A white lighthouse with a dark dome and a lantern room, situated on a grassy cliff overlooking the ocean. The sky is filled with soft, golden clouds, suggesting a sunset or sunrise. The lighthouse has a small window and a ladder leading up to the lantern room. The ocean is a deep blue, and the horizon is visible in the distance.

How to tell when work isn't working

Dr Dougal Sutherland



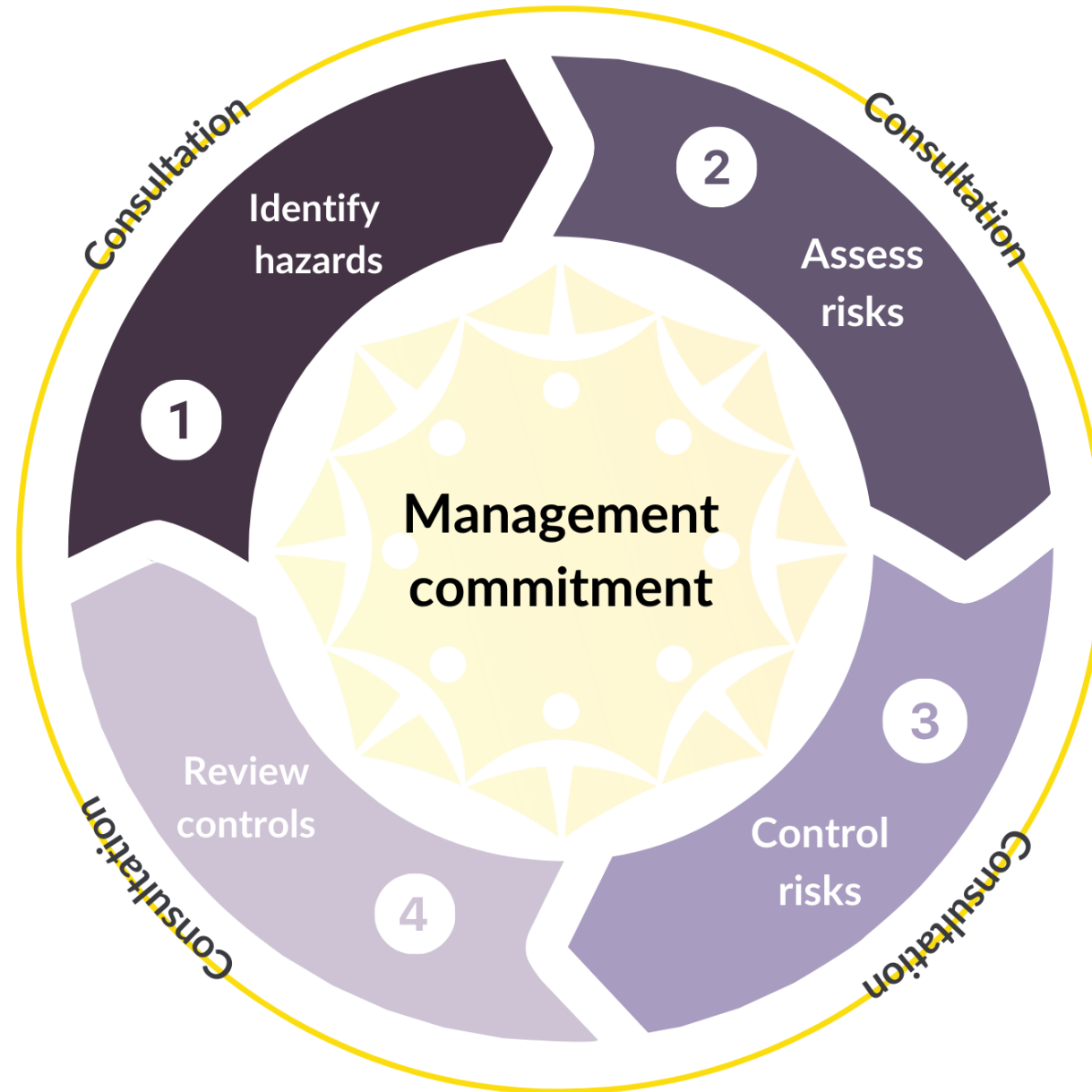
UMBRELLA

Today...

1. The importance of following up
2. Leading and lagging indicators
3. Psychosocial X physical hazards
4. Roles for a H&S rep

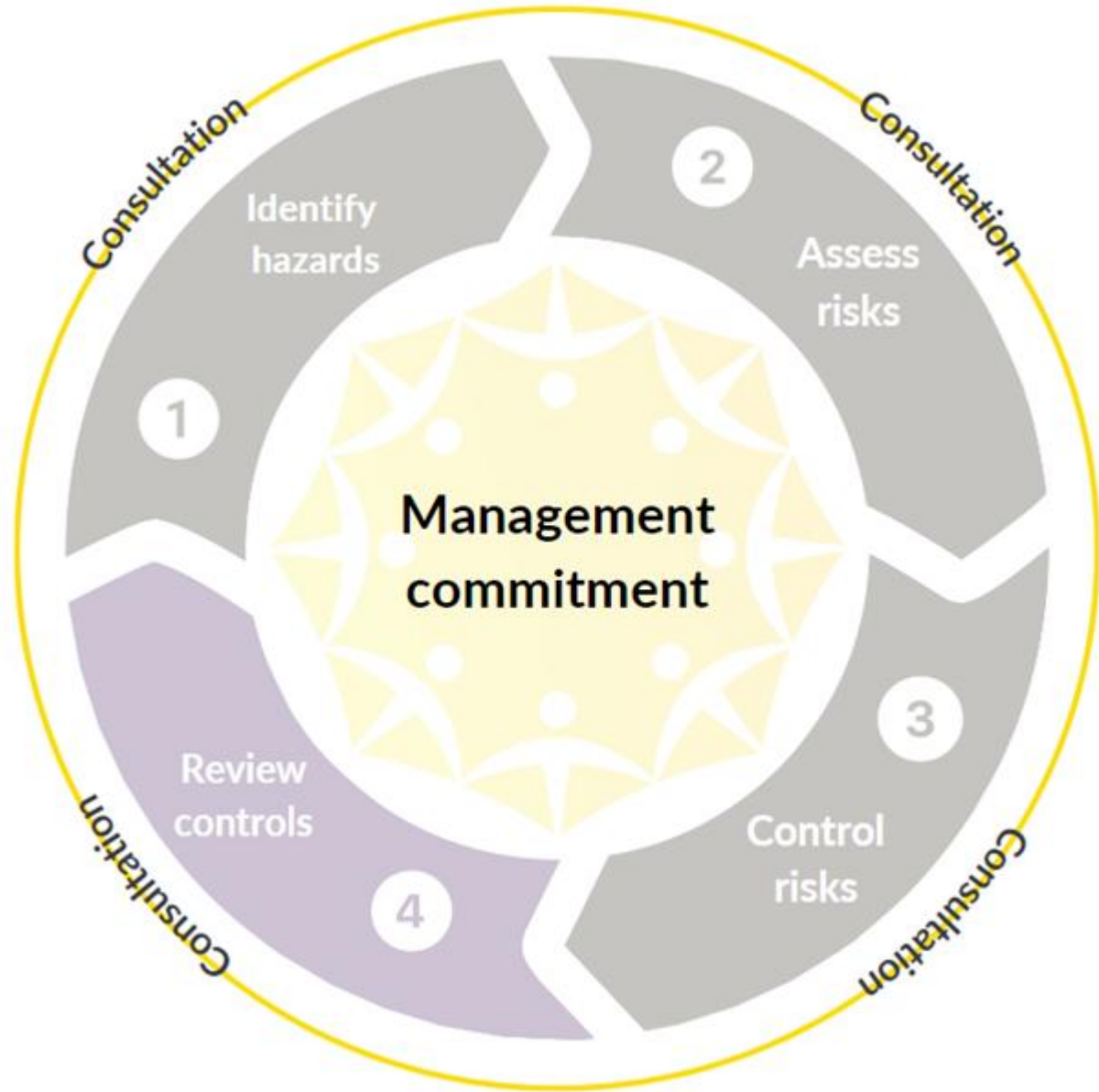


Risk Management Process



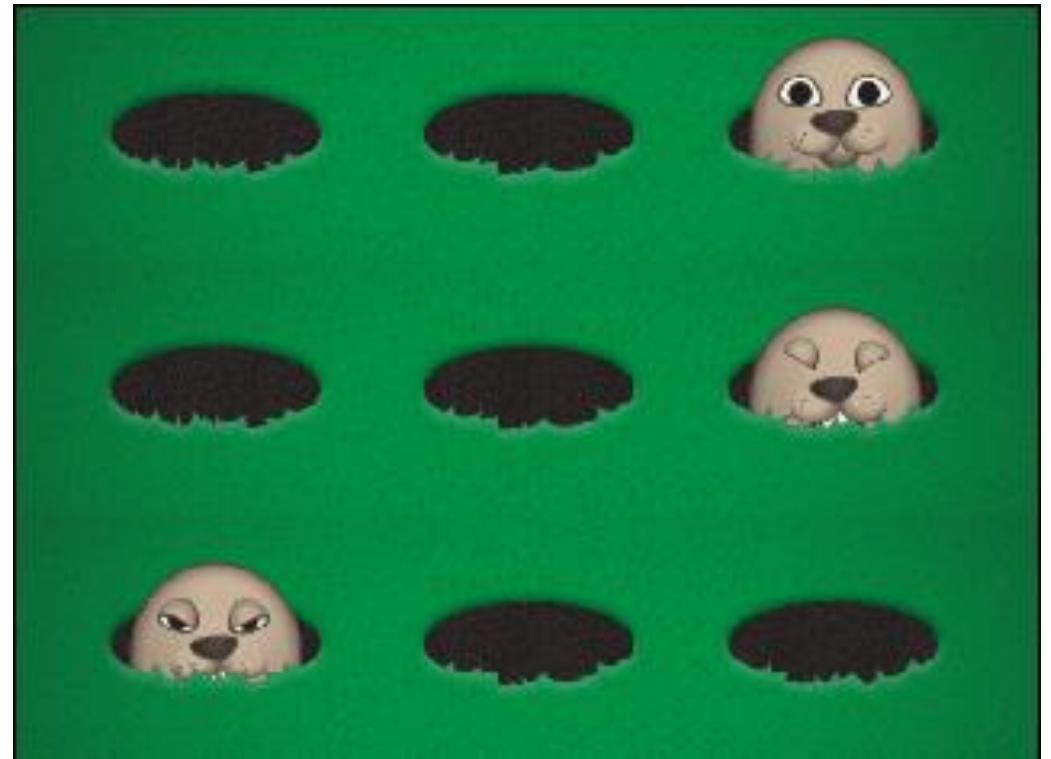
Implement controls to....

- Eliminate the hazard/s if possible
- Minimise the risk of harm if not possible to eliminate the hazard/s



Review Controls

How Do You Know If It's Working?



What gets measured, matters

WORKPLACE FEATURES ASSESSMENT TOOL

This assessment was developed by the New South Wales Government, WorkCover and amended for New Zealand use. Tick the box in each row and column that most applies to your workplace. The green, amber or red zone with the most ticks will identify your rating and show you whether, or how much, you need to make improvements.

Management Commitment	Responsibilities identified but not understood or operating effectively.	No clear identification or understanding of responsibilities.
1. <input type="checkbox"/> Manager and worker responsibilities clearly identified, understood and acted on.	<input type="checkbox"/> Insufficient resources allocated to meet responsibilities.	<input type="checkbox"/> No resources allocated to meet responsibilities.
2. <input type="checkbox"/> Sufficient resources allocated to meet responsibilities.	<input type="checkbox"/> Prevention of bullying behaviour not always a priority.	<input type="checkbox"/> Prevention and management of bullying behaviour not a priority.
3. <input type="checkbox"/> Managers always promote prevention of bullying as a high priority.	<input type="checkbox"/> Limited involvement of managers in managing bullying prevention initiatives.	<input type="checkbox"/> No initiatives to prevent/manage bullying.
4. <input type="checkbox"/> Managers involved in all prevention and management of bullying behaviour initiatives.	<input type="checkbox"/> Managers do not always lead by example.	<input type="checkbox"/> Managers set a poor safety example.
5. <input type="checkbox"/> Managers always lead by example.	<input type="checkbox"/> No consultation arrangement in place.	<input type="checkbox"/> No consultation arrangement in place.
6. <input type="checkbox"/> Agreed consultation arrangements are used to discuss bullying and work effectively.	<input type="checkbox"/> No involvement of workers in decisions and developing policy initiatives.	<input type="checkbox"/> No involvement of workers in decisions and developing policy initiatives.
7. <input type="checkbox"/> Workers are always involved in decisions and developing processes.		
8. <input type="checkbox"/> The views of workers are valued and taken into account.		
Policy and Processes		
9. <input type="checkbox"/> All bullying risk factors are promptly addressed.		
10. <input type="checkbox"/> Policy and procedures are clear and implemented.		
11. <input type="checkbox"/> Workplaces have a policy on bullying.		
12. <input type="checkbox"/> Policy and procedures are clear and implemented.		
13. <input type="checkbox"/> Workplaces have a policy on bullying.		

Employee Engagement Results PowerPoint Slide


Score Range	Interpretation
6.50 – 8.00	Engaged
5.0 – 6.49	Nearly Engaged
1.49	Not Engaged
	Disengaged

- Appreciation
- Commitment
- Behavior
- Improvement

Wellbeing Outcomes


It is important to understand the wellbeing of your employees before taking steps to improve it. To capture this, Umbrella measured psychological distress as well as three key variables to capture people's wellbeing: self-reported happiness, life satisfaction and how worthwhile they find their life.

[VIEW DETAILS](#)



Work Challenges

Navigating challenges at work can severely impact wellbeing and work performance. Umbrella asked employees about their experience with various work challenges and their satisfaction with work-life balance.



Strong Agree 7

Absolutely Agree 8

Don't assume! Ask, take action and then ask again

Surveys, forums, questionnaires,
1 on 1 conversations

- 1 Ask, get baseline/monitor change, inform future action
- 2 Set up conditions for success; empathy, flexibility, safety
- 3 Trial, take collaborative action





Putting all the pieces together

- What data have you got already?
- Do you need some more?

Traditional Sources of Data

- 1 Turnover/retention rates
- 2 Burnout and other diagnosed conditions
- 3 Rates of formal grievances and complaints
- 4 Utilisation of crisis EAP support
- 5 Accidents and errors



Leading



Predicts *future* state of wellbeing

Analyses *current* state of wellbeing



Lagging

Leading

- Training programs and orientation engagement
- Frequent health and safety meetings
- Workplace culture
- Percentage of managers with occupational health and safety training

- Workers' compensation costs
- Incidents (e.g., property damage or environmental spill)
- Retention/turnover rates
- Equipment failures

Lagging

Home-grown example



HeyPenny's process



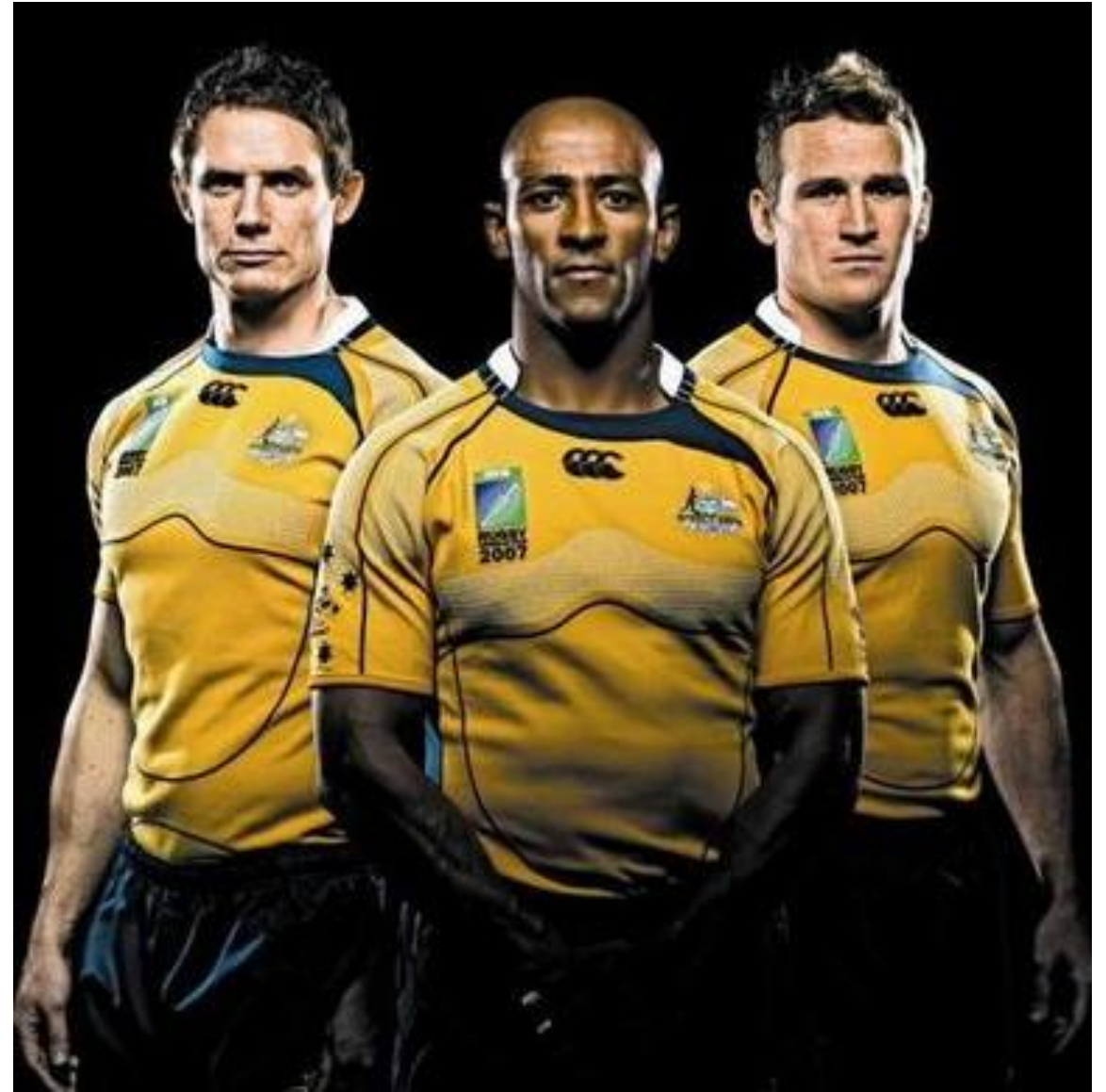


Factor: Leadership

● Protective ● Harmful



**Even the
Aussies Are
Doing It!**



Developing a leading indicators questionnaire to identify Victorian workers at increased risk of work-related harm

Summary report

PROF ALEX COLLIE, MR LUKE SHEEHAN, MS ANCELIN MCKIMMIE, PROF HELEN DE CIERI, A/PROF SHARON NEWNAM, A/PROF DEBORAH GLASS & DR SHANNON GRAY

Leading Indicators of Workplace Health and Safety



2053

Victorian workers completed a leading indicators survey in late 2021



The survey included 5 measures of WHS leading indicators



Workers were from a broad array of jobs, industries and social backgrounds

25%
to
36%

The percentage of Victorian workers rated as being at high risk for future workplace injury or illness, depending on which measure was used.

SOME CHARACTERISTICS OF HIGH-RISK WORKERS AND WORKPLACES



Household income Under \$1500 per week



Multiple jobs or employers



Government workers



Education and Training industry



Retail Trade industry



24%

Reported a mental injury in the past 12 months



19%

Reported a physical injury in the past 12 months



18%

Reported a near miss in the past 12 months

Collecting leading indicator data on a regular basis can help WorkSafe Victoria to:

1. Identify high-risk groups of workers and workplaces

2. Monitor changes in workforce risks for work-related harm over time

3. Target WHS prevention activities to areas of greatest need

Leading indicators of physical injury

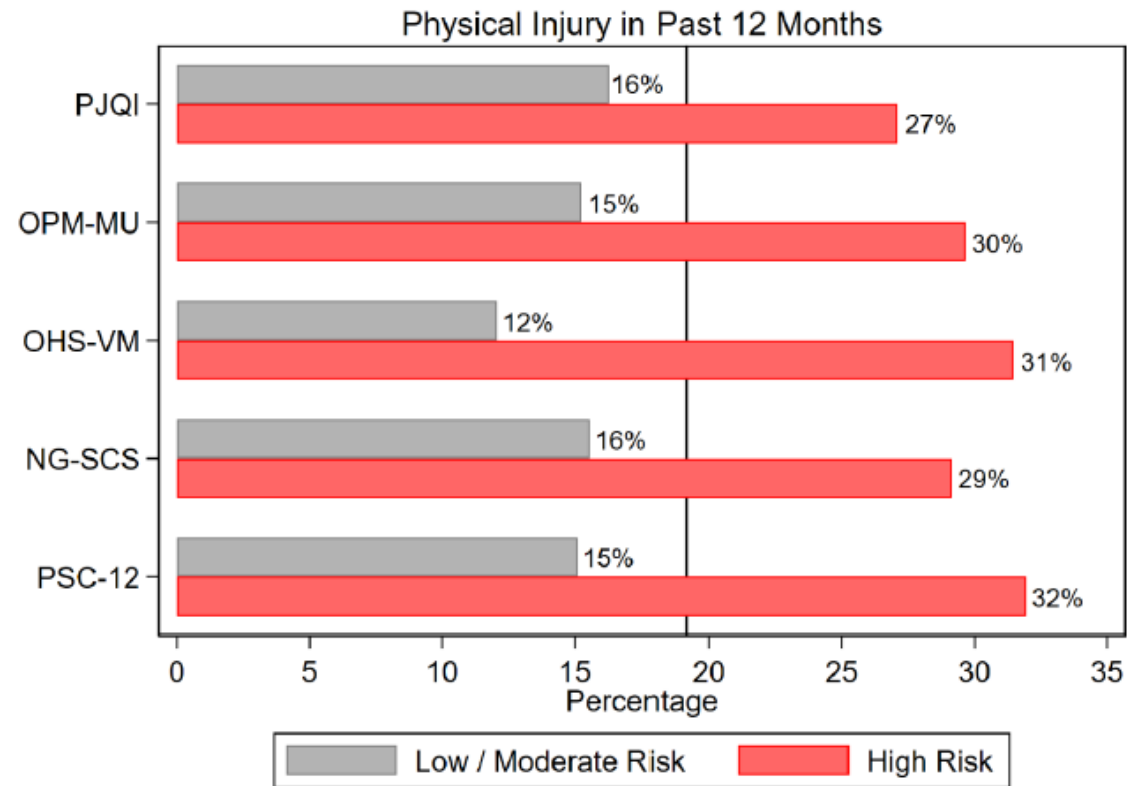


Figure 8. Percentage of workers in the low/moderate and high risk groups on each leading indicator scale reporting a physical injury in the past 12 months. Note: the overall prevalence of physical injury in the study was 19% (indicated by the black line in the figure).

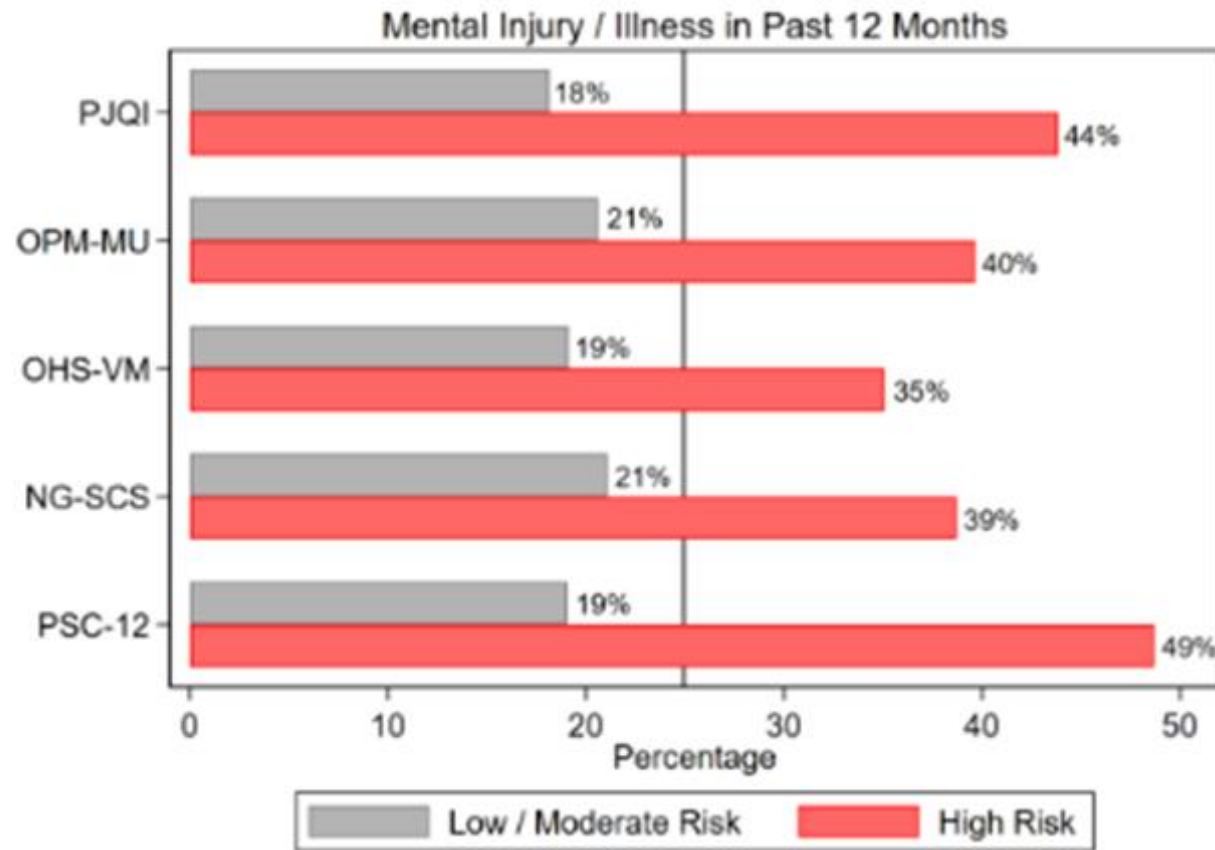


Figure 9. Percentage of workers in the low/moderate and high risk groups on each leading indicator scale reporting a mental injury in the past 12 months. Note: the overall prevalence of mental injury in the study was 25% (indicated by the black line in the figure).

Leading indicators of mental injury

Psychosocial Job Quality Index (PJQI)

Key areas:

- Job demands (workload, stress)
- Job control (autonomy)
- Fair pay

Organisational Performance Metric (OPM)

Key areas:

- Leadership quality and trust
- Workplace culture (respect, inclusion)
- Role clarity

Neal & Griffin Safety Climate

Key areas:

- Management commitment to safety
- Safety systems and procedures
- Overall safety culture

Psychosocial Safety Climate (PSC-12)


Key areas:

- Management commitment to mental health
- Communication about psychosocial risks
- Worker participation and involvement

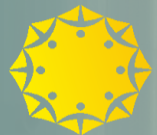
OHS Vulnerability Scale

Key areas:

- Exposure to hazards
- Workplace protections
- Worker awareness
- Worker empowerment

A photograph of four construction workers on a metal scaffolding structure. Two workers are on the upper level, one in an orange safety vest and another in a white shirt, both wearing white hard hats. Two other workers are on the lower level, one in a red shirt and another in a teal shirt, both wearing yellow and white hard hats. The background is a clear blue sky with some light clouds. The text is overlaid on the right side of the image.

Physical safety
and
Psychosocial
safety:
You can't have
one without the
other



UMBRELLA

12%

of job performance explained by psychosocial and health challenges

Top predictors of job performance:



1. Role clarity at work



2. Moving about regularly during work day



3. Getting enough good quality sleep



4. Eating regular nutritious meals and snacks

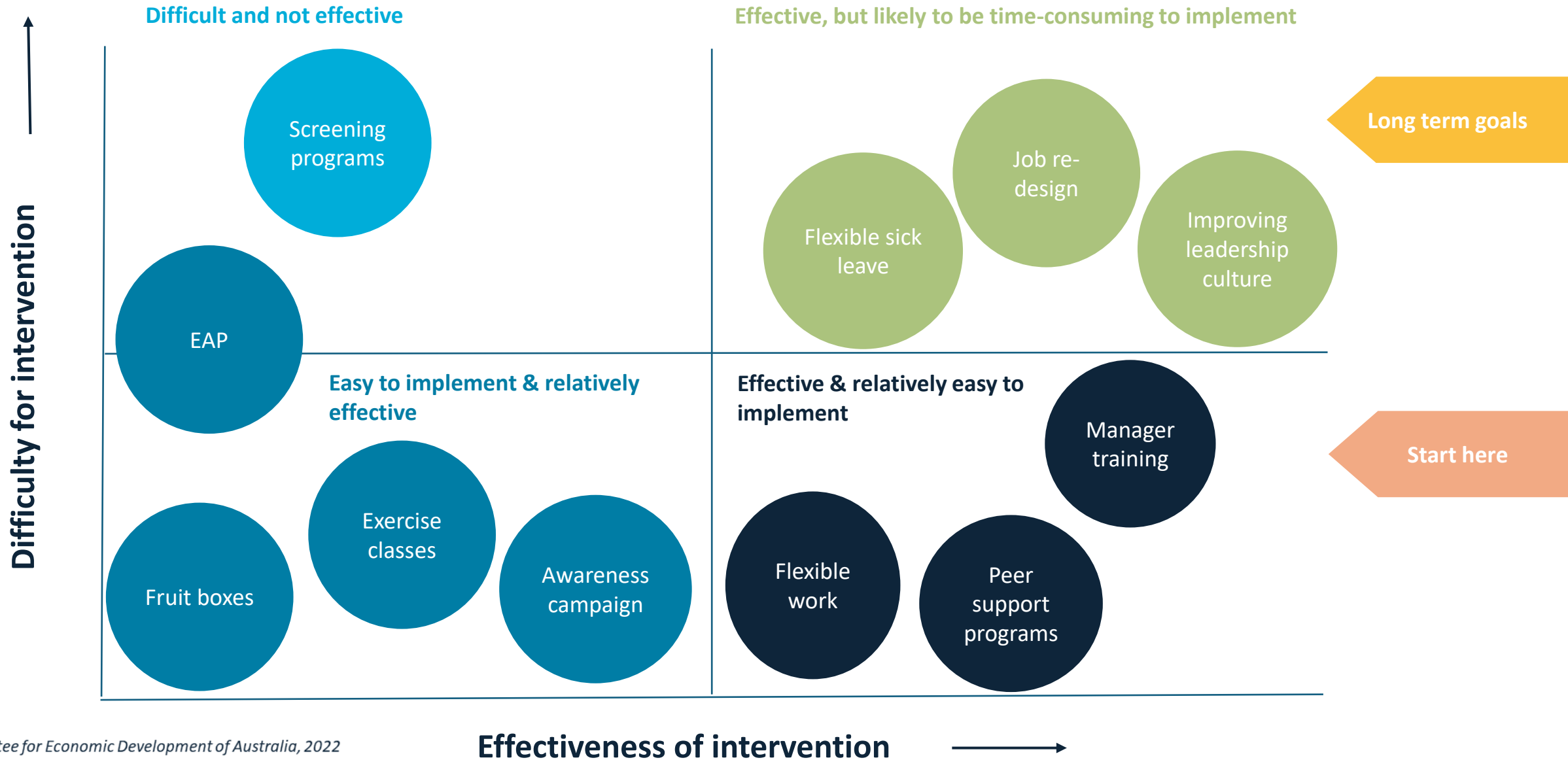


5. Manageable workload



What to do about it

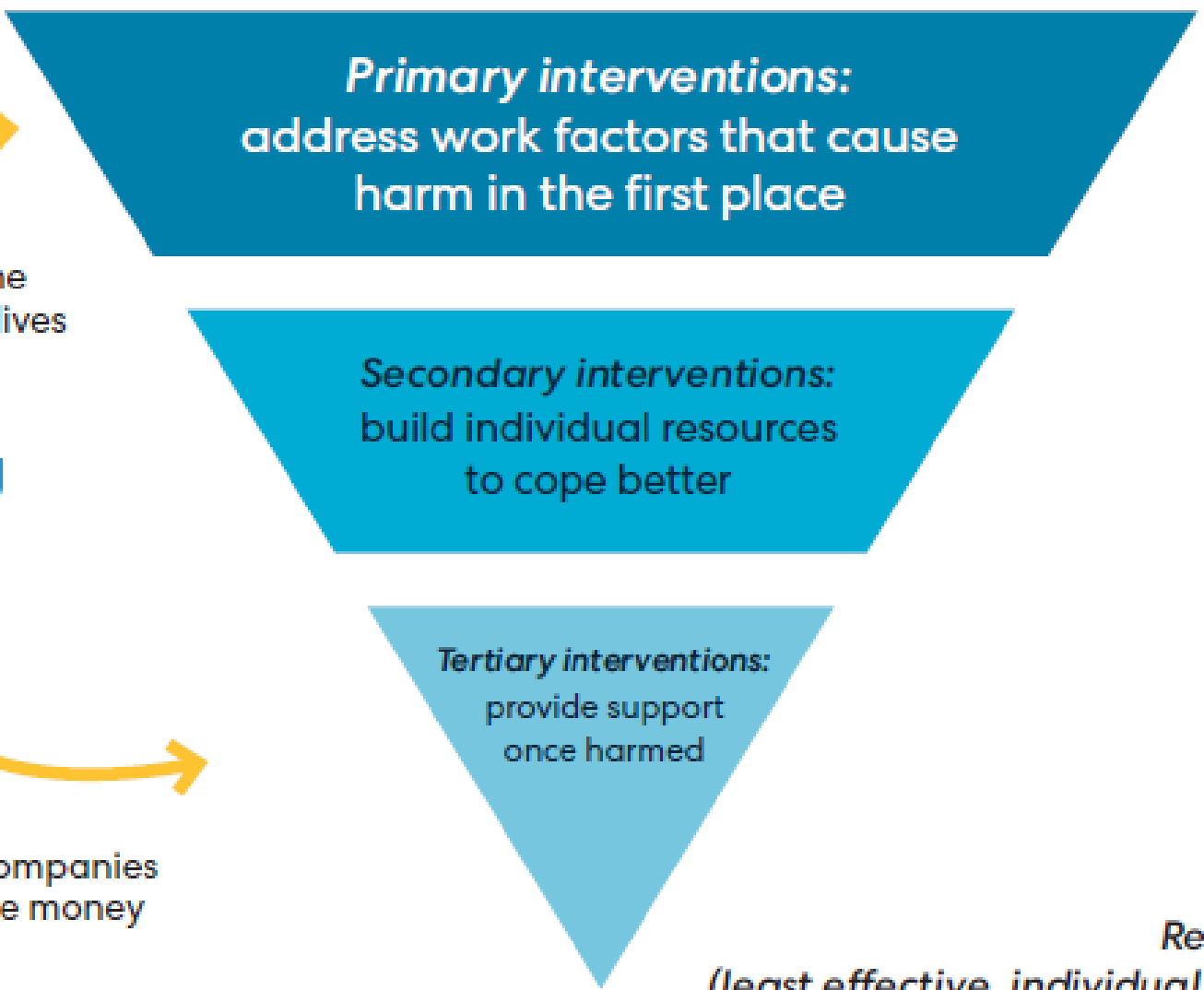
Fixing the work, not the worker



The Wellbeing Paradox

Where the solution lives

Where companies spend the money



*Preventative
(most effective, organisational focus)*

*Reactive
(least effective, individual focus)*

*Adapted from
Government Health
& Safety Lead*

Possible Roles for H&S Reps

- 1 Inform and educate
- 2 Expand your risk assessment lens
- 3 Support monitoring of lag and lead indicators
- 4 Advocate for training
- 5 Focus on primary and secondary interventions



Thank you!



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Umbrella Wellbeing

Scan the QR
code to
download
the report

