

Psychosocial Risk Management Procedure

CPSN is committed to identifying, assessing, managing & eliminating psychosocial risks in the workplace to protect the health, safety and wellbeing of all employees, contractors, volunteers and the people we support. We promote a proactive approach to recognising hazards, implementing controls and fostering a psychologically safe and supportive environment.

This procedure reflects the responsibilities and processes that will demonstrate our dedication to continuous improvement, open communication, and a culture where staff feel valued, safe and empowered to seek support.

Record of procedure development	
Version	Date approved
Version 1.0	February 2026
	February 2028

Responsibilities and delegations	
This procedure applies to:	Members, Clients, and where appropriate, their decision makers, all staff, workers, volunteers, contractors, and the Board of CPSN
Procedure approval:	CEO
Review of Procedure Compliance	CEO General Manager, Service Delivery Human Resources Manager
Specific responsibilities:	Board Chief Executive Officer General Manager Service Delivery Human Resources Manager CPSN Leadership Team

Procedure statement

CPSN is committed to providing a psychologically safe workplace and ensuring psychosocial risks are identified, assessed and managed.

This procedure outlines CPSN's approach to preventing psychological harm, promoting wellbeing and meeting legal obligations under WHS legislation and the NDIS Practice Standards. CPSN recognises that psychological safety is essential to staff wellbeing, service quality and client safeguarding.

About Work Health and Safety

All people have a responsibility and a duty to ensure the safety of themselves and others in the workplace. Responsibilities and duties are in accordance with the Occupational Health and Safety Act 2004. Employees have a responsibility to report incidents, injuries and hazards in the workplace as soon as practicable, and within 24 hours where an injury occurs.

Definition

The following definitions apply to this Procedure and its associated Policy:

Employee means a person who is employed by CPSN with wages or salary.

Worker means any person engaged by CPSN to perform a service, paid or unpaid, and may include but is not limited to employees, consultants, contractors, employees of a labour hire company, apprentices, trainees, students or volunteers.

Psychosocial Hazard:

Any factor arising from:

- work or job design
- organisation
- interactions or
- environment that poses a risk to mental health.

PCBU (Person Conducting a Business or Undertaking):

[What is a person conducting a business or undertaking.pdf](#)

A person conducting a business or undertaking (PCBU) has a primary duty of care to ensure, so far as is reasonably practicable, the health and safety of workers. A PCBU owes a primary duty of care to workers if it:

- engages or causes the engagement of workers to carry out work, or
- directs or influences workers carrying out work while the workers are at work in the business or undertaking.

A PCBU also has a primary duty of care to ensure, so far as is reasonably practicable, that the health and safety of other persons is not put at risk from work carried out as part of the conduct of the business or undertaking.

A PCBU may also have further duties if it:

- manages or controls workplaces, or fixtures, fittings or plant at workplaces
- designs, manufactures, imports or supplies plant, substances or structures used in work;
- or installs constructs or commissions plant or structures used in work.

PCBU is a broad concept that extends beyond the traditional employer/employee relationship to include all types of modern working arrangements.

A person may be an organisation or an individual.

A 'person' can include a body corporate (company), unincorporated body or association or a partnership.

An individual is also a 'person' but will only be a PCBU where that individual is conducting a business in their own right. For example, a sole trader or self-employed person.

Psychosocial Risk The likelihood that a psychosocial hazard will cause injury, illness or harm.

Examples of Psychosocial Hazards (reference - [Psychosocial hazards | Safe Work Australia](#))

- job demands & low job control
- poor support
- lack of role clarity
- poor organisational change management
- inadequate reward and recognition
- poor organisational justice
- traumatic events or material
- remote or isolated work
- poor physical environment
- violence and aggression
- bullying, harassment, including sexual and gender-based harassment, and
- conflict or poor workplace relationships and interactions.

Procedure

Purpose of this Procedure

This Procedure outlines how CPSN identifies, assesses, controls and reviews psychosocial hazards and risks to protect the psychological health, safety and wellbeing of workers and others.

CPSN will:

Establish and Maintain a Framework: A clear, structured and consistent framework for the identification, assessment, control and review of psychosocial hazards and risks across the organisation. This framework ensures that psychosocial risk management is systematically embedded into all levels of operations, governance and decision making.

Ensure the Compliance of all Employees: Ensure that all employees, contractors and volunteers understand their roles, responsibilities and obligations in relation to psychosocial risk management and psychological health and safety and to promote consistent compliance with this procedure, workplace policies and applicable legislation.

Promote Safety: Actively promote a safe, respectful and psychologically healthy workplace where risks to mental health and wellbeing are identified early, addressed promptly and managed effectively through proactive prevention strategies and supportive leadership initiatives.

Protect Employee Wellbeing: Protect and support the psychological, emotional and social wellbeing of all employees by reducing exposure to workplace stressors, promoting healthy work practices, encouraging early intervention and providing access to appropriate support and other services when required.

Prevent Discrimination: Prevent discrimination, bullying, harassment, victimisation and other inappropriate workplace behaviours by fostering a culture of respect, inclusion and accountability and by providing clear mechanisms for reporting, investigation and resolution.

Ensure Legal Compliance: Ensure the organisation meets its legal obligations under applicable work health and safety, anti-discrimination and employment legislation, relevant Codes of Practice and regulatory requirements relating to the management of psychosocial risks and psychological safety in the workplace.

Scope

This procedure applies to:

- All workers (permanent, casual, agency, contractors)
- Managers and supervisors
- Volunteers and students
- All work environments including offices, client homes, community settings and remote work

Responsibilities

The Organisation / PCBU & Officers of the PCBU

- Provide a psychologically safe workplace
- Identify and control psychosocial hazards
- Consult with workers on risks and controls
- Provide appropriate training and supports
- Monitor and review risks regularly

Managers and Supervisors

- Implement this procedure in daily operations
- Identify early warning signs of psychosocial risk
- Support workers and escalate concerns
- Ensure controls are implemented and reviewed

Workers

- Take reasonable care of their own wellbeing
- Follow safety instructions and procedures
- Report psychosocial hazards and incidents
- Participate in consultation and training

Risk Management Process

Step 1: Identify Psychosocial Hazards - Hazards may be identified through:

- Worker feedback and surveys
- Incident reports
- Complaints and grievances
- Absenteeism and turnover trends
- Performance concerns
- Observations by managers
- Workload and rostering reviews
- Change management processes

Common hazards include:

- Excessive workloads
- Emotional demands
- Traumatic client interactions
- Poor supervision
- Workplace conflict
- Role ambiguity
- Inadequate training
- Lone or remote work

Step 2: Assess the Risk - For each identified hazard, the organisation assesses & documents:

- Likelihood of harm occurring
- Severity of potential harm
- Duration and frequency of exposure
- Existing controls
- Vulnerable workers (e.g. new starters, high-risk roles)

Step 3: Control the Risk - Controls are implemented:

Organisational Controls

- Workload management
- Adequate staffing levels
- Clear role descriptions
- Fair rostering practices
- Consultation during organisational change
- Safe reporting systems
- Respectful workplace policies

Supervisor Controls

- Regular supervision
- Debriefing after critical incidents
- Supportive leadership practices
- Early intervention

Worker Supports

- Training and education
- Access to Employee Assistance Program (EAP)
- Peer support
- Wellbeing initiatives

Step 4: Monitor and Review Controls - Controls must be reviewed:

- After incidents or complaints
- Following organisational change
- When hazards re-emerge
- At least annually through WHS reviews
- Workers must be consulted during all reviews.

Consultation

The organisation will:

- Consult workers when identifying psychosocial hazards
- Involve Health and Safety Representatives (where applicable)
- Allow workers to contribute to control measures
- Ensure no worker is disadvantaged for raising concerns

Reporting Psychosocial Hazards and Incidents

Workers must report:

- Bullying, harassment or discrimination
- Aggression or violence
- High stress, burnout or fatigue risks
- Traumatic incidents

- Unreasonable workloads

Reports can be made via:

- Direct supervisor or Manager
- Human Resources
- In writing via email
- Incident reporting system, Salesforce

Reports are managed confidentially and without retaliation.

Critical Incident & Trauma Support

Where workers are exposed to traumatic or high stress incidents:

- Immediate safety measures apply
- Psychological first aid may be provided
- Debriefing will be offered
- Access to EAP or clinical support
- Return-to-work planning where required

Training

The organisation will ensure workers receive training in:

- Policy Familiarisation: An overview of the Psychosocial Risk Management Policy, including its purpose, scope, and key provisions.
- Definitions and Terminology: Training on the definitions and terminology relevant to preventing psychological harm, promoting wellbeing and meeting legal obligations under WHS legislation
- Responsibilities and Obligations: Clarification of employees' roles and responsibilities regarding the prevention of psychological harm, promoting wellbeing and meeting legal obligations under WHS legislation
- Documentation and Reporting: Guidance on the documentation requirements for reporting incidents, maintaining confidentiality, and following legal and organisational procedures.
- Review and Refresher Sessions: Regular review sessions to reinforce understanding, address any questions or concerns, and provide updates on changes to policies or procedures.
- Compliance and Consequences: Explanation of the consequences of non-compliance with the policy, including disciplinary actions and potential legal implications.
- Resources and Support: Information on available resources, support services and avenues for seeking help
- Evaluation and Feedback: techniques for evaluating the effectiveness of the training program and gathering feedback from staff to make continuous improvements.

Monitoring and Review

This procedure will be reviewed every 2 years, or sooner if legislation, NDIS standards, or organisational requirements change.

Maintaining appropriate records

Records will be kept for seven years.

CPSN records are maintained using cloud-based technology systems, covering HRIS, CRM and Operational documentation.

The following records must be maintained:

- Hazard reports

- Risk assessments
- Control measures
- Training records
- Incident investigations
- Review outcomes

Breaches of this Procedure

Failure to comply with this procedure may result in:

- Corrective action
- Performance management
- Disciplinary action
- Regulatory reporting where required

Forms & Policies that apply to this procedure

- Psychosocial Risk Management Framework
- Psychosocial Risk Assessment Template
- Psychosocial Hazard Register
- WHS Procedure
- Code of Conduct

Document Revision History

This document is only valid on the day it was printed.

Who	Version	Date	Description of review
CEO	1.0	February 2026	New procedure aligned to policy