamwork</li> <li>• Empowerment</li> <li>• Ownership</li> <li>• Individual Morale</li> <li>• Team Morale</li> <li>• Team Stress</li> <li>• Individual Stress</li> </ul>
<b>Does it include separate scores for each element?</b>	The APS provides a summary report with overall scores and scores for each element.
<b>Is a User Manual or other supporting documentation provided?</b>	Yes, documents are available on the website.

## Appendix E – Leadership Development Tools

<b>Title:</b>	HSE Line Manager Competency Indicator Tool
<b>Source:</b>	Health & Safety Executive (UK) <a href="http://www.hse.gov.uk">www.hse.gov.uk</a>
<b>What does it assess?</b>	Supervisor/Manager skills in conflict and stress management
<b>What does it involve?</b>	Manager/Supervisor Self-report tool that provides guidance on whether they have the behaviours identified as effective for preventing and reducing stress at work
<b>What does it specifically measure?</b>	Behavioural areas identified as important for stress prevention and management <ul style="list-style-type: none"> <li>• Managing emotions and having integrity</li> <li>• Managing and communicating existing and future work</li> <li>• Managing the individual within the team</li> <li>• Reasoning/managing difficult situations</li> </ul>
<b>Does it include separate scores for each element?</b>	Yes
<b>Does it include any baseline/comparison results?</b>	Yes.
<b>Is any software provided</b>	Yes Excel macros that give total scores and priority areas
<b>Is a User Manual or other supporting documentation provided?</b>	Yes
<b>Conditions of use?</b>	No
<b>Does it include or refer to supporting Guidance Material to address identified problems?</b>	Yes (available via a link to The Chartered Institute of Personnel and Development) <i>Line management behaviour and stress at work Updated guidance for line managers</i>

<b>Title:</b>	Managing Conflict at Work
<b>Source:</b>	Chartered Institute of Personnel and Development <a href="http://www.cipd.co.uk">www.cipd.co.uk</a>
<b>What is it applicable to:</b>	Conflict management Bullying Distinction between strong management and bullying
<b>What does it do?</b>	Manager self-report survey on conflict management skills and management style
<b>What does it specifically measure?</b>	Conflict Management Skills: <ul style="list-style-type: none"> <li>• Dealing with issues</li> <li>• Use of official processes</li> <li>• Participative approach</li> <li>• Monitoring team relationships</li> <li>• Role-modelling behaviour</li> <li>• Integrity</li> </ul> Management Style: <ul style="list-style-type: none"> <li>• People focus</li> <li>• Personal integrity</li> <li>• Visibility</li> <li>• Promoting standards</li> <li>• Challenging the status quo</li> </ul>
<b>Does it include separate scores for each element?</b>	Yes
<b>Does it include any baseline/comparison results?</b>	Yes
<b>Is any software provided</b>	No
<b>Is a User Manual or other supporting documentation provided?</b>	Yes
<b>Conditions of use?</b>	No
<b>Does it include or refer to supporting Guidance Material to address identified problems?</b>	No

<b>Title:</b>	Mayer-Salovey-Caruso Emotional Intelligence Test (MSCEIT) – <b>Not free</b>
<b>Source:</b>	MHS Psychological Assessments and Services <a href="http://ei.mhs.com/MSCEIT.aspx">http://ei.mhs.com/MSCEIT.aspx</a>
<b>What is it applicable to:</b>	Leadership Development Performance Management
<b>What does it do?</b>	Measures the ability to identify, assess and control the emotions of oneself, others and groups.
<b>What does it specifically measure?</b>	<p>Perceiving Emotions</p> <ul style="list-style-type: none"> <li>• Faces</li> <li>• Pictures</li> </ul> <p>Facilitating Thought</p> <ul style="list-style-type: none"> <li>• Facilitation</li> <li>• Sensations</li> </ul> <p>Understanding Emotions</p> <ul style="list-style-type: none"> <li>• Changes</li> <li>• Blends</li> </ul> <p>Managing Emotions</p> <ul style="list-style-type: none"> <li>• Emotion Management</li> <li>• Emotional Relations</li> </ul>
<b>Does it include separate scores for each element?</b>	Yes
<b>Does it include any baseline/comparison results?</b>	Yes if you measure before and after LDP.
<b>Is any software provided</b>	No
<b>Is a User Manual or other supporting documentation provided?</b>	Yes – when purchased
<b>Conditions of use?</b>	Yes
<b>Does it include or refer to supporting Guidance Material to address identified problems?</b>	No