Simplifying Psychosocial Risk Management

TAKING A PEOPLE CENTERED APPROACH

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Your Presenters

Anthony Gibbs

CHIEF EXECUTIVE OFFICER

As CEO, Anthony has worked with thousands of people, across hundreds of organisations globally, to develop safety culture solutions that support strategy and enable the person component to reach its full potential.

Anthony has been committed to the application of psychology to enhance human performance for over 20 years and his background as a psychologist managing addiction and chronic mental health treatment facilities has informed his cognitive-behavioural insight. Regarded as a dynamic facilitator and keynote speaker, Anthony has presented globally on safety, leadership, wellbeing and organisational performance.

Dr Amy Hawkes

HEAD OF PSYCHOLOGY

Amy is an endorsed organisational psychologist with experience in organisational development, leadership, culture and wellbeing. Experienced in both research and consulting, Amy has conducted individual and organisational interventions, large research projects, and has 10 years' experience as an academic.

Amy is passionate about taking an evidence-based approach to improve workplaces. As the Head of Psychology, Amy brings best practice insights to business, strong statistical skills and applied research methodology to her work. She leads the research team and provides strategic guidance to the assessment tools and reporting offered by Sentis.

ACKNOWLEDGEMENT OF COUNTRY

Sentis acknowledges the traditional custodians throughout Australia and recognises their connections to land, waters and community.

We acknowledge the Traditional Owners of the land on which we meet today and pay our respects to elders past and present. We extend that respect to Aboriginal and Torres Strait Islander peoples here today. We do this because we value Aboriginal and Torres Strait Islander history, culture and knowledge.

Our Mission

To change the lives of individuals and organisations for the better, every day.

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OUR EXPERIENCE

- Over 180,000 participants
- 400 + Organisations
- 40 Countries
- Broad industry experience
- Dedicated team of Organisational Psychologists
- Deep expertise in critical risk management

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What we're covering...

1
Demystifying Psychosocial Safety

2
Managing Risk and Nurturing Protective Factors

3
Unpack our buckets

4
Leadership as an Enabler

5
Organisational Enablers

6
A Powerful yet Simple Process to Follow

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Lack of Role Clarity
Violence and Aggression
Harassment, including sexual harassment
Low Job Control
Poor Physical Environment
Poor Organisational Change Management
Inadequate Reward and Recognition
Remote or Isolated Work
Conflict or Poor Workplace Resolution
Poor Support
Traumatic Events or Material
Poor Organisational Justice
Bullying
Job Demands
PSYCHOSOCIAL HAZARDS
Source: Safe Work Australia (2023)
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How do your experiences at work impact your wellbeing outside of work?

Based on a survey of 2,623 workers across 6 industries.

What is the intent of the psychosocial legislation?

Psychosocial legislation

Benefit our people

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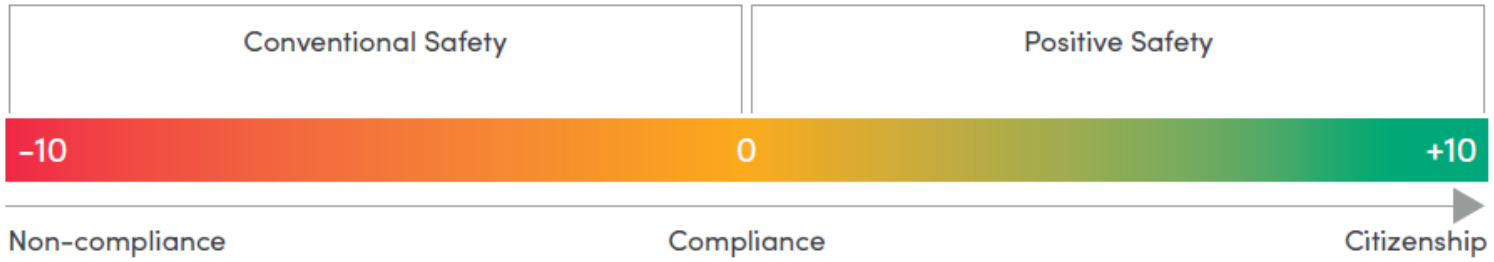
How do we stay safe, well & engaged?



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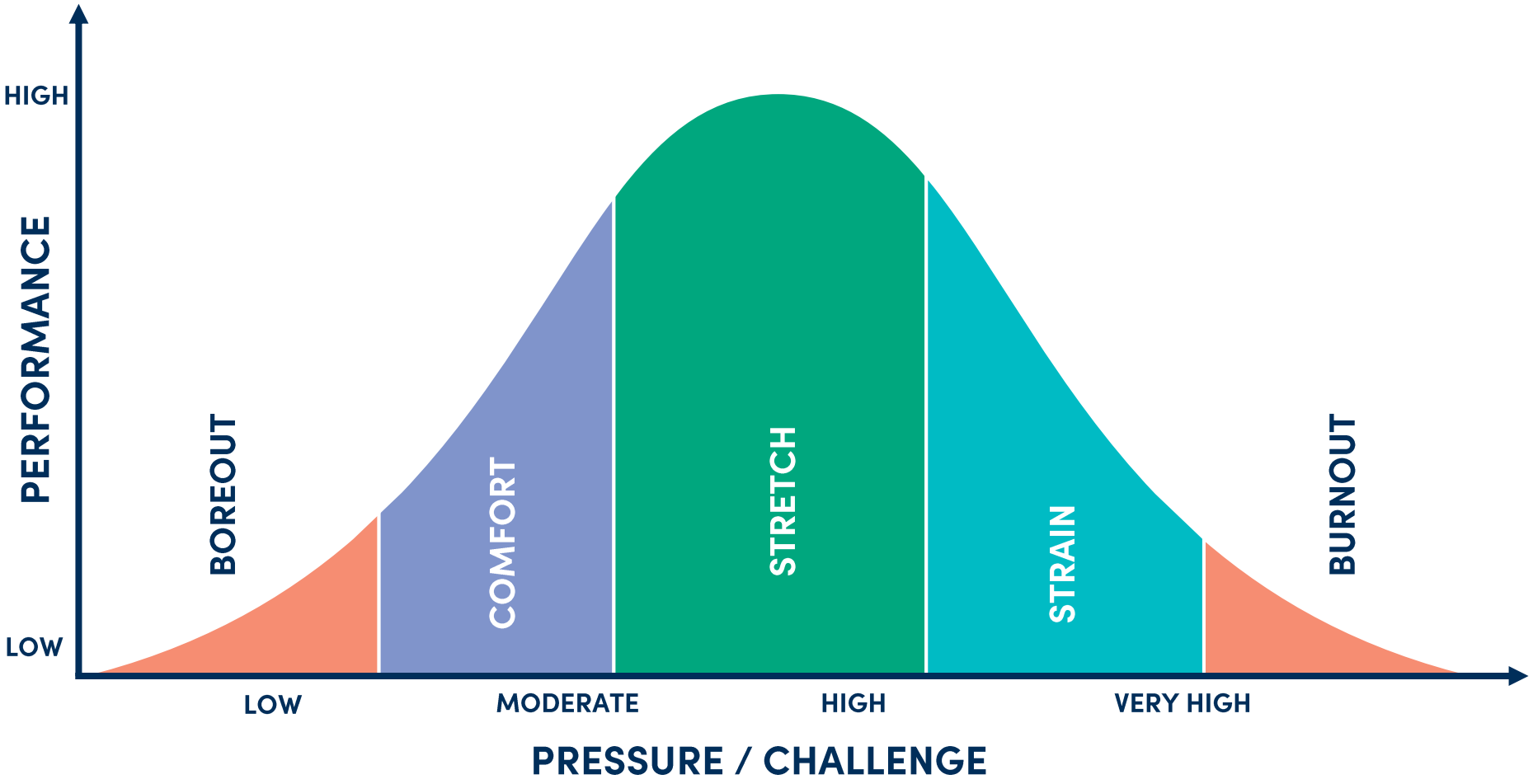
Why is this space so hard for us to get our arms around?

Your best will look different every day



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The leaky bucket analogy

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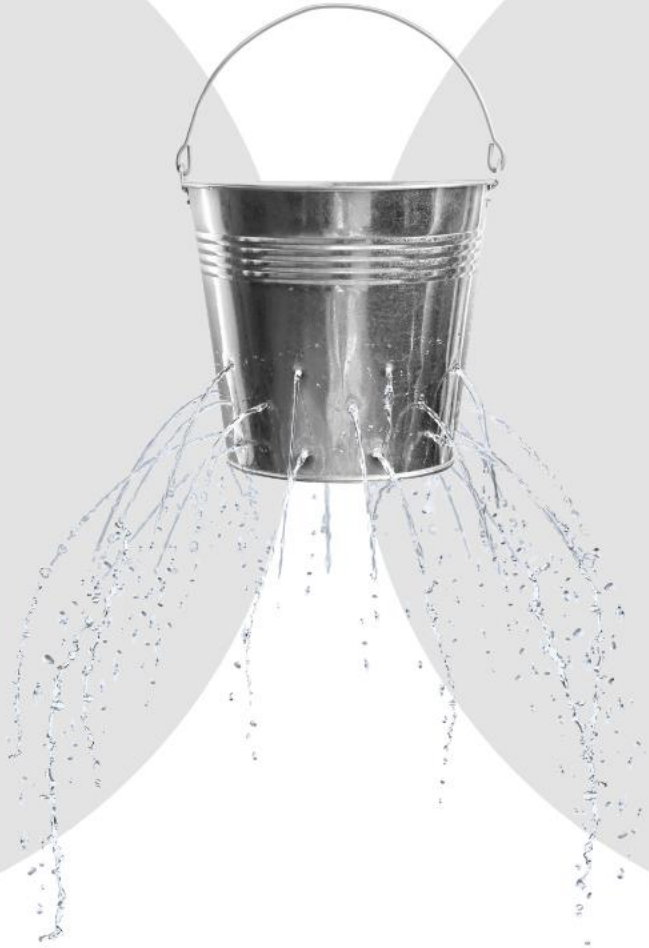
Non-work



Work

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Non-work

Work

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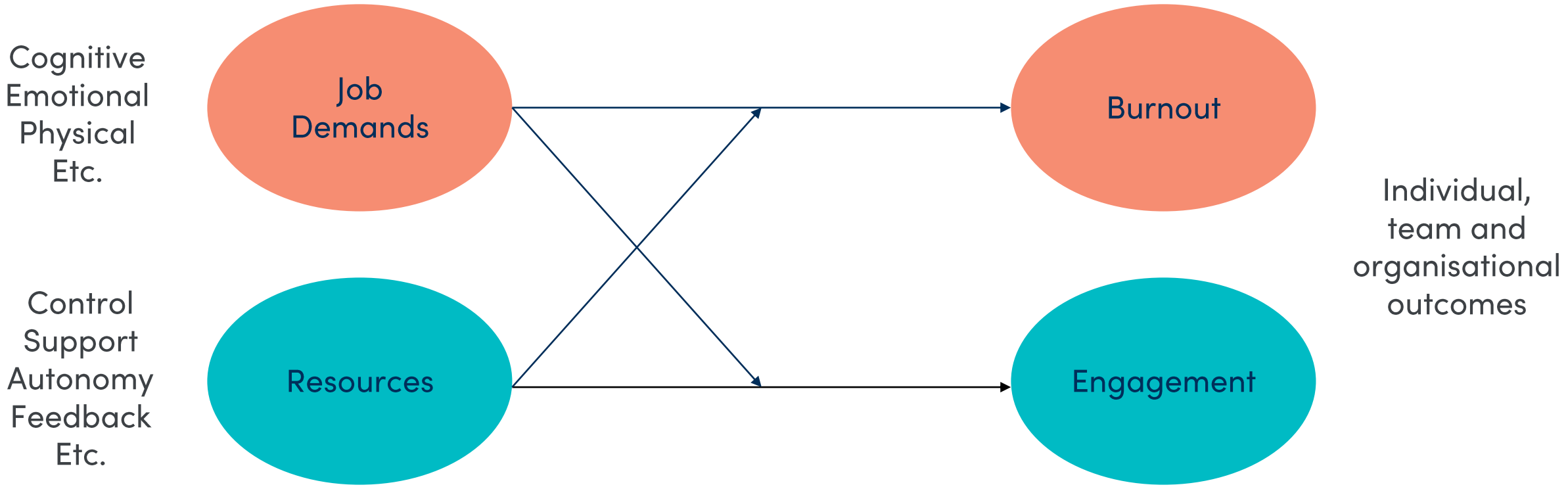
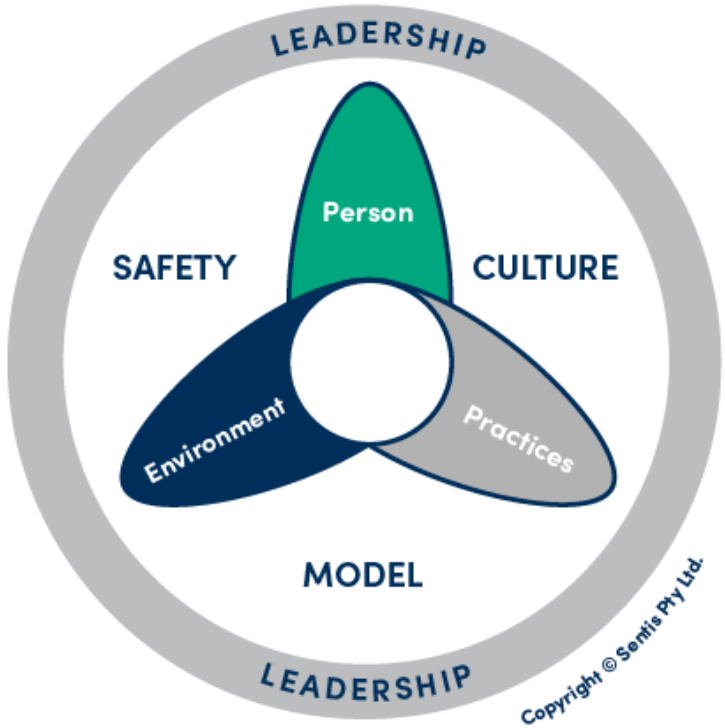
Job Demands Resources Model

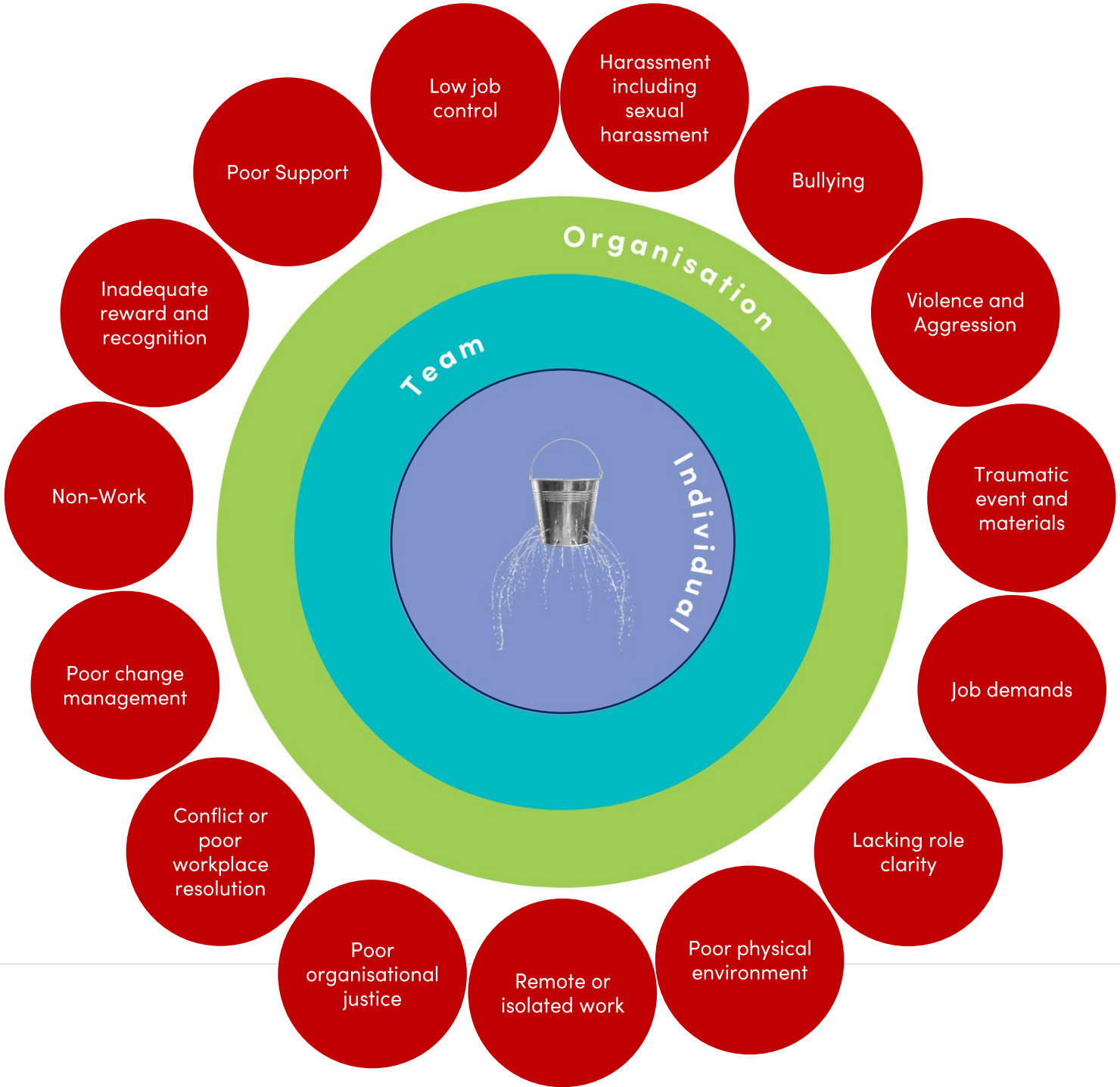
(Demerouti, Bakker, Nachreiner, Schaufeli, 2001)



A few other useful models to understand

- Conservation of Resources Model (Hobfoll, 1989; 2011)
- Effort Reward Imbalance Model (Siegrist, 2016)
- Transactional Stress Model (Lazarus & Folkman, 1984)
- Psychosocial Safety Climate (Hall, Dollard, Coward, 2010)
- Safety Culture and Climate (Sentis; Neal & Griffin, 2000; Zohar, 2014)




Low job control
Harassment including sexual harassment
Bullying
Violence and Aggression
Traumatic event and materials
Job demands
Lacking role clarity
Poor physical environment
Remote or isolated work
Poor organisational justice
Conflict or poor workplace resolution
Poor change management
Non-Work
Inadequate reward and recognition
Poor Support
Organisation
Team
Individual

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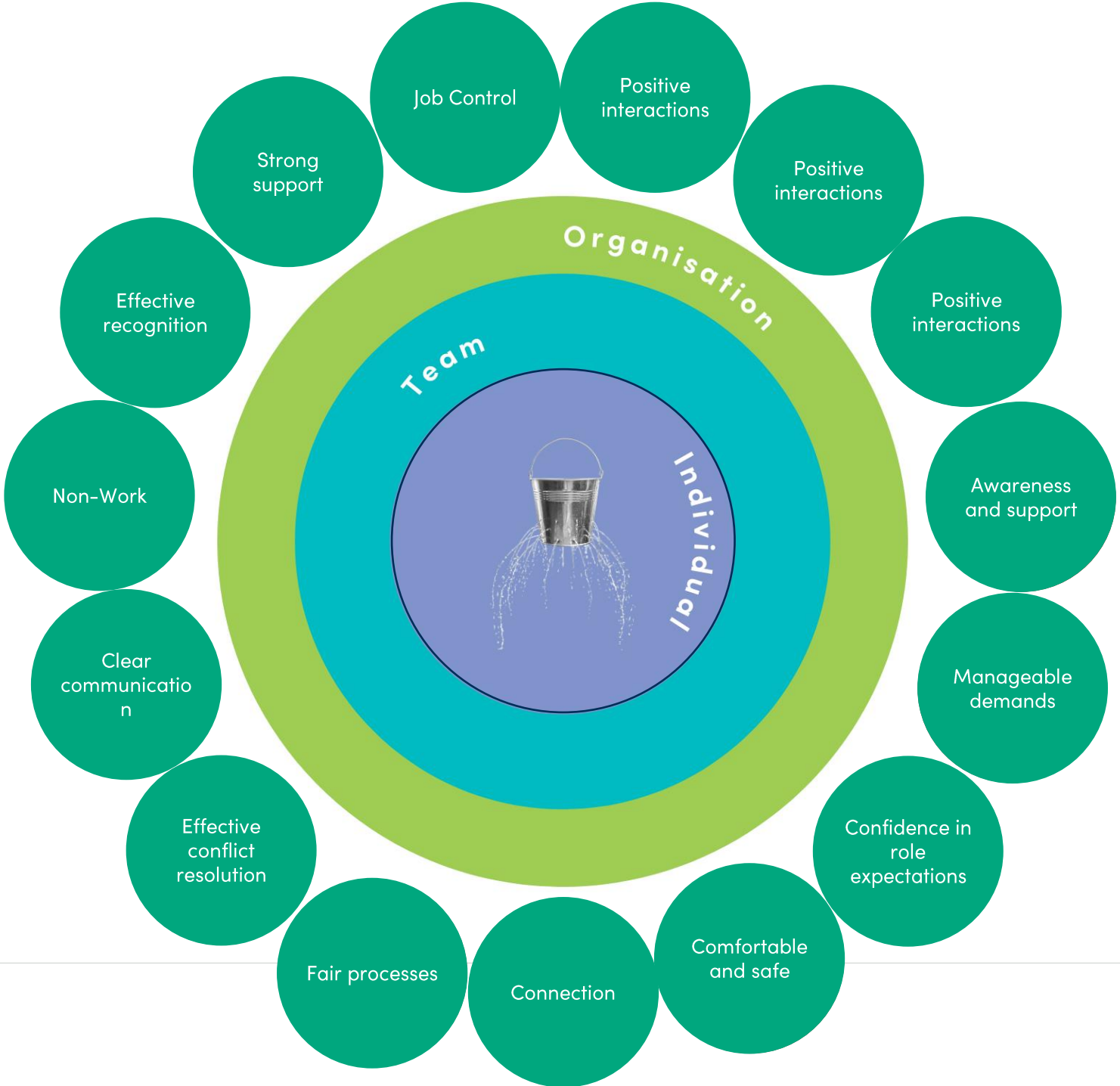
Job Control
Positive interactions
Positive interactions
Positive interactions
Awareness and support
Manageable demands
Confidence in role expectations
Comfortable and safe
Connection
Fair processes
Effective conflict resolution
Clear communicatio n
Non-Work
Effective recognition
Strong support
Organisation
Team
Individual

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Putting it simply, we need:

- Positive communication
- Support and connection
- Clarity
- Fair processes
- Manageable demands
- Good work and job design

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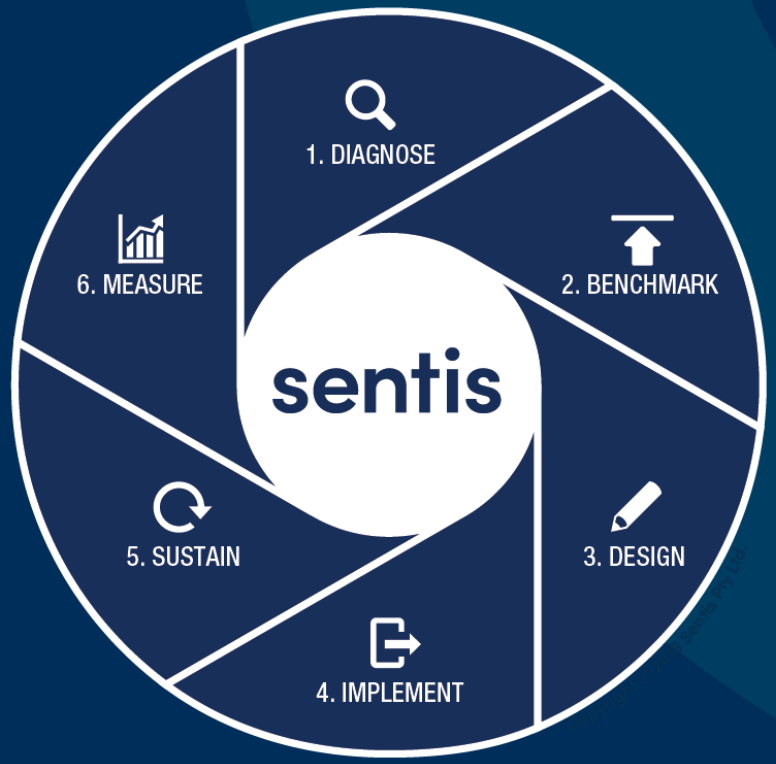
How do we get there?



Research Sample

73
organisational sites
across 8 industries

- Agriculture
- Construction
- Government
- Healthcare
- Mining
- Manufacturing
- Oil and Gas
- Utilities

9
COUNTRIES
(AFRICA, AUSTRALIA, CANADA, GERMANY, NEW ZEALAND, SAUDI ARABIA, UNITED STATES OF AMERICA, UNITED KINGDOM AND VIETNAM).

562
focus groups

597
hours of interviews

5,011
people interviewed
(representative of 15% of the population of organisations included in the study)

21,711
surveys completed
to validate findings

155
observations made
(pre-starts, site tours, inductions etc.)

819
total cultural themes analysed

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Lessons from sites doing well

Top five strength areas identified across sites operating at **Private Compliance** and **Collaborative** levels of safety culture maturity.

Safety Culture Dimension	Strength Frequency (% of Sites)
Safety mission and vision*	60%
Management safety commitment*	60%
Within-team safety communication	50%
Safety responsibility*	50%
Team support for safety	40%

*Denotes dimensions that have a strong correlation with safety culture maturity (Pearson Correlation ≥0.70)

Diagnose – Collect and synthesise data

- Use the data you already have
- Look for trends in the data
- Focus on quality, recency, and multiple sources
- Seek benchmarks for comparison
- How well are you capturing psychosocial incidents
- Focus on strengths/supports in place
- How well can controls be enabled
- Develop a feedback loop

Potential Data Sources

- Hazard assessment surveys (People@Work, Guarding Minds, Copenhagen Psychosocial Questionnaire, etc.)
- Staff satisfaction / engagement surveys
- Focus groups
- Exit interview data
- Absenteeism data
- Leader feedback and observations
- Reports from Employee Assistance Providers
- Stop Start Continue conversations
- Incident report data

Protective Factors

- Strengths assessments
- Safety culture and climate
- Effective leadership

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(Safety) Leadership as a lever

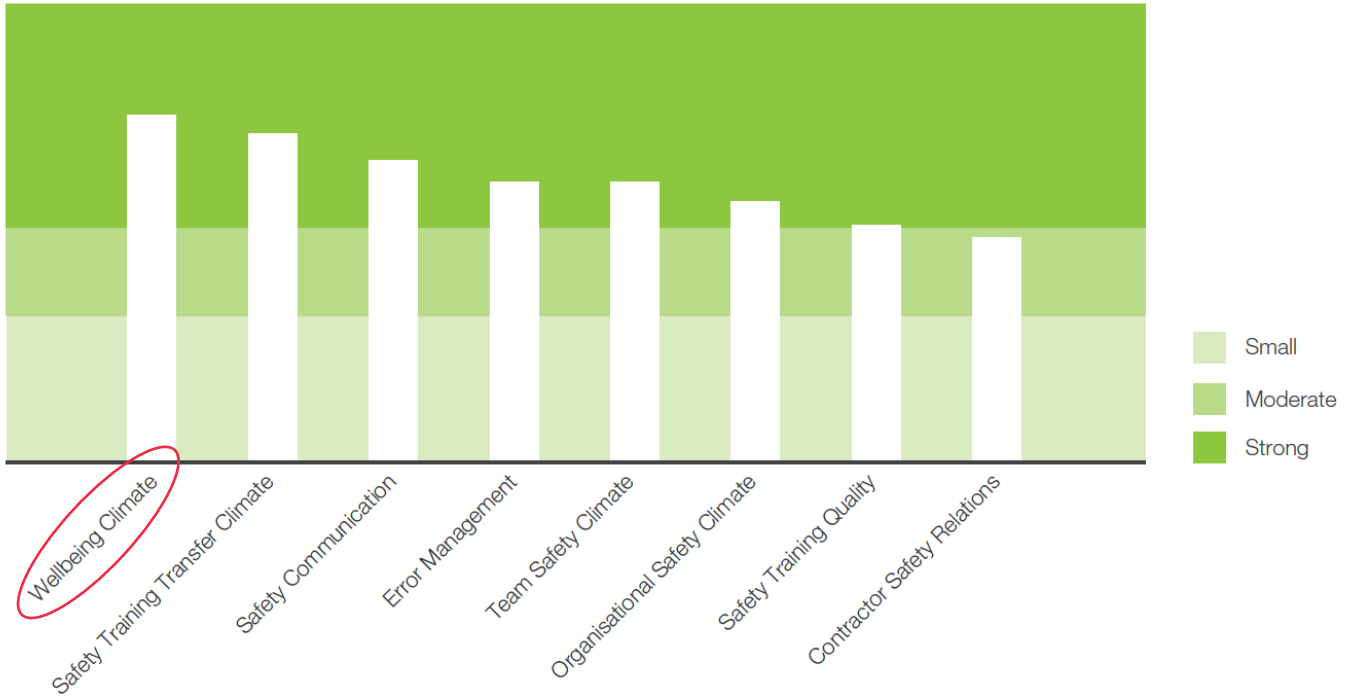

FIGURE 6. STRENGTH OF RELATIONSHIP BETWEEN SAFETY LEADERSHIP AND SAFETY CLIMATE INDICATORS

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Targeted Leadership Assessment

Leaders have the potential to be **powerful enablers** and **protective forces** OR **toxic hazards** in our workplaces.

Hence getting a regular pulse check on your leadership effectiveness is key, we recommend measuring:

- Leadership behaviours
- Leader-team member relations
- Self-awareness
- Relationship management
- Support for safety

Based on these results, specific leadership development programs can be set up to support leader effectiveness

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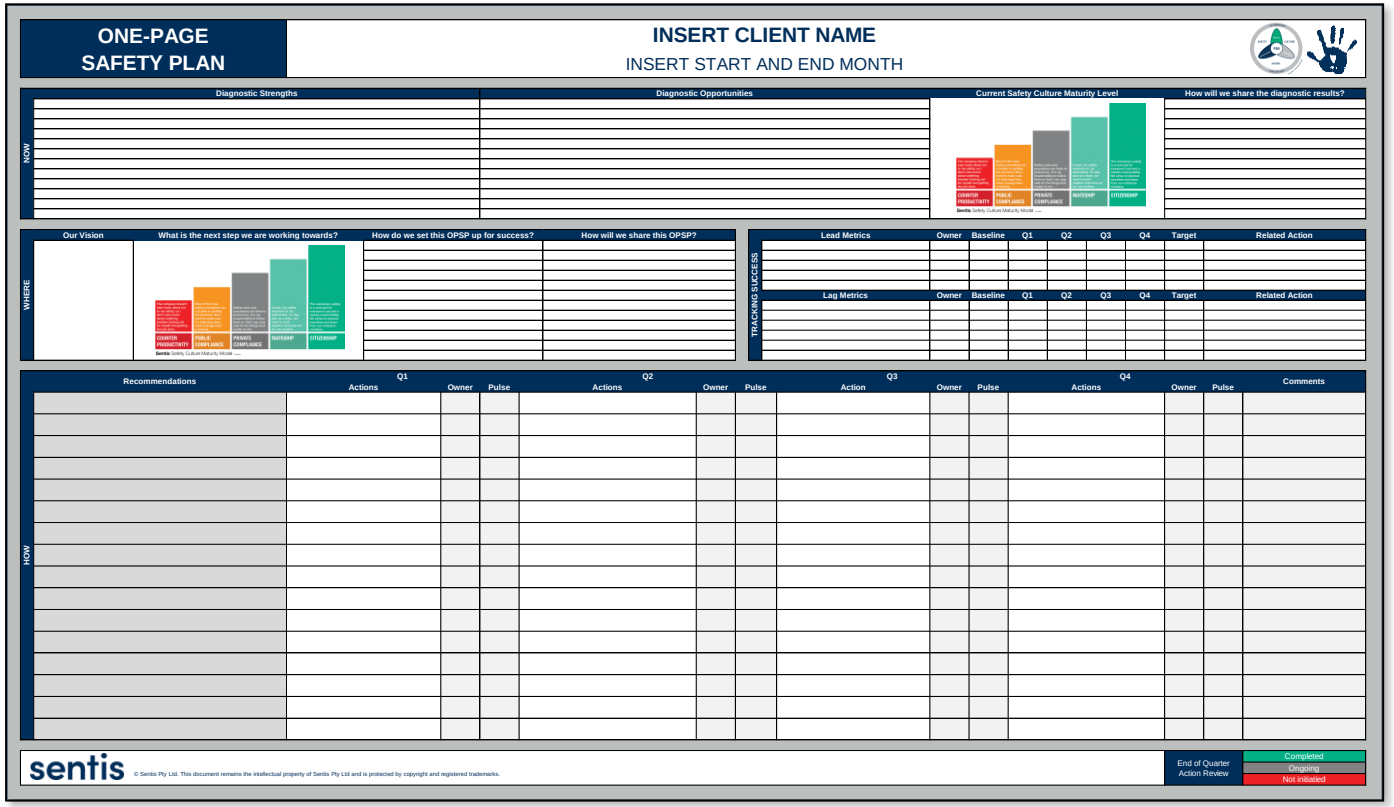
Strategy Workshop & One Page Safety Plan

- Identify the crucial lead and lag indicators
- Review the Diagnostics results
- Explore your organisation's safety vision and identify key priorities for improvement
- Ensure that key stakeholders and existing business processes will support success of the strategic plan
- Establish a Steering Committee



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Act: Prioritising improvement areas

- Start with urgent areas, current harm or imminent risk of harm
- Planning for the unexpected
- Consider your change management and communication strategy
- Get employees involved
- Highlight strengths

Develop leaders and improve culture

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Evaluate and make psychosocial safety part of business as usual

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Putting it simply

WE NEED:

- Positive communication
- Support and connection
- Clarity
- Fair processes
- Manageable demands
- Good work and job design

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DISCOVER MORE

Meet with one of our subject matter experts

We know each organisation is going to be at a different stage in their approach to psychosocial risk assessment and management.

Speak to one of our subject matter experts about a challenge your organisation is currently facing.

Claim your meeting now!

Express your interest

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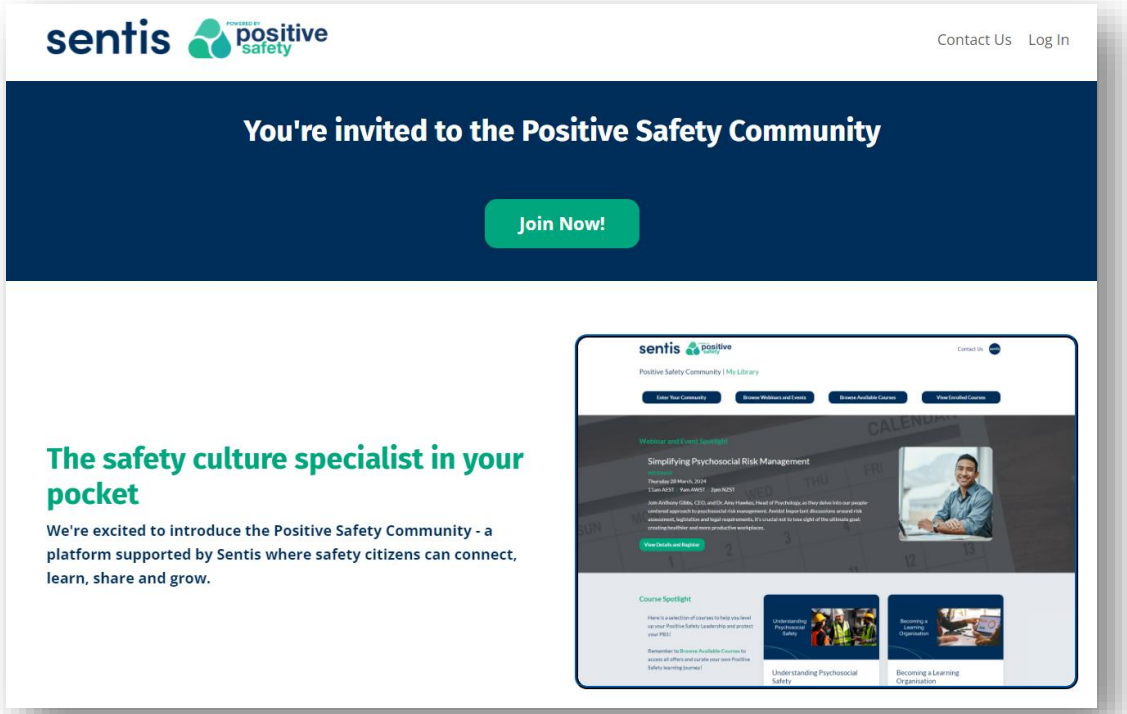
DISCOVER MORE

Positive Safety Community Portal



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Join the pilot group

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Presenters

Q&A
OVER TO YOU

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