

## Mentally healthy workplaces



## Industry specific psychosocial hazards and factors

The following table provides industry specific examples of different psychosocial hazards and factors. (Note: This list is not exhaustive.)

	Manufacturing	Transport	Agriculture	Construction	Retail and wholesale	Health care and social assistance
Low job control	<ul style="list-style-type: none"> <li>Shift work rosters can inhibit a workers control over the hours they work and ability to take scheduled breaks.</li> <li>Limited choice over the way work is performed or undertaken.</li> <li>Limited choice about specific tasks undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>Limited choice of shifts or hours worked.</li> <li>Limited choice over the way work is performed or undertaken.</li> <li>Limited choice over work deadlines and allocated time slots for deliveries, particularly when faced with unavoidable delays (e.g. traffic, incidents).</li> <li>Shift work rosters can inhibit a worker's control over the hours they work and ability to take scheduled breaks.</li> </ul>	<ul style="list-style-type: none"> <li>Limited control over working environments which can affect the quality of work (e.g. weather conditions).</li> </ul>	<ul style="list-style-type: none"> <li>Limited job control over the way the work is performed (e.g. strict building codes to be met).</li> <li>Control over work hours and locations are limited.</li> <li>Limited control over work deadlines, particularly when depending on other trades.</li> <li>For many workers on a construction site, there is limited potential for input into decision making.</li> </ul>	<ul style="list-style-type: none"> <li>Limited job control over working hours.</li> <li>For retail workers, there is generally limited control over interaction and communication with customers or clients.</li> <li>Limited choice of shifts or hours worked.</li> <li>Shift work rosters can inhibit a worker's control over the hours they work and break times.</li> </ul>	<ul style="list-style-type: none"> <li>Limited choice of shifts or hours worked.</li> <li>Generally limited control over interaction and communication with customers or clients.</li> <li>Need to provide services despite unpredictable and challenging client behaviours.</li> <li>Shift work rosters can inhibit a worker's control over the hours they work and break times.</li> </ul>

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High and low job demands	<ul style="list-style-type: none"> <li>• Work can have challenging production and quality targets.</li> <li>• Work design does not account for breakdowns and time taken to restart machinery and production processes. This can lead to physical workplace health and safety risks.</li> <li>• Some work is potentially monotonous or boring.</li> <li>• Potentially limited variety in work or tasks for some workers.</li> <li>• Significant attention to resources required due to maintaining prolonged focus on a task and ensuring safety due to operation in a high-risk environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Demanding time pressures to meet deliveries and pick-ups within short time periods.</li> <li>• Potential for monotonous or dull work in some instances and work roles.</li> <li>• High likelihood of exposure to traumatic events (e.g. on-road accidents or fatalities).</li> <li>• Driving for extended periods without adequate rest, inducing fatigue.</li> </ul>	<ul style="list-style-type: none"> <li>• Long working hours.</li> <li>• External pressures for production.</li> <li>• Work can be physically demanding (e.g. heat, noise).</li> <li>• Potential for long working hours or overtime work in busy periods.</li> <li>• Potential for role overload as many different roles may need to be undertaken to complete work tasks.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for monotonous or dull work in some instances and work roles.</li> <li>• Work can be physically demanding (e.g. manual tasks, noise, vibration, heat, poor lighting).</li> <li>• Potential for long working hours or overtime work in busy periods.</li> <li>• Unpredictable shift rosters and on-going availability of work.</li> <li>• Potential for significant time pressures during busy periods or construction deadlines.</li> <li>• Unpredictable and inclement weather can impact on agreed timeframes for task completion.</li> <li>• Travel distances and time to work can vary having a significant impact on worker health.</li> </ul>	<ul style="list-style-type: none"> <li>• High emotional demands of role (e.g. remaining calm and polite when dealing with an angry customer).</li> <li>• Potential for difficult work targets and key performance indicators (KPIs).</li> <li>• Casual work across several employers can lead to fatigue and lack of work-life balance.</li> </ul>	<ul style="list-style-type: none"> <li>• High emotional demands of role (e.g. remaining calm and polite when dealing with an angry patient).</li> <li>• Exposure to client/patient/family aggression.</li> <li>• Unpredictable shift rosters.</li> <li>• Emotional involvement (e.g. making decisions about complex child protection and custody matters).</li> <li>• Likely exposure to emotionally disturbing and traumatic events.</li> <li>• Often fast work pace due to under-resourcing.</li> <li>• Following client restraint requirements and protocols can lead to emotional and physical demands.</li> </ul>

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Poor support	<ul style="list-style-type: none"> <li>Some managers may supervise a large number of employees, which can limit the level of one-on-one support they can provide, particularly for newer members.</li> </ul>	<ul style="list-style-type: none"> <li>Geographically dispersed drivers can feel isolated and have the perception of or actual limited access to support.</li> <li>Workers generally have less access to their supervisor and peer support.</li> </ul>	<ul style="list-style-type: none"> <li>Work usually occurs in rural areas and workers are generally isolated.</li> <li>Some work is conducted independently without an immediate team or work group.</li> </ul>	<ul style="list-style-type: none"> <li>Limited support from other teams within a work site (e.g. can be subject to team and role conflict).</li> <li>Some managers may supervise a large number of employees, which can limit the level of one-on-one support they can provide, particularly for newer members.</li> </ul>	<ul style="list-style-type: none"> <li>Some managers may supervise a large number of employees, which can limit the level of one-on-one support they can provide, particularly for newer members.</li> </ul>	<ul style="list-style-type: none"> <li>Many staff working on their own with limited supervisor or peer support available (e.g. home and community visit staff and staff working in regional areas).</li> <li>Some managers may supervise a large number of employees, which can limit the level of one-on-one support they can provide, particularly for newer members.</li> </ul>
Low role clarity	<ul style="list-style-type: none"> <li>Managing a production schedule and also focussing on quality and work health and safety (WHS) can introduce role conflict and physical WHS risks.</li> </ul>	<ul style="list-style-type: none"> <li>Role conflict is likely to occur with attempting to meet client expectations, particularly where they differ from contractual agreements.</li> <li>Inconsistencies in WHS systems and requirements between the employer and client organisations (e.g. having to undergo multiple site-specific inductions).</li> </ul>	<ul style="list-style-type: none"> <li>Role conflict may occur due to adopting dual roles while at work (e.g. responsible for managing family members or close friends).</li> </ul>	<ul style="list-style-type: none"> <li>May be conflicted by needing to finish work quickly and requiring a quality job for a client.</li> <li>Workers who work across multiple construction sites may have uncertainty around specific duties and responsibilities at each site.</li> </ul>	<ul style="list-style-type: none"> <li>In some retail environments, there can be internal conflicts between meeting sales KPI's and upselling products and services to customers.</li> <li>Customer requests or needs may conflict with WHS or sales requirements.</li> </ul>	<ul style="list-style-type: none"> <li>There can be conflict between wanting to provide additional care to a patient and meeting standards set via the health care system (i.e. appointment caps).</li> <li>Confusion regarding roles across different health disciplines.</li> <li>High turnover in industry can decrease role clarity.</li> <li>Workers can be required to perform tasks or roles that conflict with personal values.</li> </ul>

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Low recognition and reward	<ul style="list-style-type: none"> <li>• Generally, there is no customer contact so limited opportunity for feedback or sense of appreciation of work.</li> <li>• Work demands on supervisors and managers may lead to ineffective recognition and reward systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Due to mainly remote and isolated work, there are limited opportunities for feedback, reward or recognition of any work undertaken.</li> </ul>	<ul style="list-style-type: none"> <li>• Isolated work locations may create a lack of feedback opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>• May have limited opportunity for feedback and recognition due to fast paced environments and that contractors typically contribute to only one part of an overall product or project.</li> </ul>	<ul style="list-style-type: none"> <li>• Supervisors may be based off-site and there may be limited opportunity for feedback and recognition.</li> <li>• Work demands on supervisors and managers may lead to ineffective recognition and reward systems.</li> </ul>	<ul style="list-style-type: none"> <li>• Can be limited supervisor contact for feedback and recognition.</li> <li>• In the public sector environment, typical reward and recognition systems are not always available within public service values and policies.</li> </ul>
Poor workplace change management	<ul style="list-style-type: none"> <li>• Change in processes can be frequent with no or insufficient additional training, instruction and supervision during the transition.</li> </ul>	<ul style="list-style-type: none"> <li>• Communication of changes may be difficult given drivers often work remotely.</li> <li>• Lack of effective consultative arrangements due to remote and isolated work.</li> </ul>	<ul style="list-style-type: none"> <li>• Changes may be sudden and unplanned due to changes in external conditions (e.g. weather).</li> </ul>	<ul style="list-style-type: none"> <li>• High turnover of employees through construction sites.</li> <li>• Regular change in work location (e.g. working across multiple sites which continually change).</li> <li>• Changes in client expectations can result in significant rework, impacting on timeframes for completion.</li> </ul>	<ul style="list-style-type: none"> <li>• Shift work and use of casual employees could mean that change communications are missed.</li> </ul>	<ul style="list-style-type: none"> <li>• Community workers can face continual change in their work due to working across multiple different environments and sites.</li> <li>• Healthcare and community workers can experience regular changes in teams or can be shifted to other areas.</li> <li>• The industry is characterised by regular changes in funding and restructures.</li> </ul>

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Poor organisational justice	<ul style="list-style-type: none"> <li>• Potential for perceptions of unfairness in the allocation of shifts for shift workers.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for perceptions of unfairness in the allocation of shifts for shift workers.</li> <li>• Differing work standards, time slot allocation and WHS requirements across the supply chain may introduce perceived unfairness.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for perceptions of unfairness surrounding resource allocation (e.g. equipment and tools provided).</li> </ul>	<ul style="list-style-type: none"> <li>• Differential treatment in conditions of workers on a site such as sub-contractors, contractors and employees, may create perceptions of unfairness.</li> <li>• Differential allocation of resources or tools to different teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for perceptions of unfairness in reward and bonus schemes across the retail industry.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for perceptions of unfairness in allocation of shifts for shift workers.</li> <li>• Some workplace procedures can be inconsistently applied.</li> </ul>
Poor relationships	<ul style="list-style-type: none"> <li>• Limited social contact with other workers.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for interpersonal conflict (e.g. across sites, poorer communication methods, poorer quality working relationships).</li> </ul>	<ul style="list-style-type: none"> <li>• Limited social contact with other workers.</li> <li>• Conflict in small work teams may escalate and contribute to stress.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for task, role and relationship conflict between different work teams.</li> </ul>	<ul style="list-style-type: none"> <li>• Conflict in small work teams may escalate and contribute to stress.</li> </ul>	<ul style="list-style-type: none"> <li>• Relationships can involve unresolved conflict.</li> <li>• Often there is a lack of work and personal boundaries.</li> </ul>