



Appendix E – Case Studies

Case Study 1

Scenario

The Customer Service Division is made up of over 100 staff who are broken into smaller teams. Their role is to respond to customer queries providing advice and support and completing tasks in the organisations online systems on their customer's behalf. They are required to interact with customers in person, online and over the phone. Staff have clear scripts which they are strongly encouraged to follow when interacting online or by phone and guidelines for in person interactions. Most of their customers are calm and pleasant and staff report that they are easy to work with, however a consistent number of customers come to the service frustrated, angry or upset and can be aggressive and at times verbally abusive.

The division provides an extended hours service so shift work is the norm for most staff. The nature of their work does not give opportunities for collaboration, instead spending their work time solely interacting with customers or completing customer based tasks. They have a divisional meeting once a month and smaller team meetings once a fortnight to review shifts, absences and any process changes. Staff receive a general induction to the organisation and a half day training course and are then given a buddy to work alongside for 2 weeks on starting the role.

The division works in a large office building across a single floor. They have been provided with standard issue chairs, desks, computers, desktop equipment and headphones. The in person customer service counter is positioned at one end of the floor with 6 stations. This is a seated or standing counter with perspex divider between the staff and customers. They have a small lunchroom on the floor and limited other breakout spaces

Identifying the Psychosocial Hazards

Low Job Control

Definition: Workers have little control over aspects of the work including how or when the job is done. Levels of autonomy not matched to workers' abilities.

This is a hazard for this workplace as staff must respond to customers as they come in, they cannot choose when to respond to calls or in person requests. Staff are also given scripts to follow for their interactions with customers which further reduces their control over the work. The need for shift-work can also impact workers autonomy and reduce the ability of the organisation to provide flexible work arrangements. While not explicit in the case study, this type of work environment can result in low autonomy, and work not being well matched to workers abilities as staff have little room to develop their responses as they become more experienced and confident in the work.

Possible controls:

- including discussion about scripts into team meetings to allow staff to have input and suggest changes
- allowing greater flexibility in service delivery once through a probation period
- ensuring strong and regular consultation with staff about how and when work is completed
- facilitating flexible work arrangements, eg start and finish times wherever possible in a team environment
- rotating tasks to be away from direct customer facing tasks for regular periods during each shift to enable period of more autonomous work.

Poor Support

Definition - Tasks or jobs where workers have inadequate support including practical assistance and emotional support from managers and colleagues, or inadequate training, tools and resources for a task.

The case study does not explicitly indicate that this is a current hazard for this workplace, however the lack of opportunity for team and social interactions in combination with the nature of the work and a lack of stated structures around supervisor support could increase the likelihood of this developing. In a real world situation, you would need to ask more questions regarding this potential hazard.

Possible Controls:

- in consultation with the teams themselves, consider increasing team meetings frequency and broadening content to facilitate stronger connections between team members
- ensure regular individual check in's with manager and/or team are routinely facilitated
- ensure managers and supervisors have undertaken appropriate training or professional development to ensure/promote positive relationships with direct reports
- ensure that support services such as Employee Assistance Programs, Advisers to Staff, Manager Assist and local HR Advisors are positively and regularly promoted across the division.

Violence and Aggression

Definition - Violence, or threats of violence from other workers (including workers of other businesses), customers, patients or clients (including assault).

This is a hazard in this workplace due to the exposure to angry or upset customers and verbal abuse that sometimes ensues.

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Possible controls:

- reviewing the physical space for in person customer engagement to ensure adequate physical safety/barrier between staff and customers and the ability to quickly secure the staff working area in the event of imminent threat
- ensure that the area is sufficiently sound proofed to reduce risk of exposure from shouting or other verbal aggression for staff in the vicinity thereby creating a safe space outside of that area
- promote expectations of customers regarding behaviour towards staff in outward facing communications, posters etc
- consider the need for additional Mental Health First Aiders to be trained and made available across the division
- ensure that at recruitment and induction of new staff that the possibility for this hazard is made clear and the expectations, responses and supports are strongly promoted
- regularly remind existing staff that they are not expected to tolerate this sort of behaviour
- promote support services such as Mental Health First Aid, EAP, Advisers to Staff and other external health supports. Provide routine training for staff in managing these situations including conflict resolution, de-escalation techniques and so on
- if there are identified peak periods of customer aggression, consider rostering on additional staff to allow more frequent rotations away from customer facing tasks or to more readily enable breaks and recovery time if staff are impacted.

Conflict/poor interpersonal relationships

Definition - Poor workplace relationships or interpersonal conflict between colleagues or from other businesses, clients or customers.

This is a hazard in this workplace due to the exposure to angry or upset customers and potential for high conflict situations in person or over the phone and online. There may be some overlap between this hazard and the “violence and aggression” hazard which will depend on the nature of the exchanges and the content of the interpersonal conflict. For example, if an angry customer on the phone was threatening to “come over there”, using foul language or making explicit threats to do harm then that would be clearly “violence and aggression” if an angry customer was using a raised voice or unpleasant, mocking or obnoxious tone, then that may be more appropriately categorised as “conflict” rather than violence and aggression. There is an element of subjective assessment in this however, the important thing is that the unwanted or harmful behaviour is captured as a hazard and that effective controls are then put in place.

Possible controls:

- ensure appropriate opportunities for team relationship building and cohesion including social interactions, such as charitable activities such as fundraising morning tea or walks etc
- provide and promote training in effective relationship building and conflict management for staff and managers
- promote expectations of customers regarding behaviour towards staff in outward facing communications, posters etc.

Physical environment

Definition - Exposure to unpleasant or hazardous working environments.

The case study does not specify that this is a hazard in this workplace however, these types of workplace often being held in open plan environments can result in unpleasant or uncomfortable levels of noise which can become a hazard. Ensuring optimal ergonomics for

these types of roles, and having a deliberate focus on physical health is an important strategy to address psychosocial health and wellbeing as well as physical.

- ensure a workstation assessment/OSLO assessment is conducted for all new starters and has been completed for all existing staff and that any recommendations are promptly followed up on
- consider requiring a self-assessment checklist be completed every 12 months to ensure regular review of the physical workstation set up for each staff member
- ensure use of break timer software or a workable system of regular posture breaks for all staff to ensure good physical health and comfort
- promote active lunchbreaks and other opportunities for movement and activity during the working day such as walking meetings.

Considering the Other types of Psychological Hazards

JOB DEMANDS - *Intense or sustained high mental, physical or emotional effort required to do the job; or Sustained low levels of physical, mental or emotional effort is required to do the job.*

From the information supplied in the case study there is no indication that job demands is a hazard in this workplace although these types of roles can sometimes result in high job demands if there is a high volume of inquiries and high emotional demands if frequently dealing with distressed customers. If there are periods of low customer engagement eg during end of year break, there could be sustained low mental effort required.

LACK OF ROLE CLARITY - *Uncertainty, frequent changes, conflicting roles or ambiguous responsibilities and expectations.*

The case study does not indicate that this is a hazard for this workplace as they have regular team meetings focussed on the work process and structure and clear guidelines for task performance in place.

POOR ORGANISATIONAL CHANGE MANAGEMENT - *Insufficient consultation, consideration of new hazards or performance impacts when planning for, and implementing, change.*

The case study does not indicate that this is a hazard for this workplace

INADEQUATE REWARD AND RECOGNITION - *Jobs with low positive feedback or imbalances between effort and recognition.*

The case study does not indicate that this is a hazard for this workplace however the limited scope and frequency of team meetings may increase the likelihood of this becoming a problem.

POOR ORGANISATIONAL JUSTICE - *Inconsistent, unfair, discriminatory or inequitable management decisions and application of policies, including poor procedural justice.*

The case study does not indicate that this is a hazard for this workplace.

TRAUMATIC EVENTS OR MATERIAL - *Experiencing fear of, or extreme risks to the health or safety of themselves or others. (this may range from interpersonal threats through to broader social or environmental events)*

The case study does not indicate that this is a hazard for this workplace however with a limited barrier between the in person customer service team and customers, if rates or type of aggressive behaviour from customers, shouting or verbal abuse continue or increase, then all staff in that vicinity are at risk of exposure to this as a hazard.

REMOTE OR ISOLATED WORK - *Working in locations with long travel times, or where access to help, resources or communications is difficult or limited.*

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The case study does not indicate that this is a hazard for this workplace

BULLYING - *Repeated unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety. This includes bullying by workers, clients, patients, visitors or others.*

The case study does not indicate that this is a hazard for this workplace. If there had been suggestion of high staff turnover, leave or sick leave within a particular team this may indicate interpersonal issues such as bullying. If there had been clear and specific reports of bullying (formal or informal) then this would be an identified hazard.

HARASSMENT INCLUDING SEXUAL HARASSMENT - *Harassment due to personal characteristics such as age, disability, race, nationality, religion, political affiliation, sex, relationship status, family or carer responsibilities, sexual orientation, gender identity or intersex status.*

The case study does not indicate that this is a hazard for this workplace.

Case Study 2

Scenario

The Research and Project team are a laboratory and office based team made up of a passionate group of people who believe very strongly in the work that they are doing and feel it is an important and valuable undertaking. They are a close knit group who see each other socially outside of work and are very deliberate in creating opportunities for team building activities and professional collaboration as part of their work practices. Their manager works collaboratively with the team, pitching in to help out during periods of high workload and everyone reports a strong and supportive relationship with them.

They work in an older, but well maintained laboratory and office building with a large common room for meetings or lunchtime gatherings.

Over the past 3 years, they have lost 3 staff from their usual 10FTE through redundancies and retirement and have been unable to replace them in that period. They receive funding from several bodies with clear outcomes and hard deadlines which are starting to become due. The relationship with their funding body has soured and the communications from their contact there have become abrasive and intimidating. Recently an important piece of equipment showed possible signs of malfunction but they have not ceased activity for fear of falling further behind.

One of their team mates has begun to show signs of becoming overwhelmed and has not been performing at their usual standard or participating in social activities which worries the rest of the team. A recent report provided to the manager also shows that 5 staff have excess leave balances which needs to be addressed.

Identifying the Psychosocial Hazards

JOB DEMANDS - *Intense or sustained high mental, physical or emotional effort required to do the job; or Sustained low levels of physical, mental or emotional effort is required to do the job.*

This is a clear hazard for this workplace, with high demands and time pressures, with reduced staff numbers in addition to the intrinsic drive of the individual workers – all being identified as passionate and highly motivated persons. The personal investment into the work that they do can be a strong positive factor in a work environment but in a situation of high job demands, it can also amplify the risk as people are less willing to stop work at the end of their usual work hours and will extend themselves far beyond what might be considered reasonable or healthy.

Possible controls:

- ensure clear communication with team members around recruitment processes and goals so that they know a solution is being sought to the understaffing
- consider options for temporary staffing to assist in completing the project
- review all current demands and activities that staff are completing and delay any that are non-essential. This could include administrative tasks, professional development activities or other internal projects
- negotiate with the funding body for staggered or extended deadlines for this project
- make a plan with each staff member for leave taking
- manager/supervisor to role model healthy work practices – eg leaving work at a consistent time each day – not working excessive overtime/weekends

- reinforce the requirement for limited work hours each day – by preventing further fatigue and distress, the teams productivity and capacity for quality work will improve.

POOR SUPPORT - *Tasks or jobs where workers have inadequate support including practical assistance and emotional support from managers and colleagues, or inadequate training, tools and resources for a task.*

This is a hazard for this workplace as although there is a positive relationship between the team members and between the workers and their manager, which could be a strongly protective factor, the team does not have support in terms of additional staffing to backfill positions, support for healthy leave taking practices, provision/maintenance of appropriate equipment or managing a colleague who is showing signs of ill health.

Possible controls:

- supervisor to have a conversations with the staff member who is showing signs of being overwhelmed and connect them with Mental Health First Aid, Advisers to Staff and/or Employee Assistance Program (EAP) information. Seek further advice or support from the Injury Management team if the individuals signs of ill health persist or deteriorate
- promote to all staff the availability and important of EAP support early and normalise healthy work practices and mental health self-care
- engage local WHS team for support in addressing concerns about equipment and ensure physical and psychological safety, this could mean arranging inspection, maintenance or equipment replacement (temporary or permanent)
- advocate to senior management for support and assistance in addressing understaffing

POOR PHYSICAL ENVIRONMENT - *Exposure to unpleasant or hazardous working environments.*

Noting that this is identified as being an older building, in a real world situation it would be important to ask more questions to determine if there were other considerations around this hazard such as poor lighting, ventilation or air conditioning and general state of disrepair. For example, if your workplace has worn carpets, dirty, cracked, peeling or unpleasant paint, poor lighting and inadequate thermal controls, that will feel very different to a building that is well maintained, well presented and well equipped. Not to suggest that just because a building is old or has some “character” it is inherently more risky than a brand new space, however if the workspace looks and feels like it is in a state of disrepair or neglect, that can play a role in the psychological environment and therefore the psychological safety of the workers within such a space.

Of more concern in this scenario is the fact that there have been some indicators that equipment may be starting to malfunction. This is a hazard of the workplace, not just for the possible risks to physical safety from a faulty piece of equipment, but the risks to psychological safety of being knowingly exposed to danger, or simply knowing that they are having to make do with substandard equipment or worrying about the equipment failing at a critical moment.

Possible controls:

- engage local WHS team for support in addressing concerns about equipment and ensure physical and psychological safety, this could mean arranging inspection, maintenance or equipment replacement (temporary or permanent)
- Promote regular WHS inspections and engagement with the team to ensure any issues are identified early and to demonstrate commitment to staff safety and wellbeing.
- ensure workstation ergonomics have been assessed and are reviewed regularly – not only does this provide a safer physical work environment it also demonstrates care and concern from the organisation to the individual

CONFLICT OR POOR WORKPLACE RELATIONSHIPS AND INTERACTIONS - *Poor workplace relationships or interpersonal conflict between colleagues or from other businesses, clients or customers.*

This is a hazard in this workplace as the relationship with their funding body has become hostile. The funding body also being in a position of some power over the workers and their work (which they feel strongly about) adds to the risk. Having an external party may also seem like a possible unpleasant interaction that they cannot prepare for, and that may come at unexpected or difficult times in their working day.

Possible controls:

- liaise with funding body's senior contacts to discuss the relationship breakdown and the impact it is having on staff health and productivity. Possible outcome from this could be a change in the key contact person; set times of the week or month for contact so that staff are prepared for it or a change in the method of contact eg communicate only by email to provide some distance between staff and the funding agent
- encourage the use of the EAP Manager Assist service to provide advice and support to the supervisor in managing this relationship
- promote and encourage the use of EAP or Adviser to Staff services to support staff who may feel distressed.

Considering other types of psychological hazard

LOW JOB CONTROL - *Workers have little control over aspects of the work including how or when the job is done. Levels of autonomy not matched to workers' abilities.*

Whilst there is an overarching outcome required that the workers may not have control over, being the expectations from their funding body, within their day to day work and how they have planned and carried out the project, it could be expected that they have a high level of control in how and when they do their work. It would also be expected that in this type of environment, they staff members skills are well matched to the level of autonomy that they have.

From the case scenario the following hazards were not identified in this workplace:

LACK OF ROLE CLARITY - *Uncertainty, frequent changes, conflicting roles or ambiguous responsibilities and expectations.*

POOR ORGANISATIONAL CHANGE MANAGEMENT - *Insufficient consultation, consideration of new hazards or performance impacts when planning for, and implementing, change.*

INADEQUATE REWARD AND RECOGNITION - *Jobs with low positive feedback or imbalances between effort and recognition.*

POOR ORGANISATIONAL JUSTICE - *Inconsistent, unfair, discriminatory or inequitable management decisions and application of policies, including poor procedural justice.*

TRAUMATIC EVENTS OR MATERIAL - *Experiencing fear of, or extreme risks to the health or safety of themselves or others. (this may range from interpersonal threats through to broader social or environmental events)*

REMOTE OR ISOLATED WORK - *Working in locations with long travel times, or where access to help, resources or communications is difficult or limited.*

VIOLENCE AND AGGRESSION - *Violence, or threats of violence from other workers (including workers of other businesses), customers, patients or clients (including assault).*

BULLYING - Repeated unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety. This includes bullying by workers, clients, patients, visitors or others.

HARASSMENT INCLUDING SEXUAL HARASSMENT - Harassment due to personal characteristics such as age, disability, race, nationality, religion, political affiliation, sex, relationship status, family or carer responsibilities, sexual orientation, gender identity or intersex status.

Case Study 3

Scenario

The Research Fieldwork team is made up of 20 staff and an equivalent number of students at varying levels. They study and work in disaster responses which sometimes involves travel internationally and to high risk areas with little notice periods. During their office based periods their work is methodical and pedantic requiring close attention to detail and often repetitive data entry and literature review. Their research into the global impacts of climate change often paints a bleak picture from a scientific or socio-political perspective.

During fieldwork activity, they work in a very fast paced high pressure environment with significant and varying physical safety hazards. They are often working in areas with little to no functional infrastructure and limited resources. They are often working around and alongside people who have recently been traumatised and although it is not the focus of their work, are often hearing their stories first hand as part of their investigations and observations.

They are a hardworking group of people who are all very focussed on the work at hand and are motivated by results. They tend not to socialise together outside of work and in general prefer to stay focussed on work activity during work hours. There is a culture of stoicism within the team and people rarely if ever take sick leave or complain about any hardships.

The team has recently had a new manager appointed from outside the organisation although there were several applicants from within the team. The new manager has a very different approach from the previous manager, and has been heard shouting angrily at students and staff who have not performed to these new expectations. Several staff have taken short periods of sick leave since the manager commenced with the team which is unusual. A junior staff member made inquiries to their local HR Officer about avenues for complaint about racial discrimination but did not pursue a formal complaint.

Identifying the Psychosocial Hazards

JOB DEMANDS - *Intense or sustained high mental, physical or emotional effort required to do the job; or Sustained low levels of physical, mental or emotional effort is required to do the job.*

There is high emotional and sustained mental and physical effort required when in the field but conversely and more so because of the contrast, also low demands when not based in the field.

Possible controls:

In this scenario, the job demands are a hazard and are also an intrinsic part of the job. Unlike other situations that could be addressed by adding staff or altering rosters, these job demands cannot be alleviated by having more staff or asking staff to work less as, particularly when in the field, those options simply aren't available. Possible controls then, to reduce the risk of harm could be:

- clear preparation time wherever possible (understanding that when responding to a crisis, it won't always be possible) – allowing staff a day or two at home to prepare for any away trip
- requirements for leave days following travel to allow rest and recuperation. The timing of the leave days can be flexible to allow for different styles of work, for example some people may prefer to come back and write up their notes and report immediately and then take a few days, otherwise may need a few days immediately on return and then come back to do reporting etc. But a policy could be written to require that a certain

number of leave days be taken with a set time period (a couple of weeks at most) of returning from a field trip

- maximum periods spent on field work in any given calendar year or for any single event could be considered
- clear start and finish times for the workday while in the field – even where these cannot routinely be adhered to, aiming to have times when the work day is done may still help reduce emotional fatigue
- designated rest days when in the field for extended periods with consideration given to opportunities to leave the field for short periods eg fly out to the nearest unaffected urban centre for 2 days
- wherever possible, setting up work areas to be separate and some distance from sleeping and recreation areas to assist in creating a boundary between work and personal time/space.

For those elements of the job with the potential for very low demand where staff member's abilities and time is underutilised:

- ensure clear structure to the working day to ensure focus and allow rotation of tasks as much as is practicable
- promote opportunities for skill development (training, learning, skill sharing) during periods of low work demands
- utilise the time as a team for strategic planning activities, reflection and process development

POOR SUPPORT - *Tasks or jobs where workers have inadequate support including practical assistance and emotional support from managers and colleagues, or inadequate training, tools and resources for a task.*

This is a significant hazard for this work group as they are not getting support from their new manager and need it to ensure both their physical and psychological safety in the field. They are also working in environments where they do not have access to equipment and resources that they may need to complete their work which also constitutes a psychological hazard of "poor support". It is important to note that, as in this example, the "poor support" of not having resources in the field is not a result of anyone being at fault, but just the nature of their work and workplace. In assessing for psychological hazards and risks, it may be helpful in such situations to emphasise that this is not, as for any other type of hazard, about assigning blame, but solely about identifying the hazard and implementing meaningful controls.

Possible controls:

- provide training and skill development to supervisor on effective and appropriate staff management practices
- consider team structures that include additional levels of supervision such as team leaders
- actively promote ANU values in the workplace through team meetings, posters and other
- promote to all staff the availability and importance of EAP support early and normalise healthy work practices and mental health self-care

LACK OF ROLE CLARITY - *Uncertainty, frequent changes, conflicting roles or ambiguous responsibilities and expectations.*

This is a hazard in this workplace as there has been a change in management and management style and the new manager is showing verbal aggression towards staff who are not working to their expectations rather than explaining it to them.

Possible controls:

- both for the new supervisor and the staff ensuring that the roles and expectations are clear and understood between all parties through PDR reviews, discussion at a team planning days or other means of clear and collaborative communication.
- If there has been a change in the roles or expectations of staff, ensure that this is clearly documented following the ANU “Procedure: Managing Change” and provided to staff with adequate time and resources to respond to or adapt to the proposed changes.

TRAUMATIC EVENTS OR MATERIAL - *Experiencing fear of, or extreme risks to the health or safety of themselves or others. (this may range from interpersonal threats through to broader social or environmental events)*

This is an identified hazard in the fieldwork environment, being directly exposed to traumatic events and environments as well as hearing the stories (indirect trauma) of those directly affected.

Possible controls:

- ensure that the expectation of exposure to traumatic events and material is clear in recruitment process to these work areas
- consider pre-employment medical screening to identify new staff who may require additional support
- provide new and existing staff with encouragement and support to access EAP, Advisers to Staff or any other supports to assist with managing this hazard
- offer but do not enforce specific debriefing following any field work in a traumatic or hazardous environment (reliving the experiences is not always the right approach so this should be an individual choice)
- consider implementing a requirement for there to be at least one accredited mental health first aider on any field work team or site
- hold regular “positive outcomes” seminars/workshops for all staff to highlight the benefits and the positive outcomes of the work that they do
- supporting healthy leave taking around difficult work periods
- support and encourage early access to mental health services through promotion, education of early warning signs and role modelling by senior staff

REMOTE OR ISOLATED WORK - *Working in locations with long travel times, or where access to help, resources or communications is difficult or limited.*

This is a hazard from this work group in their fieldwork environment being remote, difficult to access and egress and potentially with unreliable or absent communications infrastructure.

Possible controls:

- ensure that the best possible communication options are in place and that redundancies are also devised and implemented as far as is practicable
- ensure that all staff are aware of different means of communication and help seeking while completing field work which may include communication lines through or to other organisations
- include all affected staff in the planning process for field work activity to ensure optimal engagement and understanding of the risks involved and the mitigation strategies in place
- through PDR and other formal staff review channels, ensure that staff are comfortable continuing to participate in remote or isolated work
- for longer periods of time consider what other online supports can be provided such as online counselling, opportunities for regular online meetings with friends or family etc.

POOR PHYSICAL ENVIRONMENT - *Exposure to unpleasant or hazardous working environments.*

This is a hazard for this workgroup in their fieldwork tasks being in areas recovering from recent disaster can present a hazardous physical environment.

Possible controls:

Controls for the physical hazards of a potentially poor physical environment that may be encountered in each unique site will need to be developed specific to the conditions. In term of controls for the psychosocial hazard that arises from working in a poor physical environment a work are should consider:

- clear communication with staff as to what conditions to expect in the area (as far as is known) and provision of suitable clothing and equipment to optimise safety and comfort
- consideration could also be given to provision of preventative treatment such as physiotherapy review or remedial massage if staff have spent extended periods in uncomfortable or physically demanding conditions (eg cramped or uncomfortable living or sleeping quarters)
- promote physical health while in the field through warming up before work activity, stretching or other cool downs following activity and before sleep

CONFLICT OR POOR WORKPLACE RELATIONSHIPS AND INTERACTIONS - *Poor workplace relationships or interpersonal conflict between colleagues or from other businesses, clients or customers.*

This is a hazard for this workplace due to the new manager shouting at staff and being critical of them for not understanding new expectations or requirements. This hazard extends both to the people being shouted at, and the people witnessing it.

Possible controls:

- provide training and support to new manager on appropriate and effective management strategies
- promote and role model ANU values
- promote and encourage staff to utilise EAP, EAP Manager Assist, Advisers to Staff and other health and workplace supports
- engage the team in team building activities and encourage appropriate social activities in the workplace to foster connections
- consider a purposeful team activity such as a charity event to promote camaraderie and shared purpose

CONSIDERING THE OTHER TYPES OF PSYCHOLOGICAL HAZARD

LOW JOB CONTROL - *Workers have little control over aspects of the work including how or when the job is done. Levels of autonomy not matched to workers' abilities.*

There are some aspects of this type of work which could be said to be outside of the teams control such as when a disaster event may occur requiring them to travel, and restrictions or requirements placed on them by the country they are working in. however there is also expected to be high levels of autonomy in how they do their work once in country and how and when they do their work when back home. Due to the high degree of risk when in country, it would be worth considering and documenting this as a potential hazard for this workplace.

POOR ORGANISATIONAL CHANGE MANAGEMENT - *Insufficient consultation, consideration of new hazards or performance impacts when planning for, and implementing, change.*

More questions would need to be asked as to whether this was a separate issue from the hazards associated with the new managers approach. Possibly some of the conflict with the new manager, particularly as they are coming from outside the organisation could be from a poorly managed change process, however, it is not explicitly so in this scenario.

INADEQUATE REWARD AND RECOGNITION - *Jobs with low positive feedback or imbalances between effort and recognition.*

This is not identified in this case scenario. However the new managers approach and the existing culture in the team of stoicism and a lack of social connectedness could increase the likelihood of this hazard being present.

POOR ORGANISATIONAL JUSTICE - *Inconsistent, unfair, discriminatory or inequitable management decisions and application of policies, including poor procedural justice.*

This is not identified in this scenario, however the way in which the new manager's behaviour is addressed may be relevant in considering this hazard in a real world situation.

VIOLENCE AND AGGRESSION - *Violence, or threats of violence from other workers (including workers of other businesses), customers, patients or clients (including assault).*

This is not identified in the scenario although the content of the managers shouting could constitute violence or aggression if it contained threatening statements. It would be reasonable to consider in post disaster environments the risk of violent theft or looting which can occur in desperate and frightened communities.

BULLYING - *Repeated unreasonable behaviour directed towards a worker or group of workers that creates a risk to health and safety. This includes bullying by workers, clients, patients, visitors or others.*

As the new managers behaviour is not stated as being directed against one individual or small group of individuals we would not identify it as bullying at this point. However the fact that there are staff who are taking unusual patterns of sick leave suggests significant problems exist and this is one possibility that could be investigated.

HARASSMENT INCLUDING SEXUAL HARASSMENT - *Harassment due to personal characteristics such as age, disability, race, nationality, religion, political affiliation, sex, relationship status, family or carer responsibilities, sexual orientation, gender identity or intersex status.*

This is not a hazard that has been clearly identified from the case study scenario, however the combination of having an individual observed to be shouting at staff, which is highly inappropriate, and at the same time having an employee make inquiries about courses of action for discriminatory behaviour warrants further discrete attention.