

Psychosocial risk management

Self-assessment tool: System maturity

This assessment tool aims to help PCBU^{1*}, employers, managers, and supervisors to:

- assess the maturity of their business or organisation with regards to meeting their obligation to managing **psychosocial risks (PSR)**; and
- identify opportunities for improvement.

Improving how PSRs are managed can:

- reduce the risk of physical and psychological injuries and illnesses.
- provide business benefits (e.g. improved worker health, morale, productivity, and retention).

Using This Tool

- Include a cross section of workers and contractors to help get a true indication of how your workplace is progressing with developing better psychosocial health and safety systems.
- Fill out the assessment tool, noting which column has the most ticks.

Good practice zone - you are likely to have effective systems and practices in place and will need to maintain these.

Working towards a systematic approach zone - you are on the right track, and there are opportunities for improvement.

Improvement required zone - it is likely that you are not managing psychosocial hazards effectively. Significant improvements are likely to be required to prevent negative impacts on workers.

- Once the checklist is completed, review your areas for improvement and decide on actions to be taken.
- Keep a record of what needs to be done and how it will be implemented.
- Start with the areas where your rating was in the improvement required (**red**) zone, followed by those in the working towards a systematic approach (**amber**) zone and good practice (**green**) zone.

Find more information and resources about psychosocial health and safety management at: [SafeWork SA website](#) and also the [Model Code of Practice for managing psychosocial hazards at work](#).

¹ A person conducting a business or undertaking (PCBU) has a primary duty of care to ensure the health and safety of workers while they are at work in the business or undertaking and others who may be affected by the carrying out of work, such as visitors.

Improvement required	Working towards best practice	Good practice
PCBU/Officer² commitment to managing PSR <i>Legislation: WHS Act 2012 – Sections 19 and 27</i>		
<input type="checkbox"/> No officers and managers have taken steps to understand their legal obligations to manage PSR	<input type="checkbox"/> Some officers and managers understand the scope of their legal obligations to manage PSR	<input type="checkbox"/> All officers and managers understand the scope of their legal obligations to manage PSR
<input type="checkbox"/> No officers and managers have taken steps to understand the nature of PSR and risks to health and safety	<input type="checkbox"/> Some officers and managers understand the nature of PSR and risks to health and safety	<input type="checkbox"/> All officers and managers understand the nature of PSR and risks to health and safety
<input type="checkbox"/> No resources (time, money, personnel) allocated for PSR management (e.g. for hazard reporting, consultation, training and risk monitoring)	<input type="checkbox"/> Limited resources (time, money, personnel) allocated for PSR management (e.g. for hazard reporting, consultation, training and risk monitoring)	<input type="checkbox"/> Adequate resources (time, money, personnel) allocated for PSR management (e.g. for hazard reporting, consultation, training and risk monitoring)
<input type="checkbox"/> PSR management is never an agenda item on WHS or other governance committees	<input type="checkbox"/> PSR management is an agenda item on WHS or other governance committees only when an incident (e.g. complaint with reputational impact) occurs	<input type="checkbox"/> PSR management is a standing agenda item on WHS or other governance committees
<input type="checkbox"/> No officer or manager involvement in proactively addressing PSR (including authorising controls)	<input type="checkbox"/> Actions are taken (e.g. review of controls, updated risk assessment) on a reactive rather than proactive basis (e.g. after a complaint)	<input type="checkbox"/> Officers and managers proactively ensure that hazard identification, risk assessment, implementation and regular review of controls occurs
		<input type="checkbox"/> Key performance indicators related to injury and illness prevention are set and monitored
Comments		

² An officer is a person who makes, or helps make a decision which affects either the whole or a major part of a business or undertaking. If a person has the capacity to significantly affect the financial standing of the organisation, they are recognised as an officer. Officers for a PCBU have a specific duty to exercise due diligence to ensure they meet their own WHS obligations. Furthermore, they have to be proactive in ensuring the PCBU complies with their duties under the WHS Act. They are responsible for actively fulfilling the duty and should not assume that someone else has taken care of health and safety outcomes.

Improvement required	Working towards best practice	Good practice
Consulting with workers and other duty holders (supply chain partners³) about managing PSR <i>Legislation: WHS Act 2012 – Sections 46, 47, 48 and 49</i>		
<input type="checkbox"/> No consultation with workers about managing PSR (hazard identification, risk assessment, identifying, implementing and reviewing controls)	<input type="checkbox"/> Workers are consulted on some but not all PSR management processes (e.g. hazard identification but not selection and review of controls)	<input type="checkbox"/> Workers consistently participate in hazard identification, risk assessment, identifying, implementing and reviewing controls
<input type="checkbox"/> Workers not consulted when PCBU plans to instigate functional or structural change, when policies or procedures relevant to PSR management are designed or reviewed, when exposure to PSR is apparent and / or when there are indications of work-related harm to worker health and safety	<input type="checkbox"/> Inconsistent or ad hoc consultation with workers when PCBU plans to instigate functional or structural change, when policies or procedures relevant to PSR management are designed or reviewed, when exposure to PSR is apparent and / or when there are indications of work-related harm to worker health and safety	<input type="checkbox"/> Workers are consistently and proactively consulted when PCBU plans to instigate functional or structural change, when policies or procedures relevant to PSR management are designed or reviewed, when exposure to PSR is apparent and / or when there are indications of work-related harm to worker health and safety
<input type="checkbox"/> Supply chain partners not consulted about managing PSR	<input type="checkbox"/> Supply chain partners are consulted on some but not all PSR management processes (e.g. hazard identification but not selection and review of controls)	<input type="checkbox"/> Supply chain partners are consistently consulted about hazard identification, risk assessment, identifying, implementing and reviewing controls
<input type="checkbox"/> (if applicable) The HSR is not consulted about managing PSR	<input type="checkbox"/> (if applicable) Limited weight is given to the views of the HSR about managing PSR	<input type="checkbox"/> (if applicable) HSR views are valued and actioned
<input type="checkbox"/> Workers are not consulted about organisational change and any associated PSR	<input type="checkbox"/> Workers are consulted about organisational change but there is inadequate consideration of any associated PSR	<input type="checkbox"/> Workers are always consulted about organisational change and any associated PSR
Comments		

³ Supply chain partners may include, but not limited to, suppliers, subcontractors, transport operators, landlords.

Improvement required	Working towards best practice	Good practice
How does your workplace identify PSRs?⁴ <i>Legislation: WHS Regulations 2012 – Regulation 34 – Duty to identify hazards.</i>		
<input type="checkbox"/> No PSR identification / reporting process or system has been implemented	<input type="checkbox"/> PSR identification / reporting process or system is in place, but workers are not well-informed about how to recognise / report PSR	<input type="checkbox"/> PSR identification / reporting process or system is in place, workers are educated about how to recognise PSR, and workers are well-informed about how to report PSR
<input type="checkbox"/> PCBU is not aware of the presence of PSR to which workers may be exposed	<input type="checkbox"/> Ad hoc or incidental identification of PSR trends and issues which is not routinely documented	<input type="checkbox"/> Systematic analysis of PSR trends and issues is routinely conducted and documented
<input type="checkbox"/> No workers are educated about how to recognise and report PSR	<input type="checkbox"/> Workers report hazards but do not always receive feedback on actions taken by the PCBU in response	<input type="checkbox"/> Workers report hazards and always receive feedback on actions taken by the PCBU in response
Comments		

Improvement required	Working towards best practice	Good practice
How are the risks of PSRs assessed? <i>Code of Practice: How to manage work health and safety risks – Chapter 3</i> <i>Legislation: WHS Regulations 2012 – Regulation 55D – Relevant matters for controlling PSR</i>		
<input type="checkbox"/> No risk assessment undertaken / recorded	<input type="checkbox"/> Systematic risk assessment conducted (with or without a PSR risk assessment tool) but without consideration of all of the following: <ul style="list-style-type: none"> - all types of PSR - how PSR interact - frequency, duration and severity of exposure - effectiveness of existing controls - protective factors - risks to both physical and psych health and safety 	<input type="checkbox"/> Systematic risk assessment (with or without a PSR risk assessment tool) with adequate consideration of all of the following: <ul style="list-style-type: none"> - all types of PSR - how PSR interact - frequency, duration and severity of exposure - effectiveness of existing controls - protective factors - risks to both physical and psych health and safety
<input type="checkbox"/> Generic risk assessment tool used (e.g. based on occupational hygiene model using the likelihood consequence- matrix) but specific PSR risk factors not assessed		
Comments		

⁴ A PSR identification process or system includes direct worker consultation through 1:1 conversations, team meetings or focus groups, a WHS hazard reporting system, routine analysis of trends from this system along with routine analysis of incident reports and analysis of employee survey data and other workforce data. The system should also include measures to ensure workers are educated about PSR and how to report hazards.

Improvement required	Working towards best practice	Good practice
How are PSRs controlled? <i>Legislation: WHS Regulations 2012 – Regulation 36 – Hierarchy of control measures. Regulation 37 – Maintenance of control measures. Regulation 38 - Review of control measures. Regulation 55D – Relevant matters to consider in selecting control measures</i>		
<input type="checkbox"/> No controls are in place OR some administrative or PPE controls are in place (e.g. policies, procedures, EAP counselling services and other reactive measures that put the onus of responsibility on the individual worker to cope with PSR)	<input type="checkbox"/> Some preventative controls are in place (e.g. that reduce the likelihood of exposure to hazards) but most controls are administrative or PPE	<input type="checkbox"/> Mostly preventative controls are in place, supplemented with administrative / PPE controls
<input type="checkbox"/> No control measures (including policies and procedures) have been reviewed when required (e.g. during / after structural, functional and personnel changes, after complaints about hazards have been received or at the request of workers/HSR)	<input type="checkbox"/> Some control measures (including policies and procedures) are reviewed sometimes (e.g. during / after structural, functional and personnel changes, after complaints about hazards have been received or at the request of workers/HSR)	<input type="checkbox"/> Control measures (including policies and procedures) are routinely reviewed (e.g. during / after structural, functional and personnel changes, after complaints about hazards have been received or at the request of workers/HSR)
<input type="checkbox"/> No allocated responsibility for a duty holder to maintain, monitor and review effectiveness / adequacy of control measures	<input type="checkbox"/> A responsible duty holder is identified to maintain, monitor and review effectiveness / adequacy of control measures but performs this role in an ad hoc manner	<input type="checkbox"/> A responsible duty holder is identified to maintain, monitor and review effectiveness / adequacy of control measures and conducts this in a systematic manner
<input type="checkbox"/> No formal means in place to ensure that workers / HSR are made aware of their right to request that control measures be reviewed	<input type="checkbox"/> Workers / HSR are aware of their right to request that control measures be reviewed but rarely or never request it (e.g. due to lack of confidence)	<input type="checkbox"/> Workers / HSR are aware of their right to request that control measures be reviewed and have displayed confidence about doing so
	<input type="checkbox"/> Not all relevant matters have been taken into consideration when determining control measures (e.g. frequency and duration of exposure, the design of work and the workplace, how hazards interact, how workers interact and training and instruction provided to workers).	<input type="checkbox"/> All relevant matters have been taken into consideration when determining control measures (e.g. frequency and duration of exposure, the design of work and the workplace, how hazards interact, how workers interact and training and instruction provided to workers)
Comments		

Improvement required	Working towards best practice	Good practice
How are workers⁵ trained and supervised regarding MANAGING PSR?		
<i>Legislation: WHS Regulations 2012 – Regulation 39 – Provision of information, training and instruction</i>		
<input type="checkbox"/> Workers receive no information, training and instruction about PSR in general	<input type="checkbox"/> Some, but not all workers receive information, training and instruction about PSR in general	<input type="checkbox"/> All workers receive information, training and instruction about PSR in general
<input type="checkbox"/> Workers receive no information, training and instruction about specific PSR inherent of their work and workplace	<input type="checkbox"/> Some, but not all workers receive information, training and instruction about specific PSR inherent of their work and workplace	<input type="checkbox"/> All workers receive information, training and instruction about specific PSR inherent of their work and workplace
<input type="checkbox"/> Workers receive no information, training and instruction about how PSR are managed in their workplace (including their right to be consulted)	<input type="checkbox"/> Some, but no all workers receive information, training and instruction about how PSR are managed in their workplace (including their right to be consulted)	<input type="checkbox"/> All workers receive information, training and instruction about how PSR are managed in their workplace (including their right to be consulted)
<input type="checkbox"/> Workers receive no information, training and instruction about their responsibilities as duty holders	<input type="checkbox"/> Some, but not all workers receive information, training and instruction about their responsibilities as duty holders	<input type="checkbox"/> All workers receive information, training and instruction about their responsibilities as duty holders
<input type="checkbox"/> Workers receive information, training and instruction about managing PSR in a way that is not readily understandable by them	<input type="checkbox"/> Some, but not all workers receive information, training and instruction about managing PSR in a way that is readily understandable by them	<input type="checkbox"/> Workers receive information, training and instruction about managing PSR in ways that are readily understandable by them
<input type="checkbox"/> Information, training and instruction about managing PSR is not provided by a suitably qualified person with sound subject matter knowledge	<input type="checkbox"/> Information, training and instruction about managing PSR is not always provided by a suitably qualified person with sound subject matter knowledge	<input type="checkbox"/> Information, training and instruction about managing PSR is provided by a suitably qualified person with good subject matter knowledge and experience
<input type="checkbox"/> Training about PSR / managing PSR is not documented	<input type="checkbox"/> Training about PSR / managing PSR is not always documented	<input type="checkbox"/> Training about PSR / managing PSR is always documented
<input type="checkbox"/> Training and instruction quality and frequency is not evaluated	<input type="checkbox"/> Training and instruction quality and frequency is assessed but identified areas for improvement are not adequately implemented	<input type="checkbox"/> Training and instruction quality and frequency is assessed and areas for improvement are implemented
<input type="checkbox"/> Line managers are not adequately monitored and instructed about meeting their responsibilities to minimise exposure to PSR	<input type="checkbox"/> Some, but not all line managers are adequately monitored and instructed about meeting their responsibilities to minimise exposure to PSR	<input type="checkbox"/> All line managers are adequately monitored and instructed about meeting their responsibilities to minimise exposure to PSR

⁵ Workers includes all managers / leaders at all levels of the business / organisation.

SafeWork SA

Actions:

	Who	
	Date to be completed	
	Date completed	
	Who	
	Date to be completed	
	Date completed	
	Who	
	Date to be completed	
	Date completed	
	Who	
	Date to be completed	
	Date completed	
	Who	
	Date to be completed	
	Date completed	

Manager name

Signature

Date