

Lesson 4 – Clause 6: Planning

Clause 6.1.2 and 6.2 – Hazard Identification and Prioritizing & Objectives

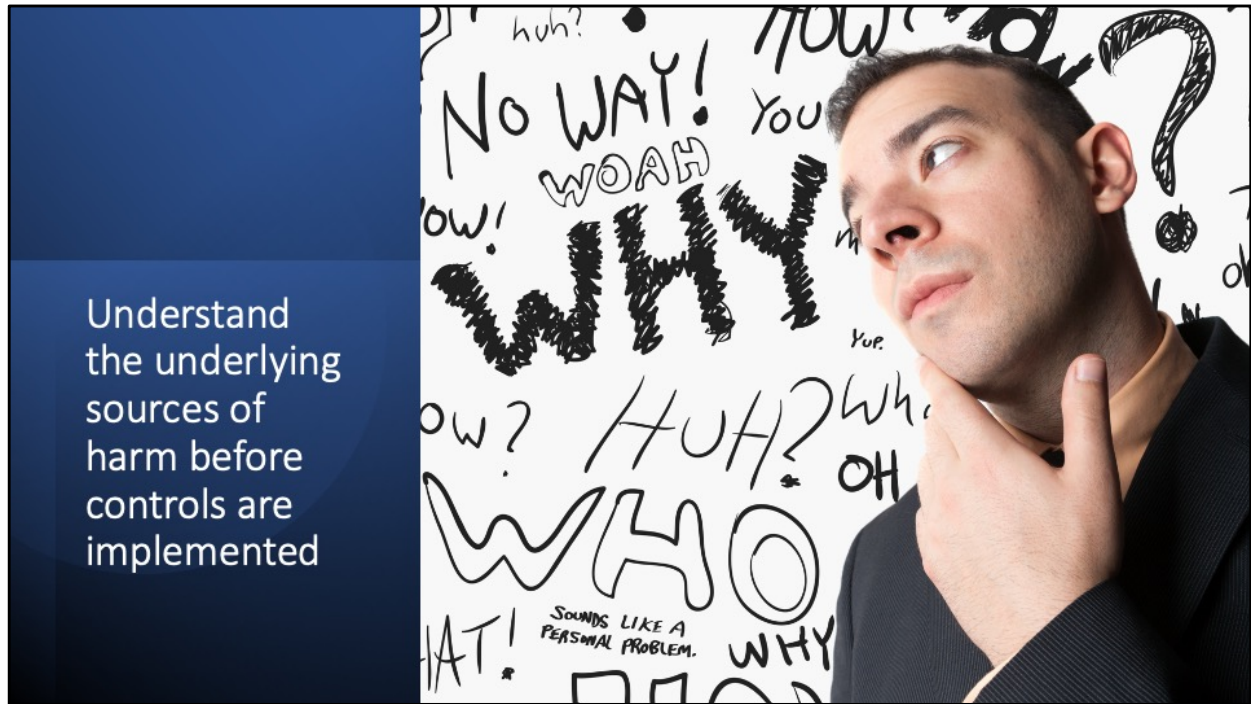


6 Planning

6.1.2 Hazard identification and assessment of risks and opportunities

6.1.2.1 Hazard identification

These are 'add-ons' for ISO 45001 – ISO 45003 is **guidance** for managing psychosocial risks at work, not **requirements** like ISO 45001



Understand the underlying sources of harm before controls are implemented

6.1.2.1.1 The organization should:

a) understand the underlying sources of harm before control measures are considered to improve the effectiveness of activities to manage psychosocial risk;

A method for
'hazard
identification' is
critical

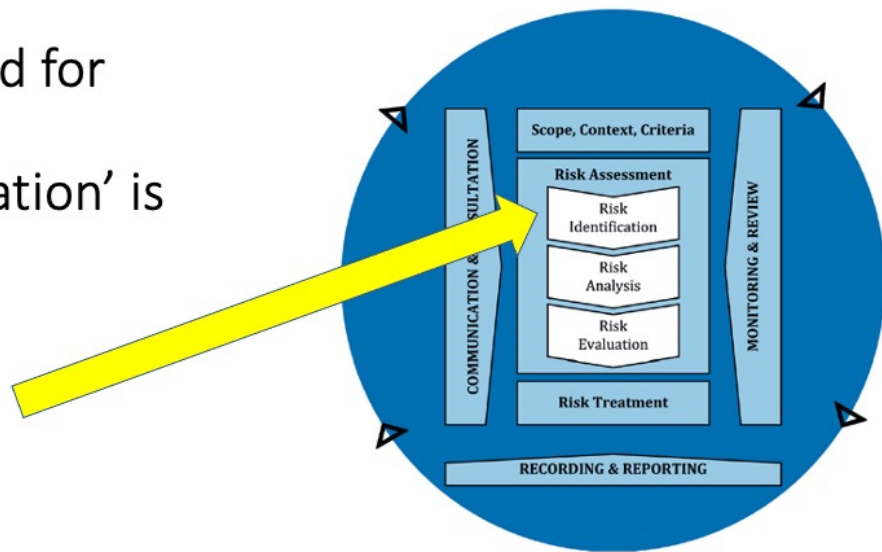


Figure 4 — Process

b) establish, implement and maintain processes for hazard identification that are ongoing and proactive.

Table 1 has more ideas to get you thinking:

Table 1 — Aspects of how work is organized

Examples	
Roles and expectations	<ul style="list-style-type: none"> — role ambiguity — role conflict — duty of care for other people — scenarios where workers do not have clear guidelines on the tasks they are expected to do (and not do) — expectations within a role that undermine one another (e.g. being expected to provide good customer service, but also to not spend a long time with customers) — uncertainty about, or frequent changes to, tasks and work standards — performing work of little value or purpose
Job control or autonomy	<ul style="list-style-type: none"> — limited opportunity to participate in decision-making — lack of control over workload — low levels of influence and independence (e.g. not being able to influence the speed, order or schedule of work tasks and workload)
Job demands	<ul style="list-style-type: none"> — underuse of skills — continual work exposure to interaction with people (e.g. the public, customers, students, patients) — having too much to do within a certain time or with a set number of workers — conflicting demands and deadlines — unrealistic expectations of a worker's competence or responsibilities — lack of task variety or performing highly repetitive tasks — fragmented or meaningless work

There are many more examples in ISO 45003 on pages 7 & 8!

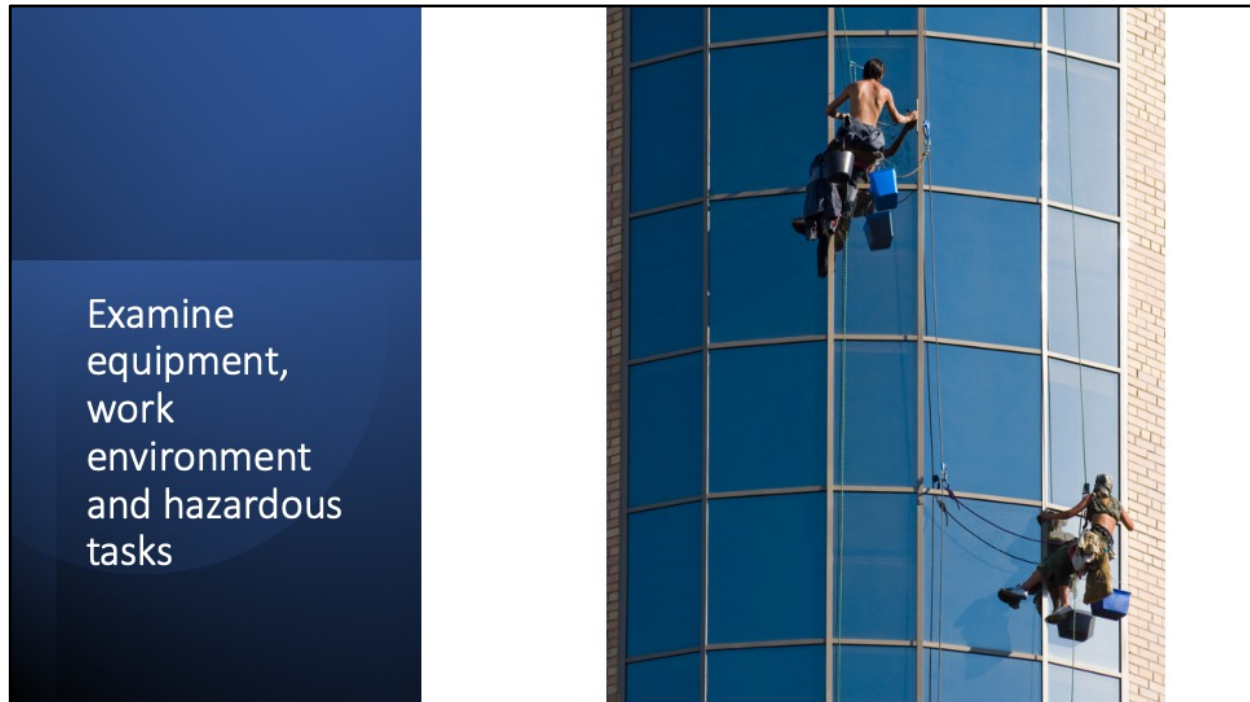


6.1.2.1.2 The organization should identify hazards of a psychosocial nature. These can include:
b) social factors at work (for examples, see [Table 2](#));

Here are some of the examples from Table 2:

Table 2 — Social factors at work

Examples	
Interpersonal relationships	<ul style="list-style-type: none"> — poor communication, including poor information sharing — poor relationships between managers, supervisors, co-workers, and clients or others that workers interact with — interpersonal conflict — harassment, bullying, victimization (including using electronic tools such as email and social media), third-party violence — lack of social support — unequal power relationships between dominant and non-dominant groups of workers — social or physical isolation
Leadership	<ul style="list-style-type: none"> — lack of clear vision and objectives — management style unsuited to the nature of the work and its demand — failing to listen or only casually listening to complaints and suggestions — withholding information — providing inadequate communication and support — lack of accountability — lack of fairness — inconsistent and poor decision-making practices — abuse or misuse of power
Organizational/workgroup culture	<ul style="list-style-type: none"> — poor communication — low levels of support for problem-solving and personal development — lack of definition of, or agreement on, organizational objectives — inconsistent and untimely application of policies and procedures, unfair decision-making
Recognition and reward	<ul style="list-style-type: none"> — imbalance between workers' effort and formal and informal recognition and reward — lack of appropriate acknowledgement and appreciation of workers' efforts in a fair and timely manner
Career development	<ul style="list-style-type: none"> — career stagnation and uncertainty, under-promotion or over-promotion, lack of opportunity for skill development
Support	<ul style="list-style-type: none"> — lack of support from supervisors and co-workers — lack of access to support services — lack of information/training to support work performance

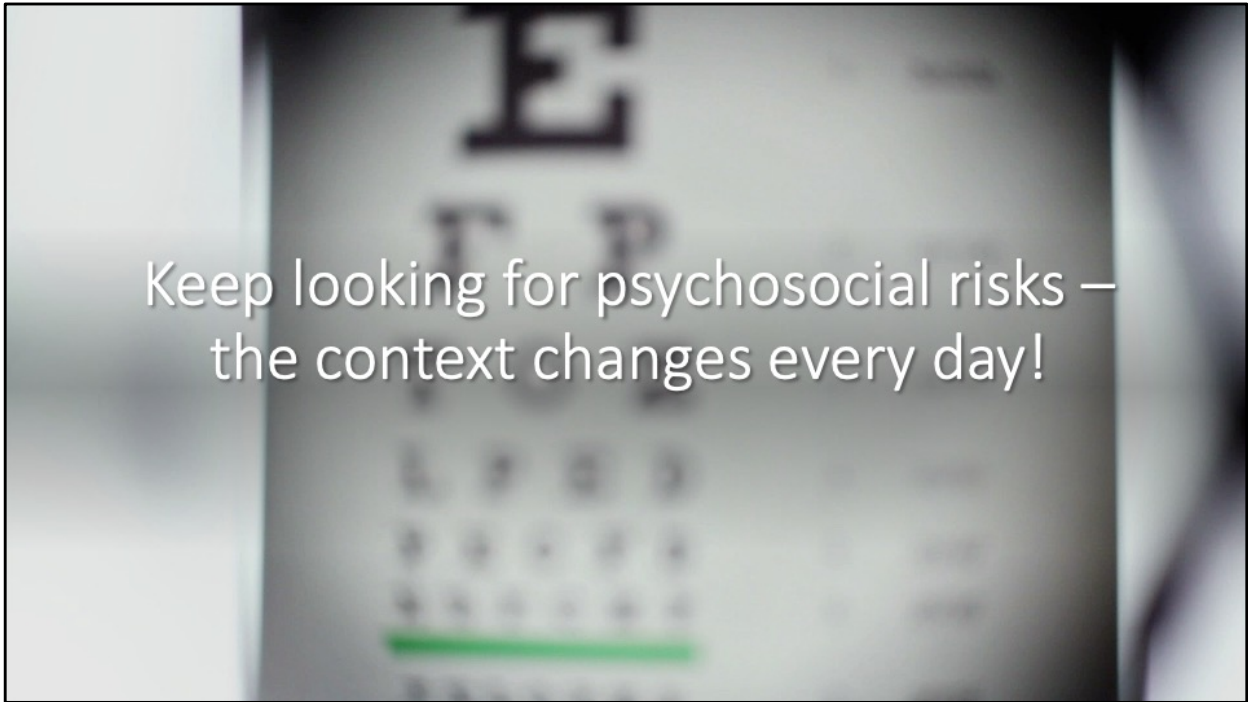


6.1.2.1.2 The organization should identify hazards of a psychosocial nature. These can include:
c) work environment, equipment and hazardous tasks (for examples, see [Table 3](#)).

Some examples from Table 3:

Table 3 — Work environment, equipment and hazardous tasks

Examples	
Work environment, equipment and hazardous tasks	<ul style="list-style-type: none">— inadequate equipment availability, suitability, reliability, maintenance or repair— poor workplace conditions such as lack of space, poor lighting and excessive noise— lack of the necessary tools, equipment or other resources to complete work tasks— working in extreme conditions or situations, such as very high or low temperatures, or at height— working in unstable environments such as conflict zones



6.1.2.1.3 The organization should establish, implement and maintain ongoing and proactive processes for identifying psychosocial hazards.

Use as many methods as time allows...

- Review job descriptions
- Analyse work tasks, schedules and locations
- Consult with workers, clients and other interested parties regularly
- Analyse performance evaluations, worker surveys, standardized questionnaires, audits, etc
- Hold interviews and group discussions - use checklists
- Conduct workplace inspections to understand how work happens, and how people interact with one another
- Review things like incident reports, hazard and risk reports, grouped occupational health statistics, workers' compensation claims, worker surveys, absenteeism and worker turnover data

This can be done by, for example:

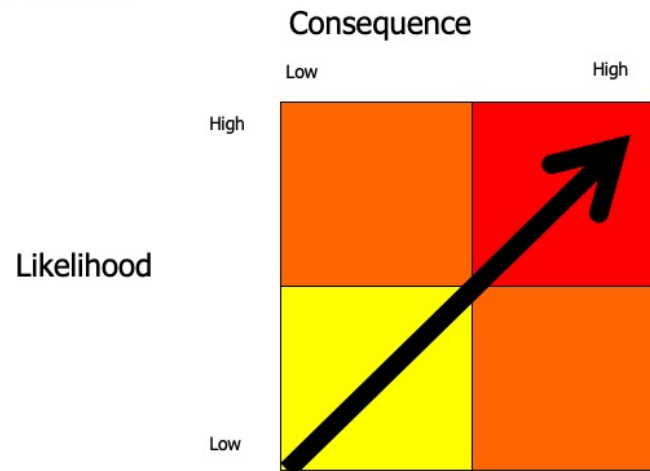
- a) reviewing job descriptions;
- b) analysing work tasks, schedules and locations;
- c) consulting with workers, clients and other interested parties at regular intervals;
- d) analysing performance evaluations, worker surveys, standardized questionnaires, audits, etc.;
- e) holding interviews, group discussions or using checklists;
- f) conducting workplace inspections and observations which help to understand how work is carried out, and how workers interact with one another;
- g) reviewing relevant documented information such as incident reports, hazard and risk reports, grouped occupational health statistics, workers' compensation claims, worker surveys, absenteeism and worker turnover data.



6.1.2.2 Assessment of risks and opportunities

d) prioritize hazards according to the level of risk;

Rank the risks



6.1.2.2 Assessment of risks and opportunities

d) prioritize hazards according to the level of risk;



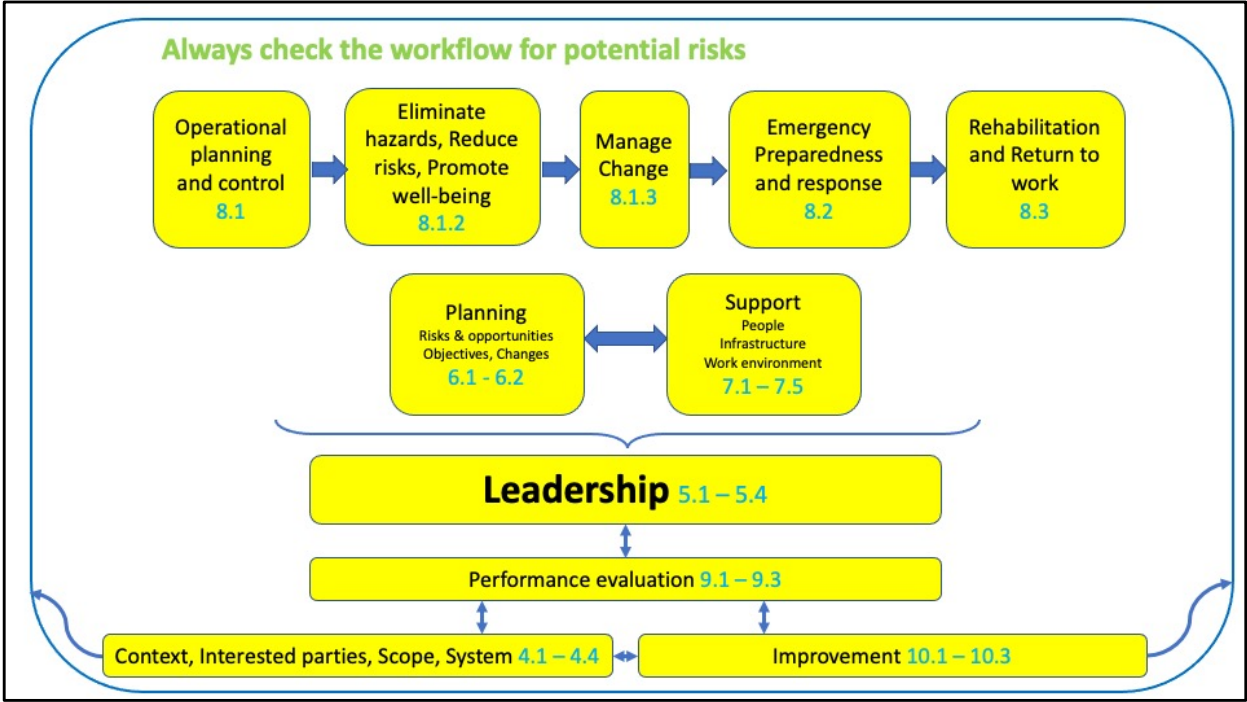
6.1.2.2 Assessment of risks and opportunities

e) consider the diversity of the workforce and the needs of particular groups, as well as the wider context of the organization;



6.1.2.2 Assessment of risks and opportunities

f) provide information on control measures and opportunities for improvement.



You can use all of the ideas in this section and follow the workflow...



Active and meaningful involvement of relevant interested parties is always important for the management of psychosocial risks

Active and meaningful involvement of relevant interested parties is an important factor for the management of psychosocial risks in any organization

Clause 6.2 has suggestions for setting objectives



6.2 Objectives to address psychosocial risk

The organization should:

- a) establish measurable objectives consistent with the policy;
- b) develop and implement plans to ensure that these objectives can be achieved.

SMART Objectives:

Specific

Measurable

Achievable or Action oriented

Relevant

Time Limited

Here are some examples of OHS Objectives...

Objectives to increase or reduce a numerical value such as:

- Reduce confidentially reported stress incidents by 10% over the next 6 months
- Increase psychosocial risk assessments by 20% over the next year
- Modify process XYZ in a way to lower stress by 20% as measured by the ABC survey
- Introduce less hazardous materials in specific products to lower the stress of handling dangerous substances
- Increase levels of worker satisfaction by 20% as measured by the ABC survey by the end of the year
- Reduce workplace stress through an increase in worker participation in and consultation on OH&S issues
- Increase awareness or competence in performing work tasks safety by presenting 5 more courses than last year

Time for the Quiz!

You'll need your copy of
ISO 45003 to answer the
quiz questions

