

Proactive Reactive Climate (PRC16) Risk Assessment Report

ORGANISATION

Survey delivered 01/10/21 to 13/10/21

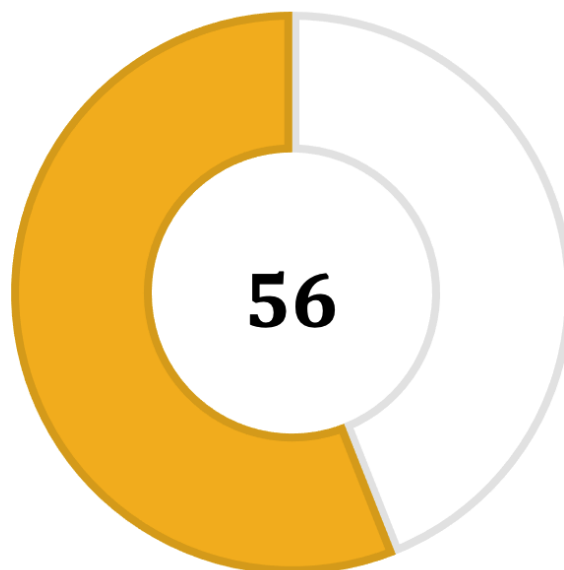
Number of Work Areas = 7

Number of Participants = 951

Participation Rate = 83.6%

“Workplaces with a positive approach to psychological health and safety are better able to recruit and retain talent, have improved employee engagement, enhanced productivity, are more creative and innovative, and have higher profit levels. Other positive impacts include a reduction of several key workplace issues including the risk of conflict, grievances, turnover, disability, injury rates, absenteeism and performance or morale issues” (BNQ/CSA Group/MHCC, 2013).

Your Overall PRC16 Risk Rating



Medium Risk

Quick Summary



Proactive Climate

High risk to worker
psychological health and safety
with a score of **49**.



Job Demands Indicator

Medium risk to worker
psychological health and safety
with a score of **53**.



Reactive Climate

Medium risk to worker
psychological health and safety
with a score of **57**.



Job Resources Indicator

Medium risk to worker
psychological health and safety
with a score of **64**.

See Page 5 for more information.

Background

Researchers at OPUS have identified lead indicators that measure an organisation's Climate for Psychological Health. These indicators predict potential for psychosocial hazards to occur and likelihood that they will have a detrimental impact on worker psychological and physical health. Underlying the Climate for Psychological Health are four domains;

- Proactive Climate (PC)
- Reactive Climate (RC)
- Job Demands Indicators (JDI)
- Job Resources Indicators (JRI)

The Proactive Climate focuses on safety systems for preventing exposure to hazards, and the Reactive Climate captures quality of response if hazards do occur. The Job Demands and Job Resources indicators provide risk profiles for specific hazards to worker psychological health.

Climate for Psychological Health

Scores on each of the four domains can be classified in one of the following four risk levels to workers' psychological health and safety (see Table 1 below).

Table 1. Risk levels for the Climate of Psychological Health as measured by the PRC16.

Low Risk to Psychological Health and Safety (≥ 75)
Medium Risk to Psychological Health and Safety (≥ 50 & < 75)
High Risk to Psychological Health and Safety (≥ 25 and < 50)
Very High Risk to Psychological Health and Safety (< 25)

Participants

The results in this report are based on responses from **ORGANISATION** ($n = 951$) across 7 work areas. Participants responded to a 16-item scale survey distributed between 01/10/21 to 13/10/21. The response rate was '**unknown**' which is considered a '**unknown**' rate of response for survey data collection.

Risk Management Plan

To implement sustainable change and promote psychosocial health and safety at work, you will be following the four steps of risk management (see Risk Management Framework below). The four steps include *identifying the hazards* in your workplace, *assessing the risk* the identified hazards pose to workers' psychological health and safety, *controlling the risks* in consultation with OPUS to practicably minimize/eliminate the risk, and finally *reviewing the controls* you put in place to ensure they have the intended effect on your workers' psychological health and safety.



The results in this report provide you with the *assessment of risk*. An OPUS facilitator will support you to utilise this report for development of an evidence-based action plan aimed to *control the risk*.

Results

Overall Average Scores

ORGANISATION scored in the medium-risk category for worker psychological health and safety for three of the four PRC16 domains; Reactive Climate, Job Demands Indicator, and Job Resources Indicator (refer to Figure 1). The final domain, Proactive Climate, was in the high-risk category. Within **ORGANISATION** Job Resources Indicator had the highest score, and Proactive Climate had the lowest.

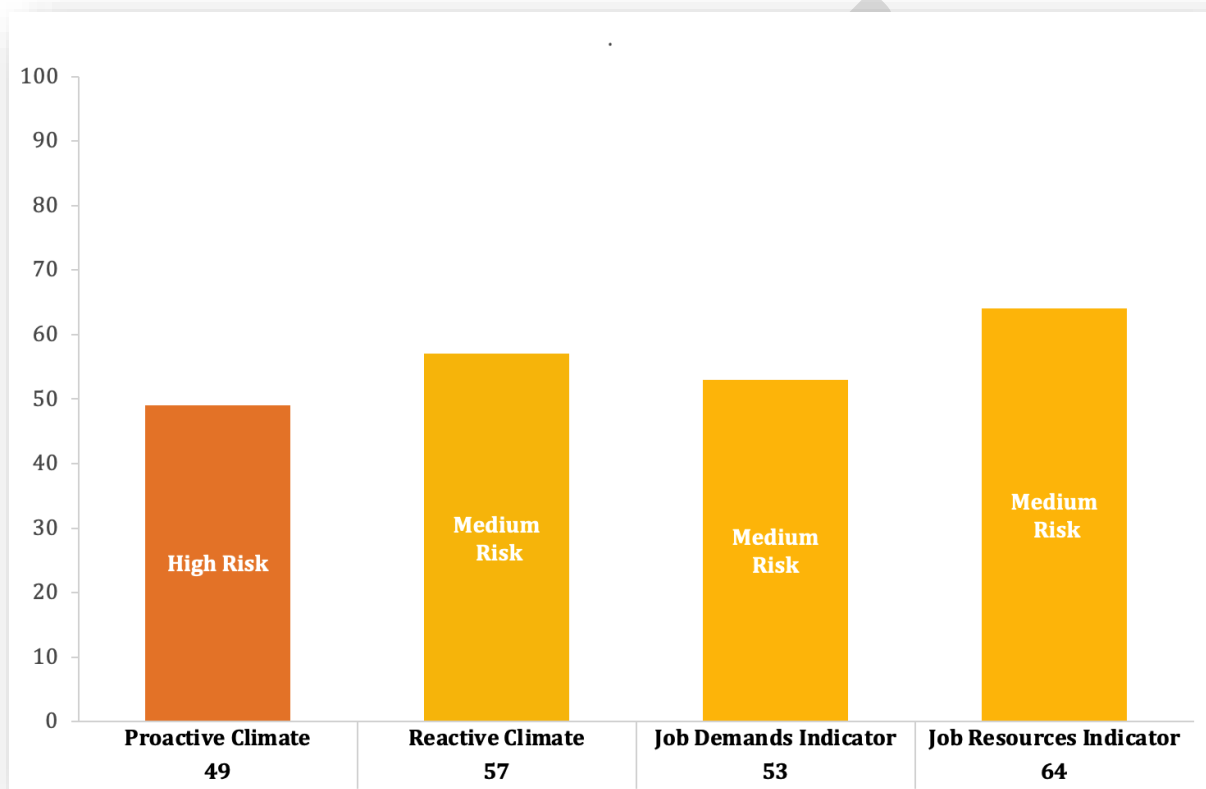


Figure 1. The average score for the four domains of the PRC16 in **ORGANISATION** with the level of risk to workers' psychological health and safety ($n = 951$).

Workers at **ORGANISATION** perceive their Leaders and Senior Management have systems to respond to and address their psychological health and safety concerns that were not or could not be prevented but are limited in their appropriateness and effectiveness. The Job Resources Indicator shows workers would benefit from more resources that support them to get the job done while receiving encouragement to access them, along with resources that support and protect their psychological health and safety. Workers report that there is some exposure to Unreasonable Workloads with Unreasonable Timeframes, and some exposure to Excessive Emotional Demands

placing their psychological health at medium risk. Finally, members of **ORGANISATION** report a lack of policies, practices, and procedures that protect their psychological health and safety.

Risk Levels

Scores on the four factors can fall into one of four risk levels: low risk, medium risk, high risk, and very high risk. In the below table (Table 2) we cover how the workers at **ORGANISATION** score in the four risk levels across each of the four domains. Additionally, we cover the number of teams that fall into the different risk levels for the four domains (Table 3).

Table 2. The proportion of workers in **ORGANISATION** across the four levels of risk for each of the four domains of the PRC16 ($n = 665$).

	PC	RC	JDI	JRI
Low Risk	17.2%	25.1%	21.7%	47.3%
Medium Risk	38.9%	45.1%	42.4%	37.3%
High Risk	31.0%	24.4%	27.2%	13.2%
Very High Risk	12.8%	5.4%	8.7%	2.1%

Note. Proactive Climate (PC), Reactive Climate (RC), Job Demands Indicator (JDI), and Job Resources Indicator (JRI).

The majority of workers at **ORGANISATION** report scores in the medium-risk zone across all four domains; Reactive Climate, Proactive Climate, Job Demands Indicator, and Job Resources Indicator (refer to Table 2). Of note, more than one third of workers report the Proactive Climate to be in the high to very high-risk range for psychological health and safety.

Table 3. The number of work areas in **ORGANISATION** in each of the four levels of risk across the four domains of the PRC16 ($n = 7$).

	PRC	PC	RC	JDI	JRI
Sustainable Infrastructure	49	42	51	44	67
Operations	53	47	53	50	61
People and Safety	56	49	57	51	65
Strategy, Engagement and Innovation	58	51	60	55	68
Customer and Commercial	58	52	65	55	75
Office of Chief Executive	63	59	64	67	65
Business Services	64	58	68	62	70

Note. Proactive Reactive Climate (PRC) Proactive Climate (PC), Reactive Climate (RC), Job Demands Indicator (JDI), and Job Resources Indicator (JRI).

One out of the seven **ORGANISATION** work groups reported high-risk for the overall Proactive Reactive Climate for psychological health with all other groups scoring in the medium risk range. All groups scored within medium-risk for the Reactive Climate and six out of seven reported medium risk for Job Resources Indicators with one group scoring low risk for Job Resources. Of note three groups reported high-risk for the Proactive Climate and one group scored high-risk for Job Demands Indicators, with the remaining groups reporting medium risk. Of note, one of the seven groups at were at low risk for psychological health issues on the Job resources Indicator

As can be seen for the sub-domains in Table 4 below, the majority of **ORGANISATION** work groups were at low risk for psychological health concerns for Organisational Communication, Appropriate Workplace Behaviours, Support & Protection, and Accessibility of resources. The sub-domains where the majority of work areas reported high risk include Priority, Worker Participation, Reasonable Workload and Reasonable Emotional Demands. Finally, most groups reported medium risk for the following sub-domains; Worker Confidence, Responsive, and Organisational Collaboration.

Table 4. The scores on the individual factors across the *ORGANISATION* teams (n=951)

	Priority	Worker Confidence	Worker Participation	Trust	Organisational Communication	Responsive	Leader Action	Organisational Collaboration	Reasonable Workload	Appropriate Workplace Behaviours	Reasonable Emotional Demands	Practical	Support & Protection	Accessibility
Sustainable Infrastructure	41	50	37	40	57	48	44	57	35	75	33	53	75	75
Operations	46	53	45	47	56	51	51	57	48	75	39	50	63	63
People and Safety	48	60	48	42	60	57	49	62	45	66	43	58	69	67
Strategy, Engagement and Innovation	47	58	48	54	75	61	54	61	49	75	45	61	75	75
Customer and Commercial	50	55	48	56	75	63	56	75	49	75	47	75	75	75
Office of Chief Executive	59	68	50	61	79	59	50	71	75	75	54	57	75	75
Business Services	58	59	56	60	75	64	75	66	57	75	52	75	70	71

Proactive Climate

A breakdown of the Proactive Climate Score for **ORGANISATION** can be found below in Figure 2. Proactive Climate is comprised of the Priority that both the Organisation and Senior Management gives to prevention of exposure to psychosocial hazards, the Confidence workers have to raise their concerns, the opportunity workers have to Participate in creating safe systems of work, and the Trust that exists between leaders and employees to effectively manage work-related factors impacting psychological health.

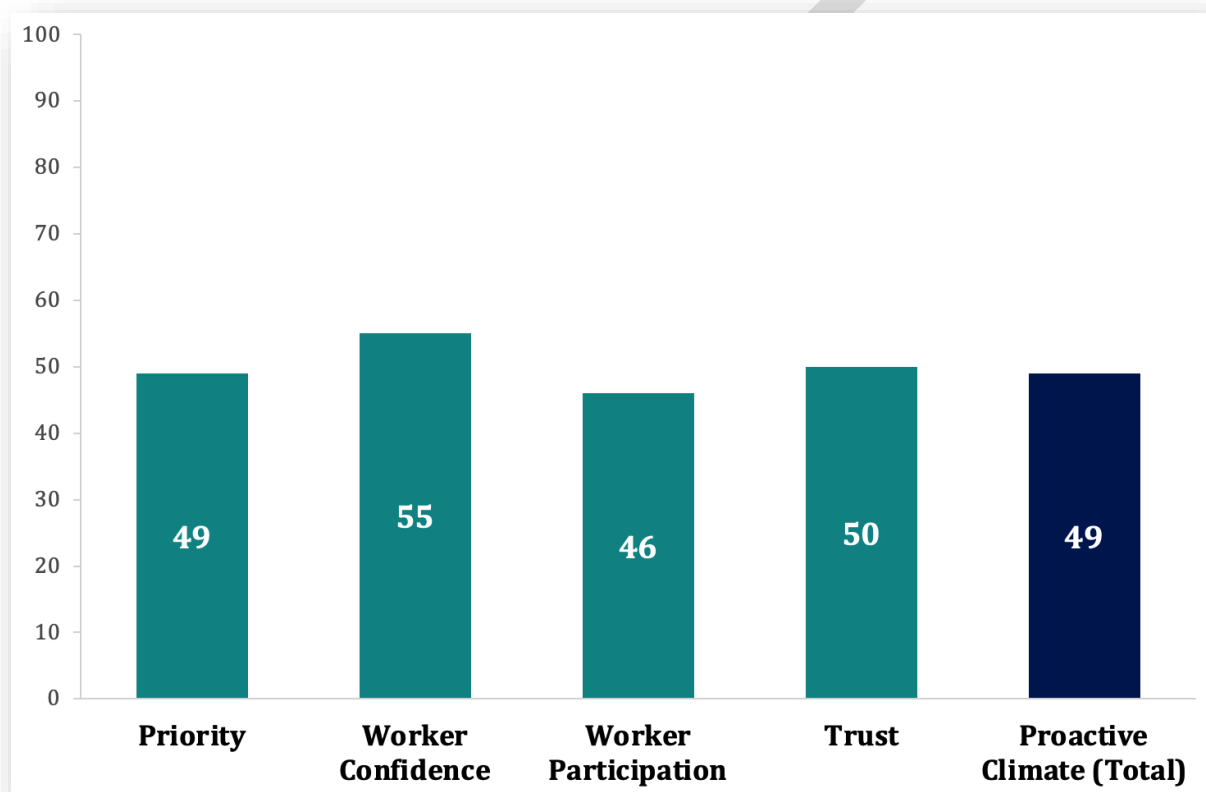


Figure 2. A breakdown on the score for Proactive Climate (49) for **ORGANISATION** ($n = 951$).

The highest score can be seen for Worker Confidence and the lowest for Worker Participation and Priority. However, all indicators for Proactive Climate would benefit from improvement. In particular, workers in **ORGANISATION** would benefit from greater Participation in the decision-making process for shaping their work environment to prevent exposure to psychosocial hazards. Additionally, workers do not perceive that their psychological health and safety is a Priority within the Organisation and amongst their Senior Management team.

Reactive Climate

A breakdown of the Reactive Climate Score for **ORGANISATION** can be found below in Figure 3. Reactive Climate is comprised of top-down Organisational Communication about psychological health and safety issues, the Responsiveness of the Organisation (including Senior Management) to concerns, appropriate and timely Action taken by Leaders to address issues, and Collaboration between levels of the organisation to address hazards to psychological health and safety.



Figure 3. A breakdown on the score for Reactive Climate (57) for **ORGANISATION** ($n = 951$).

The highest score can be seen for Organisational Collaboration and Organisational Communication, and the lowest for Leader Action. That is, workers at **ORGANISATION** perceive Collaboration across all levels of the organisation and top-down Communication about psychological health and safety issues, however the effectiveness of these systems is perceived as being limited. Additionally, workers at **ORGANISATION** would benefit from greater Organisational Responsiveness and timely and appropriate Leader Action to the team's concerns in relation to psychological health and safety.

👉 Job Demands Indicators

A breakdown of the Job Demands Indicator for **ORGANISATION** can be found below in Figure 4. The Job Demands Indicator represents whether workers perceive that they have Reasonable Demands with reasonable timeframes, clear expectations about Appropriate Behaviours in the workplace, and limited exposure to Emotional Demands.

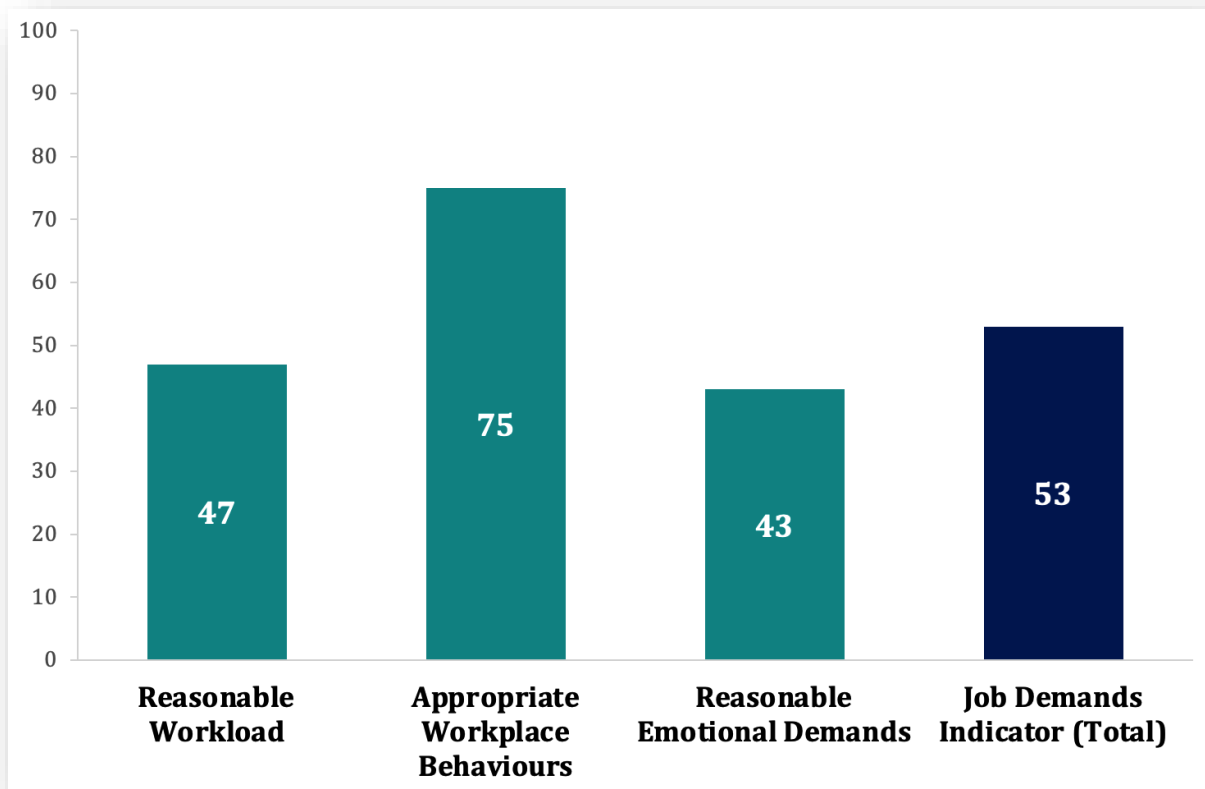


Figure 4. A breakdown on the score for Job Demands Indicator (53) for **ORGANISATION** ($n = 951$).

The highest score can be seen for Appropriate Workplace Behaviours, and the lowest for Reasonable Emotional Demands and Workload. Workers in **ORGANISATION** are reporting that in general there are clear expectations that negative work behaviours, such as bullying and harassment, are inappropriate and will not be tolerated in the workplace. In terms of Reasonable Demands, workers in **ORGANISATION** report that they are exposed to excessive Emotional Demands, along with high Workloads with unreasonable timeframes.

Job Resources Indicators

A breakdown of the Job Resources Indicator for **ORGANISATION** can be found below in Figure 5. Job Resources Indicator is comprised of the access workers have to resources that are Practical and useful for the demands they face, resources that are both available and Accessible, and resources that are Supportive and Protect them from psychological harm.

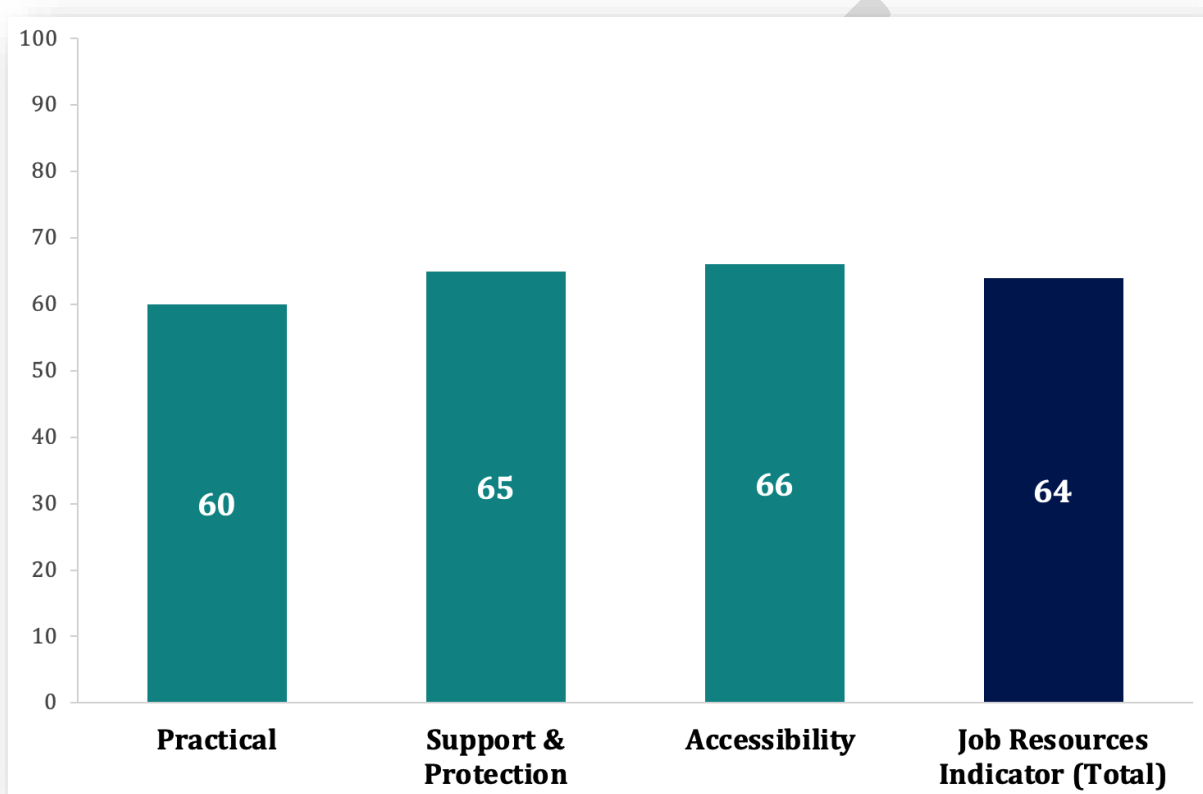


Figure 5. A breakdown on the score for Job Resources Indicator (64) for **ORGANISATION** ($n = 951$).

The highest scores can be seen for Accessibility, and the lowest for Practical resources. Workers in **ORGANISATION** perceive their resources being limited in their Accessibility and effectiveness in Supporting and Protecting their psychological health. Workers would benefit from greater access to resources that are Practical for completing their work tasks.

Recommendations

The highest scoring items across the four domains of the PRC16 indicate the strengths of the WHS systems in **ORGANISATION** for psychological health and safety. These include Organisational Collaboration across the organisation to address psychological health and safety issues, Organisational Communication about psychological health concerns, clear expectations around Appropriate Workplace Behaviours.

The lowest scoring items across the four domains of the PRC16 include the exposure to Reasonable Workloads and Emotional Demands, along with a lack of opportunity for Worker Participation in creating safe systems of work, Priority given to workers' psychological health, and Leader Action in response to issues that are raised. Workers are placed in situations that require the suppression of their genuine emotions, as well as facing emotionally challenging tasks, with excessive workloads and unreasonable timeframes. The other area for concern that can be targeted for intervention is Priority of Senior Management to prioritise psychological health and safety and timely and appropriate Leader Action to concerns that are raised.

The following actions are recommended to target low scores for the Proactive and Reactive Climates.

Worker Participation involves opportunity for workers to participate in developing safe systems of work that prevent exposure to psychosocial hazards.

Recommended actions:

- Review policy and practice that addresses consultation processes with workers regarding prevention of exposure to psychosocial hazards.
- Identify opportunities for worker representatives to participate in processes that target reasonable and practicable protections from psychosocial hazards.
- Be transparent in how consultation with workers is being utilised to design safe systems of work where possible.

Priority that both the Organisation and Senior management gives to prevention of exposure to psychosocial hazards.

Recommended actions:

- Review policy that is relevant to distribution of workload and service delivery and consider whether there is adequate emphasis on prevention of exposure to potential hazards.
- Consider how implementation of policy is being managed effectively to prevent excessive exposure where possible.

- Identify opportunities for Senior Managers to convey priority for policy that focuses on prevention of exposure to psychosocial hazards.
- Share reasonable and practicable examples of how policy can be implemented to prevent exposure to psychosocial hazards.

Leader Action involves appropriate and timely action taken by People Leaders to address issues the impact worker psychological health and safety as they arise.

Recommended actions:

- People Leaders develop skills in identifying when workers are experiencing work-related factors that may be impacting their mental health and/or showing symptoms of psychological harm.
- People Leaders review policy and practice that is designed to support workers who are demonstrating symptoms of psychological ill health and/or raise concerns in relation to their or their co-workers' mental health and wellbeing.
- People leaders to develop clear and transparent systems for responding to concerns for worker psychological health and safety in a timely and appropriate manner.

The following actions are recommended to target low scores for the Job Demands Indicators that will also enhance the Proactive and Reactive Climates.

Workload demands involve how hard and fast employees are working and whether or not work demands are reasonable and appropriate.

Recommended actions:

- Consider policy and procedure in relation to distribution of workload and service delivery and whether they are being managed effectively to prevent excessive work pressure where possible and appropriate systems for management if it does occur.
- Identify tasks that may be perceived as being unreasonable via methods such as feedback forums, working groups etc.
- Determine if work tasks are appropriate for position, pay, skills, and expertise and systems for response or review if issues are raised.
- Implement systems to minimise exposure to excessive, unreasonable, or inappropriate job demands where possible and to respond appropriate if these issues do occur.
- Prioritise workload demands on WHS agendas and at meetings

Emotional demands involve emotional efforts required at work such as facing emotionally challenging situations or suppressing genuine emotions. This can include emotionally

demanding tasks and interactions with seniors, co-workers, colleagues, or customers/clients.

Recommended actions:

- Identify potential sources of emotional demands i.e. emotionally challenging work tasks, interpersonal issues etc.
- Set clear expectations about interacting with emotionally demanding tasks that reduces risk of exposure where possible and systems for addressing these issues in a timely manner if they do arise.
- Clarify expectations about interpersonal interactions that pose risk with focus on preventing exposure and de-escalation.
- Provide resources such as recovery from emotionally demanding work tasks where possible.
- Be transparent with workers about how these demands are being managed to minimise risk of exposure and harm

An Opus facilitator will work with you and your key WHS representatives to design specific actions tailored for your work group to reduce risk and improve worker health, wellbeing, and productivity outcomes.

Appendix A – Definitions

Psychological health is “a state of wellbeing in which the individual realizes his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community” (The World Health Organisation, 2001 p.1).

Stress at work includes harmful physical and psychological responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker, which can lead to poor health, illness, or injury (Sauter et al., 1999).

Psychosocial factors at work include job design, social, organisational and management contexts of work that have the potential to impact worker health and wellbeing (Cox & Griffiths, 2005).

Psychosocial hazards occur when job demands are unreasonable or excessive, and adequate resources are not provided. These job design and management contexts can lead to psychological or physical harm and are therefore defined as a psychosocial hazard.

Psychosocial risk is the potential of a psychosocial hazard occurring and the likelihood that it will cause harm (Leka et al., 2017)