Interpersonal relationships, bullying, victimisation, discrimination, threatening work, violence

ID	8481	Alert Number	Critical Risk	Next Review	01/03/2024
GPS Longitude		GPS Latitude		Location	
Category	Activity/Task	Reported By	Andrea McMillan	Significant Risks	Yes
Site		Date	15/06/2021	Status	Completed

Description 1) INTERPERSONAL RELATIONSHIPS (poor communication, including poor information sharing, poor relationships between managers, team leaders, co-workers, conflict handled poorly, lack of social support, unequal power relationships, social or physical isolation)
2) BULLYING & VICTIMISATION (repeated unreasonable behaviours which can present a risk to health, safety and wellbeing at work, behaviours can be overt or covert, e.g. social or physical isolation, assigning meaningless or unfavourable tasks, name-calling, insults and intimidation, undermining behaviour, undue public criticism, withholding information or resources critical for one's job, malicious rumours or gossiping, assigning impossible deadlines)

Hazard Identified

Hazard Classifications	Hazard Category	Hazard	Risk
Psychosocial	Workplace community/relationships	Communication Breakdown	Potential for ill health
Psychosocial	Individual factors	Health status	Potential for illness
Psychosocial	Interpersonal relationships	Conflict	Feeling of isolation/dejection

Risks Identified

Risk	Risk/Score
Personal Illness - (Loss of productivity and potential for mental health affects due to workplace bullying/relationships and behaviour)	- Very High

Residual Risk Rating   6.00

Type	Control	Control Name	Status	Description
New	Administrative	Training	Completed	Increased awareness of acceptable behaviours, reporting of situations and personal behaviours and safety in the workplace. Management training on responding to and minimising bullying/unacceptable behaviours.
New	Administrative	Health monitoring	Completed	Occupational health monitoring, early reporting of impact on health, application of values
New	Administrative	Job design	Completed	Jobs and resourcing sufficient to minimise potential.
New	Administrative	Prevent - Improve workplace culture	Completed	Improve workplace culture through a range of integrated UO initiatives (e.g. health and safety management practices, social responsibility, environmental sustainability, community engagement, wellbeing champions, mental health first aider training programme) refer to organisational policies and guidance that outline expected work behaviours and how unacceptable behaviour will be managed
New	Administrative	Protect & Promote - promote a workplace that is practising a zero tolerance for bullying behaviours and provide opportunities for professional development	Completed	• provide and protect victims of work-related violence and harassment (including gender-based violence and sexual harassment) with access to responsive and safe support services • provide ample opportunities to grow and inform workers about professional development programmes

New	Administrative	Protect & Promote - provide training & information and increase awareness of psychosocial risks	Completed	• encourage early reporting of issues by workers by providing confidentiality • develop appropriate skills to identify psychosocial risks and • how to report them, how to respond if an incident occurs • provide specific instructions on how to manage foreseeable risks and • recognise early signs of work-related stress and ill-health
New	Administrative	Support - inform about their rights and rsponsibilities and support services	Completed	Inform about their rights and responsibilities and support services for workers who are experiencing negative impacts from exposure to psychosocial risks and how to provide post-incident assistance to workers (e.g. occupational health services, confidential debriefing, counselling, and conflict mediation services), recognise and reward worker commitment and achievement

Impairment

ID	8483	Alert Number	Critical Risk	Next Review	01/03/2024
GPS Longitude		GPS Latitude		Location	
Category	Activity/Task	Reported By	Andrea McMillan	Significant Risks	Yes
Site		Date	15/06/2021	Status	Underway
Description	impairment due to drugs, alcohol, health status				

Hazard Identified

Hazard Classifications	Hazard Category	Hazard	Risk
Psychosocial	Individual factors	Health status	Potential for illness

Risks Identified

Risk	Risk/Score
Personal Injury - (risk of injury from operating while impaired)	- High

Residual Risk Rating   6.00

Type	Control	Control Name	Status	Description
New	Elimination	Internal Policy and/or Guidelines	Underway	impairment policy required - in draft

Threatening Behaviour

ID	8484	Alert Number	Critical Risk	Next Review	01/03/2024
GPS Longitude		GPS Latitude		Location	
Category	Activity/Task	Reported By	Andrea McMillan	Significant Risks	Yes
Site		Date	15/06/2021	Status	Completed
Description	1) VIOLENCE AT WORK (incidents involving an explicit or implicit challenge to health, safety or wellbeing at work, violence can be internal, external or client initiated, eg. abuse, threats, assault (physical, verbal and sexual), gender-based violence) 2) HARASSMENT (unwanted, offensive, intimidating behaviours (sexual or non-sexual in nature) which relate to one or more specific characteristic of the targeted individual, e.g. race, gender identity, religion or belief, sexual orientation, disability, age)				

Hazard Identified

Hazard Classifications	Hazard Category	Hazard	Risk
Psychosocial	Workplace community/relationships	Aggressive Behaviour	Potential Ill health
Psychosocial	Workplace community/relationships	Communication Breakdown	Personal Injury
Psychosocial	Violence at work and aggression	Aggressive customers or others, threats, abusive	Risk of injury
Psychosocial	Violence at work and aggression	Harassment (race gender, age etc)	Risk of injury

Risks Identified

Risk	Risk/Score
Personal Illness - (risk of mental health and physical harm from aggressive prsons)	- High

Residual Risk Rating   6.00

Type	Control	Control Name	Status	Description
Modified	Administrative	Training	Completed	Training and de-escalation techniques for managing unwanted behaviours
Modified	Administrative	Building design	Completed	Building design to allow for personal safety where there is potential for harm due to aggressive persons (e.g. reception areas). Panic buttons installed as required.
New	Administrative	Prevent - improve workplace culture	Completed	Improve workplace culture through a range of integrated UO initiatives (e.g. health and safety management practices, social responsibility, environmental sustainability, community engagement, wellbeing champions, mental health first aider training programme) refer to organisational policies and guidance that outline expected work behaviours and how unacceptable behaviour will be managed
New	Administrative	Protect & Promote - promote a workplace that is practising a zero tolerance for bullying behaviours and provide opportunities for professional development	Completed	• provide and protect victims of work-related violence and harassment (including gender-based violence and sexual harassment) with access to responsive and safe support services • provide ample opportunities to grow and inform workers about professional development programmes
New	Administrative	Protect & Promote - provide training & information and increase awareness of psychosocial risks	Completed	• encourage early reporting of issues by workers by providing confidentiality • develop appropriate skills to identify psychosocial risks and • how to report them, how to respond if an incident occurs • provide specific instructions on how to manage foreseeable risks and • recognise early signs of work-related stress and ill-health
New	Administrative	Support - inform about their rights and rsponsibilities and support services	Completed	Inform about their rights and responsibilities and support services for workers who are experiencing negative impacts from exposure to psychosocial risks and how to provide post-incident assistance to workers (e.g. occupational health services, confidential debriefing, counselling, and conflict mediation services), recognise and reward worker commitment and achievement

Work Scheduling and Structure

ID	8485	Alert Number	Critical Risk	Next Review	01/03/2024
GPS Longitude		GPS Latitude		Location	
Category	Activity/Task	Reported By	Andrea McMillan	Significant Risks	Yes
Site		Date	16/12/2015	Status	Completed

Description 1) WORKING HOURS & SCHEDULE (lack of variety of work, shift work, inflexible work schedules, unpredictable hours, ongoing or unsociable hours, fragmented work)
2) WORK LIFE BALANCE (work tasks, roles, schedules or expectations that cause workers to continue working in their own time, conflicting demands of work and home, work that impacts the workers ability to recover)
3) WORK LOAD & WORK PACE (work overload/underload, high levels of time pressure, continually subject to deadlines, machine pacing, high level or repetitive work)

Hazard Identified

Hazard Classifications	Hazard Category	Hazard	Risk
Psychosocial	Work load	Too much work	potential for illness
Psychosocial	Individual factors	Non work related issues	Potential for illness
Psychosocial	Individual factors	person; job fit	Potential for illness
Psychosocial	Individual factors	Performance issues	Potential for illness
Psychosocial	Individual factors	Health status	Potential for illness
Psychosocial	Work hours / intensity	Long hours/overtime repetitive	Stress level/burnout

Risks Identified

Risk	Risk/Score
Personal Illness	- High

Residual Risk Rating   6.00

Type	Control	Control Name	Status	Description
Modified	Administrative	Management	Completed	Monitor staff workload, use of casual staff or modify work-plan when changes are noted of staff absences for leave or illness. Monitor work loads with changes in systems and/or staff/student numbers.
Modified	Administrative	Staff support	Completed	Encourage discussion with supervisor/manager or alternatively DHRM. Contact occupational health team ohn@otago.ac.nz
Modified	Administrative	Employee Assistance Programme	Completed	Employee Assistance Programme (EAP) - confidential counseling service that provides short term, problem solving counseling. Details available from Occupational Health. ohn@otago.ac.nz
New	Administrative	Training and Supervision	Completed	Variety of training provided through H&S Occupational health team for managers and staff on psychological safety and wellbeing, including workplace controls.
New	Administrative	Role modelling	Completed	Managers role model expected behaviour such as not emailing out of hours, checking on work flow regularly to prioritize and anticipate workflow demands proactively, responds appropriately and promptly to reports of stress/burnout/workload issues, job expectations are clear and communicated. Hours of work are monitored including annual and sick leave.
New	Administrative	Prevent - increase control, set boundaries, be clear about expectations, roles and responsibilities	Completed	• increase workers control over the way they do their work, eg. by introducing flexible working arrangements, job-sharing, more consultation about working practices or enabling workers to control the pace of work tasks • allow breaks to manage fatigue, and restrict work-related contact via mobile phone and email in non-working time • Consult workers and, where they exist, worker representatives about workplace changes and how these can affect them • Define work roles, supervisory relationships and performance requirements to minimise confusion and ambiguity • Improve attitudes towards managing and reporting psychosocial risk, including work-related stress, harassment, bullying and violence at work
New	Administrative	Protect and Promote - prioritise, allow time, facilitate professional development and mentoring, limit remote work	Completed	• Prioritise tasks and allow flexible time frames for completion • Facilitate the development of competence and allocating work tasks to workers with appropriate knowledge, skills and experience suitable to the complexity and duration of the task • Provide effective supervision, constructive feedback and guidance to workers • Provide practical support during peak workload periods (e.g. additional or more experienced workers)
New	Administrative	Support - support individuals with skill training and mentoring	Completed	• Limit remote and/or isolated work, if appropriate • Provide greater access to social support for workers who are working remotely or are working in isolated work locations + provide training opportunities

Career development, support and supervision

ID 8516	Alert Number Critical Risk	Next Review 31/10/2024
GPS Longitude	GPS Latitude	Location
Category Activity/Task	Reported By Andrea McMillan	Significant Risks Yes
Site	Date 01/03/2023	Status Completed

Description 1) CAREER DEVELOPMENT (career stagnation and uncertainty, under-promotion or over-promotion, lack of skill development)
2) SUPPORT (lack of support from supervisors/co-workers, lack of support services, lack of information/training)
3) SUPERVISION (lack of constructive performance feedback and evaluation processes, lack of encouragement/acknowledgement, lack of communication, lack of shared organisational vision and clear objectives, lack of fairness, misuse of digital surveillance)
4) RECOGNITION & REWARD (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)

Hazard Identified

Hazard Classifications	Hazard Category	Hazard	Risk
Psychosocial	Recognition and reward	Imbalance between effort and reward	Stress level/burnout
Psychosocial	Lack of support during MOC	Lack of practical support	Stress level/burnout
Psychosocial	Lack of support during MOC	Prolonged restructuring	Stress level/burnout
Psychosocial	Lack of support (workers supervisors, services)	Lack of practical support	Stress level/burnout

Risks Identified

Risk	Risk/Score
Personal Illness	- Medium

Residual Risk Rating   5.00

Type	Control	Control Name	Status	Description
New	Administrative	Prevent - improve workplace culture	Completed	Improve workplace culture through a range of integrated UO initiatives (e.g. health and safety management practices, social responsibility, environmental sustainability, community engagement, wellbeing champions, mental health first aider training programme) refer to organisational policies and guidance that outline expected work behaviours and how unacceptable behaviour will be managed
Modified	Administrative	Protect & Promote - promote a workplace that is practising a zero tolerance for bullying behaviours and provide opportunities for professional development	Completed	provide and protect victims of work-related violence and harassment (including gender-based violence and sexual harassment) with access to responsive and safe support services provide ample opportunities to grow and inform workers about professional development programmes
Modified	Administrative	Protect & Promote - provide training & information and increase awareness of psychosocial risks	Completed	• encourage early reporting of issues by workers by providing confidentiality • develop appropriate skills to identify psychosocial risks and • how to report them, how to respond if an incident occurs • provide specific instructions on how to manage foreseeable risks and • recognise early signs of work-related stress and ill-health
New	Administrative	Support - inform about their rights and rsponsibilities and support services	Completed	Inform about their rights and responsibilities and support services for workers who are experiencing negative impacts from exposure to psychosocial risks and how to provide post-incident assistance to workers (e.g. occupational health services, confidential debriefing, counselling, and conflict mediation services), recognise and reward worker commitment and achievement

Organisational change management

ID	8519	Alert Number	Critical Risk	Next Review	02/03/2024
GPS Longitude		GPS Latitude		Location	
Category	Activity/Task	Reported By	Andrea McMillan	Significant Risks	Yes
Site		Date	02/03/2023	Status	Completed

Description 1) ORANISATIONAL CHANGE MANAGEMENT (lack of practical support provided to assist workers during transition periods, prolonged or recurring restructuring, lack of consultation and communication about workplace changes, or consultation and communication which is of poor quality, untimely or not meaningful)
2) JOB SECURITY (possibility of redundancy or temporary loss of work with reduced pay, uncertainty during times of change)

Hazard Identified

Hazard Classifications	Hazard Category	Hazard	Risk
Psychosocial	Lack of support during MOC	Lack of practical support	Stress level/burnout
Psychosocial	Lack of support during MOC	Prolonged restructuring	Stress level/burnout
Psychosocial	Restructuring	Uncertainty of outcomes	Stress level/burnout
Psychosocial	Job security	Fixed term, casual work	Worry/concern

Risks Identified

Risk	Risk/Score
Personal Illness	- High

Residual Risk Rating   6.00

Type	Control	Control Name	Status	Description
New	Administrative	Communication/ consultation	Completed	Ensure communication is relevant and prompt
New	Administrative	Management of restructuring timelines	Completed	Avoid prolonged restructuring decisions and outcomes
New	Administrative	Prevent - increase control, set boundaries, be clear about expectations, roles and responsibilities	Completed	• increase workers control over the way they do their work, eg. by introducing flexible working arrangements, job-sharing, more consultation about working practices or enabling workers to control the pace of work tasks • allow breaks to manage fatigue, and restrict work-related contact via mobile phone and email in non-working time • Consult workers and, where they exist, worker representatives about workplace changes and how these can affect them • Define work roles, supervisory relationships and performance requirements to minimise confusion and ambiguity • Improve attitudes towards managing and reporting psychosocial risk, including work-related stress, harassment, bullying and violence at work
New	Administrative	Protect and Promote - prioritise, allow time, facilitate professional development and mentoring, limit remote work	Completed	• Prioritise tasks and allow flexible time frames for completion • Facilite the development of competence and allocating work tasks to workers with appropriate knowledge, skills and experience suitable to the complexity and duration of the task • Provide effective supervision, constructive feedback and guidance to workers • Provide practical support during peak workload periods (e.g. additional or more experienced workers)
New	Administrative	Support - support remote workers	Completed	• Limit remote and/or isolated work, if appropriate • Provide greater access to social support for workers who are working remotely or are working in isolated work locations

Inherently stressful work

ID	8520	Alert Number	Critical Risk	Next Review	02/03/2024
GPS Longitude		GPS Latitude		Location	
Category	Activity/Task	Reported By	Andrea McMillan	Significant Risks	Yes
Site		Date	02/03/2023	Status	Completed

Description 1) ROLES & EXPECTATIONS (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, expectations within a role that undermine one another, uncertainty about or frequent changes to tasks and work standards, performing work of little value or purpose)
2) JOB CONTROLS/AUTONOMY (limited opportunity to participate in decision making, lack of control over workload, low levels of influence and independence)
3) JOB DEMANDS (underuse of skills, continual work exposure to interaction with people, having too much to do within a certain time or with a set number of workers, conflicting demands and deadlines, unrealistic expectations, lack of task variety or performing highly repetitive tasks, fragmented or meaningless work)
4) REMOTE & ISOLATED WORK (working in locations that are far from home, family, friends and usual support networks, working alone in non-remote locations without social interactions at work, working in private homes, working from home)
5) PRECARIOUS WORK (animal work, body work, sudden and unexpected death, witnessing self harm, distressing conversation eg. mental health crises)

Hazard Identified

Hazard Classifications	Hazard Category	Hazard	Risk
Psychosocial	Inherently stressful work	Unpleasant tasks	Stress level/burnout
Psychosocial	Inherently stressful work	Critical incident	Stress level/burnout
Psychosocial	Job demands	Lack of practical support	Stress level/burnout
Psychosocial	Work load	Too much work	Stress level/burnout
Psychosocial	Work load	Too little work	Stress level/burnout
Psychosocial	Shift work/unsociable hours	Working away from family, isolation	Stress level/burnout
Psychosocial	Roles and expectations	Role conflict and ambiguity	Stress level/burnout
Psychosocial	Job control or autonomy	Lack of control over workload	Isolation, dejection
Psychosocial	Working alone/remotely	Psychological damage caused by working remotely	Stress level/burnout

Risks Identified

Risk	Risk/Score
Personal Injury	- High

Residual Risk Rating   7.00

Type	Control	Control Name	Status	Description
New	Administrative	Training	Completed	Training to deescalate violent situations
New	Engineering	Panic alarms and personal alarms	Completed	Installation of panic alarms in areas where dealing with public
New	Administrative	EAP	Completed	Support via EAP as required
New	Administrative	Prevent - increase control, set boundaries, be clear about expectations, roles and responsibilities	Completed	+ increase workers control over the way they do their work, eg. by introducing flexible working arrangements, job-sharing, more consultation about working practices or enabling workers to control the pace of work tasks • allow breaks to manage fatigue, and restrict work-related contact via mobile phone and email in non-working time • Consult workers and, where they exist, worker representatives about workplace changes and how these can affect them • Define work roles, supervisory relationships and performance requirements to minimise confusion and ambiguity • Improve attitudes towards managing and reporting psychosocial risk
New	Administrative	Protect & Promote - prioritise, allow time, facilitate professional development and mentoring, limit remote work	Completed	• Prioritise tasks and allow flexible time frames for completion • Facilite the development of competence and allocating work tasks to workers with appropriate knowledge, skills and experience suitable to the complexity and duration of the task • Provide effective supervision, constructive feedback and guidance to workers • Provide practical support during peak workload periods (e.g. additional or more experienced workers)
New	Administrative	Support - support remote workers	Completed	• Limit remote and/or isolated work, if appropriate • Provide greater access to social support for workers who are working remotely or are working in isolated work locations

Organisational/Workgroup Culture

ID	8521	Alert Number	Critical Risk	Next Review	06/03/2024
GPS Longitude		GPS Latitude		Location	
Category	Activity/Task	Reported By	Andrea McMillan	Significant Risks	Yes
Site		Date	06/03/2023	Status	Completed

Description 1) LEADERSHIP (lack of clear vision and objectives, management style unsuited to the nature of the work and its demands, 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)
2) CIVILITY AND RESPECT (lack of trust, honesty, respect, civility and fairness, lack of respect and consideration in interactions among workers, as well as with students and members of the public

Hazard Identified

Hazard Classifications	Hazard Category	Hazard	Risk
Psychosocial	Leadership	Lack of practical support	Stress level/burnout
Psychosocial	Civility and respect	Lack of trust, honestly and fairness	Stress level/burnout
Psychosocial	Interpersonal relationships	Poor communication/relationships with workers	Feeling of isolation/dejection

Risks Identified

Risk	Risk/Score
Personal Illness	- High

Residual Risk Rating

Type	Control	Control Name	Status	Description
Modified	Administrative	Prevent - Improve workplace culture	Completed	improve workplace culture through a range of integrated UO initiatives (e.g. health and safety management practices, social responsibility, environmental sustainability, community engagement, wellbeing champions, mental health first aider training programme) refer to organisational policies and guidance that outline expected work behaviours and how unacceptable behaviour will be managed
Modified	Administrative	Protect & Promote - promote a workplace that is free of work-related violence, harassment and bullying	Completed	provide and protect victims of work-related violence and harassment (including gender-based violence and sexual harassment) with access to responsive and safe support services, see below for internal resources and services
New	Administrative	Protect & Promote - provide training and information and increase awareness of psychosocial risks	Completed	• encourage early reporting of issues by workers by providing confidentiality • develop appropriate skills to identify psychosocial risks and • how to report them, how to respond if an incident occurs • provide specific instructions on how to manage foreseeable risks and • recognise early signs of work-related stress and ill-health
New	Administrative	Support - inform and refer to the workers rights and responsibilities and support services	Completed	Inform about their rights and responsibilities and support services for workers who are experiencing negative impacts from exposure to psychosocial risks and how to provide post-incident assistance to workers (e.g. occupational health services, confidential debriefing, counselling, and conflict mediation services), recognise and reward worker commitment and achievement, see below for internal resources and services

Threatening Behaviour

ID	8524	Alert Number	Critical Risk	Next Review	01/03/2024

GPS Longitude		GPS Latitude		Location	
Category	Activity/Task	Reported By	Andrea McMillan	Significant Risks	Yes
Site		Date	15/06/2021	Status	Completed

Description 1) VIOLENCE AT WORK (incidents involving an explicit or implicit challenge to health, safety or wellbeing at work, violence can be internal, external or client initiated, eg. abuse, threats, assault (physical, verbal and sexual), gender-based violence)
2) HARASSMENT (unwanted, offensive, intimidating behaviours (sexual or non-sexual in nature) which relate to one or more specific characteristic of the targeted individual, e.g. race, gender identity, religion or belief, sexual orientation, disability, age)

Hazard Identified

Hazard Classifications	Hazard Category	Hazard	Risk
Psychosocial	Workplace community/relationships	Aggressive Behaviour	Potential Ill health
Psychosocial	Workplace community/relationships	Communication Breakdown	Personal Injury
Psychosocial	Violence at work and aggression	Aggressive customers or others, threats, abusive	Risk of injury
Psychosocial	Violence at work and aggression	Harassment (race gender, age etc)	Risk of injury

Risks Identified

Risk	Risk/Score
Personal Illness - (risk of mental health and physical harm from aggressive prsons)	- High

Residual Risk Rating   6.00

Type	Control	Control Name	Status	Description
Modified	Administrative	Training	Completed	Training and de-escalation techniques for managing unwanted behaviours
Modified	Administrative	Building design	Completed	Building design to allow for personal safety where there is potential for harm due to aggressive persons (e.g. reception areas). Panic buttons installed as required.
New	Administrative	Prevent - improve workplace culture	Completed	Improve workplace culture through a range of integrated UO initiatives (e.g. health and safety management practices, social responsibility, environmental sustainability, community engagement, wellbeing champions, mental health first aider training programme) refer to organisational policies and guidance that outline expected work behaviours and how unacceptable behaviour will be managed
New	Administrative	Protect & Promote - promote a workplace that is practising a zero tolerance for bullying behaviours and provide opportunities for professional development	Completed	• provide and protect victims of work-related violence and harassment (including gender-based violence and sexual harassment) with access to responsive and safe support services • provide ample opportunities to grow and inform workers about professional development programmes
New	Administrative	Protect & Promote - provide training & information and increase awareness of psychosocial risks	Completed	• encourage early reporting of issues by workers by providing confidentiality • develop appropriate skills to identify psychosocial risks and • how to report them, how to respond if an incident occurs • provide specific instructions on how to manage foreseeable risks and • recognise early signs of work-related stress and ill-health
New	Administrative	Support - inform about their rights and rsponsibilities and support services	Completed	Inform about their rights and responsibilities and support services for workers who are experiencing negative impacts from exposure to psychosocial risks and how to provide post-incident assistance to workers (e.g. occupational health services, confidential debriefing, counselling, and conflict mediation services), recognise and reward worker commitment and achievement