



Psychosocial Hazards Guide *for* Mineral Explorers and Contractors

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Creating Psychologically
Healthy Workplaces for Mentally
Healthy Workforces

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Welcome

Why this guide matters

Exploration and contracting work is tough: small teams, tight schedules, remote locations, unpredictable clients, and sometimes harsh conditions. These pressures don't just affect physical safety; they can also harm people's mental and social wellbeing.

In Western Australia, psychosocial hazards are treated the same as physical hazards. The law requires all *Person Conducting a Business or Undertaking (PCBUs) of all sizes to **eliminate or minimise psychosocial risks, so far as is reasonably practicable** in the workplace (WHS Act 2020 (WA), WHS Regulations 2022 (WA)).



Who this guide is for:

This guide is for small mining, exploration, and contracting companies. Medium and larger organisations will need more detailed systems and processes.

This guide helps you:

- Understand what psychosocial hazards are and how they show up in exploration and contracting.
- Know your responsibilities as a PCBU or contractor.
- Apply practical controls that fit small businesses.
- Access credible resources and codes of practice

* A PCBU is the legal entity, usually an organisation but sometimes an individual, that has the primary duty of care under WHS laws to ensure, so far as is reasonably practicable, the health and safety of workers and others affected by its work. If you run a business or organisation, you're a PCBU. That means you hold the main legal responsibility for providing a safe and healthy workplace, including managing physical and psychosocial risks. Even if you use contractors, you're still a PCBU — and so are they — so duties are shared.



What is a workplace

A workplace is any location where work is carried out for a business or undertaking and includes any place a worker goes, or is likely to be, while performing work duties.

Examples include:

- a worker's usual place of work
- a place where the worker is undertaking work at a different location (including mining/exploration camps, accommodation villages, crib rooms)
- work-related travel or off-site activities (such as attending meetings or conferences, and employer-directed travel such as from airport to site)
- work-related social activities if organised, encouraged, or reasonably connected to work (such as a staff Christmas party)
- accommodation provided for work purposes (such as for fly-in, fly-out arrangements)
- Exploration areas, processing plants, haul roads, vehicles that are used for work

Note: ordinary commuting between home and the airport/site is generally not considered a workplace unless the employer directs or provides the transport.





What are psychosocial hazards?

Psychosocial hazards are things at work that can harm people's mental health and, sometimes, their physical health. They can come from how work is planned or managed, the work environment, the equipment used, or the way people behave and interact.

Some hazards build up slowly if they aren't managed (like long hours, unclear roles, or poor support). Others can cause harm straight away, such as a serious incident or traumatic event. Hazards often overlap, for example, tough conditions, isolation, and poor behaviour can combine to make risks worse.

All businesses, no matter how big or small, have **a legal duty to manage** psychosocial hazards under Australian work health and safety laws. This includes exploration companies, contractors, and service providers.

The best way to manage psychosocial hazards is to **talk with your workers**. Consultation helps you spot issues early, understand what's really happening at work, and make sure the solutions you put in place actually work.

A summary of common psychosocial hazards is in the reference sheet section. Each hazard on its own may not create significant risks, but they can become harmful if: a single **exposure is severe**; if they **combine** with other hazards; or if they happen often or **over a long period**.

Remember that almost every workplace will have some, if not most, of these hazards. What matters is **not trying to eliminate them all at once**, but recognising which ones are **most relevant and harmful** in your workplace and tackling them in practical, manageable ways.





Why address them?

- **It's the law.** Work health and safety laws across Australia require PCBUs to manage psychological health in the same way as physical health. In WA, this is under the WHS Act 2020 and WHS Regulations 2022. Other states and territories have similar obligations, even if the legislation has a different name
- **It makes business sense.** Managing psychosocial risks improves productivity, reduces staff turnover, absenteeism, and safety incidents. For contractors and explorers, it also helps prevent disputes with clients, strengthens tenders, and protects reputation
- **It benefits your people.** Safer, fairer, and more supportive workplaces mean healthier, happier teams. In small workforces, every person counts, so the benefits are felt straight away



Your legal duties *(in plain terms)*

- **Businesses (PCBUs).** Eliminate or, if that's not possible, minimise psychosocial hazards
- **Directors and officers.** Make sure the business has resources, policies, and checks in place
- **Supervisors and team leads.** Apply rules fairly, look out for people, and act early if issues arise
- **Workers.** Take reasonable care for your own and others' health and safety, follow instructions, and report hazards or poor behaviour



Tip for small companies:

“Reasonably practicable” means doing what’s realistic in your context. Simple but effective steps (like clear pre-starts, a heat stress policy, or nominating someone as a contact for concerns) often meet the requirement.



How to Manage Psychosocial Hazards: A Risk Management Approach

Managing psychosocial hazards follows the same four-step risk management process you already use for physical hazards: identify, assess, control, and review.

The law expects all PCBU's to do this but what's "reasonably practicable" will look different for small, medium, and large organisations. In WA, regulators have made this clear, and in other states the same principle applies.

Step 1 and 2: Identify Hazards and Assess the Risk

- **Small operators** – Talk with workers during toolboxes, pre-starts, or check-ins. Capture hazards through incident/hazard reports or anonymous feedback and put it on a hazard log
- **Medium operators** – In addition to the above, look at patterns in workplace data (e.g. workers' comp claims, grievances, turnover data)
- **Large operators** – Draw on HR, WHS, and safety data, alongside formal worker consultation (surveys, risk assessment and focus groups, committees)
- **All operators** – Observe the work environment for signs of fatigue, stress, or conflict. Check with clients or supply chains if relevant





How to Manage Psychosocial Hazards: A Risk Management Approach (cont.)

Identifying and assessing risk for smaller operators and contractors doesn't need to involve confidential surveys or major data collection. Start with curious conversations. Take the time to listen to your team and find out what's causing them the most stress, frustration, or discomfort in the workplace. That's often where the biggest risks are hiding.

You can ask the following sets of questions to assist with this:

- 1 What's making work harder, stressful or uncomfortable at the moment?**
 - Which hazards are having the most negative impact?
- 2 What's causing these problems?**
 - Is it the way the job's set up, how people treat each other or something else?
- 3 Which problems come up most often?**
 - The more it happens, the greater the exposure and risk
- 4 Which problems hit hardest or drag on the longest?**
 - Use duration and severity to gauge impact
- 5 What makes the tough parts easier to handle?**
 - Are there people, processes, routines or relationships buffering the impact?
- 6 How much clarity do you have about what's expected, how much say you have in the job, and how much support you get?**
 - These are "protective factors" known to moderate the risks
- 7 If we could fix just one or two things first, what would make the biggest difference?**
 - This helps us focus on what's harming the team the most
- 8 And what should we look at after that?**
 - This helps us plan improvement in layers



Asking these questions helps you work out the main issues and risks your team is actually facing. From there, you can start building a simple risk register something the legislation requires. An example of a risk register with an easy risk rating system is included for you to use.



How to Manage Psychosocial Hazards: A Risk Management Approach (cont.)

Once you've consulted with your people, you can input the data into a simple risk register and risk prioritisation like the examples below.

Example of Risk Register

Team Name (which group are you assessing)	Date (when the risk assessment was conducted)	Hazard/s being assessed (what are the hazard/s being assessed. They could be clustered if related)	Causes of the hazards (explain causes and linkages)	Frequency of exposure (Constantly, Regularly, Occasionally)	Duration Impact of exposure (Long-term, Mid-term, Short-Term)	Priority to fix (Critical or Moderate)	Risk Priority (Red, Amber, Green)
Exploration	26 June 2025	Lack of role clarity, role conflict, work demands	Unclear sample priorities, conflicting instructions, unclear policy understanding	Regularly	Mid-term (impact builds over time but not acute)	Moderate	Amber
Driller	30 June 2025	High job demands, fatigue, adverse environmental conditions	Long rosters without recovery, extreme heat, high output pressure	Regularly	Mid-term (roster does allow for some recovery)	Moderate	Amber
Combined HR and HSE Advisor	20 July 2025	High cognitive and emotional demand, role overload, low control, low recognition	One person expected to manage complex safety, HR, and wellbeing issues with minimal support or clarity	Constantly	Long term (chronic overload and no recovery periods)	Critical	Red



How to Manage Psychosocial Hazards: A Risk Management Approach (cont.)

Example of Risk Prioritisation for your Risk Register

Traffic Light	Meaning	What Next
Red	Immediate concern. Deal with now. Hazard is active, people are being harmed, controls ineffective or missing	Needs action or escalation
Amber	Warning signs, may cause harm if ignored. Hazard is emerging and could escalate, needs a plan to address	Active monitoring, check controls.
Green	Lower concern, manageable by team and protective factors	Maintain protective factors but monitor still





How to Manage Psychosocial Hazards: A Risk Management Approach (cont.)

Step 3: Control Risks

Once you've identified the risks, the next step is to put the right controls in place. The WHS laws require PCBUs to eliminate health and safety risks so far as is reasonably practicable. Where elimination isn't possible, you must reduce the risks as much as you reasonably can.

In practice, this means:

- Considering the key factors identified from the previous steps
- Consulting with your team to check what's realistic and effective on the ground.
- Being able to explain your choices, i.e. why you picked one control over another.

When selecting controls:

- **Eliminate hazards where you can**

Examples:

- Eliminate back-to-back night shifts or 21-day swings that create excessive fatigue by changing the roster structure itself, not just adding a "fatigue policy."
- Eliminate "lone-worker" set-ups in high-risk exploration areas by redesigning work so no one is sent out on their own.
- Design camp accommodation so all rooms are of a similar standard, removing perceptions of inequity or favouritism.

- **If elimination isn't practicable, minimise risks with practical steps**

Examples:

- For heat: schedule heavy work early in the morning, and provide shaded rest areas and cool water.
- For bullying: set clear behaviour standards, act quickly on complaints, and make sure supervisors model the right behaviour.
- For isolation: conduct regular check-ins, and provide reliable communication gear.
- For fatigue: adjust rosters to allow proper rest and recovery.

- **Support workers if harm occurs**

Example: if someone has been exposed to a traumatic event, check in regularly, provide access to peer support or EAP, and adjust duties if needed.

- Make sure controls are **practical and proportionate to your business size and context.**

Regulators don't expect small operators to mirror big company systems, but they do expect you to act.



How to Manage Psychosocial Hazards: A Risk Management Approach (cont.)

Once you've identified some possible actions, add them into your risk register. This way, your register doesn't just list the hazards. It also shows what you're doing about them. An example is provided below.

Example of Building Actions for your Risk Register

Team Name (which group are you assessing)	Risk Priority (Red, Amber, Green)	Current Controls	How Effective are they?	New controls or how current control can be adjusted	What protective factors can be elevated
Exploration Lack of role clarity, role conflict, work demands	Amber	Verbal handovers between shifts; informal clarification on site	Partially effective — relies too much on individual memory and varies between leads	Introduce a shared sample log or whiteboard at site; assign a clear lead per shift to finalize priorities	Strong peer support — build on this by having team wins board and regular recognition
Driller High job demands, fatigue, adverse environmental conditions	Amber	Rostered swings and heat break guidelines (policy only); informal support between crew	Low effectiveness — practices not consistently applied; crew still fatigued and frustrated	Trial an alternative roster; formalise mandatory heat breaks; conduct hydration monitoring	Crew camaraderie — use buddy systems and mid-swing check-ins to spot early fatigue
Combined HR and HSE Advisor High cognitive and emotional demand, role overload, low control, low recognition	Red	Role description outlines broad scope; ad hoc informal check-ins with manager	Not effective — control is unclear, workload and expectations constantly shifting	Block out 'no-meeting' day; involve leader in prioritisation; secure short-term external support	Strong relationships with site leaders — elevate by involving them in role planning and ensuring regular, structured check-ins



How to Manage Psychosocial Hazards: A Risk Management Approach (cont.)

Step 4: Review and Improve

Putting controls in place is not the end of the process. PCBU's are expected to check if they're actually working.

For smaller operators and contractors, this can be simple and practical:

- Check in with your team. Ask directly: "Is this working? Has anything improved?"
- Look for signs of change. Fewer complaints, reduced absenteeism, less conflict, better morale, or reduced fatigue are all signs the control is helping.
- Walk the job. Regular inspections or site walk-throughs help you see if controls are being used properly and if any new risks have popped up.
- Keep it consistent. Even small actions (like clearer pre-starts, a heat/fatigue check, or a nominated contact for raising issues) count as "reasonably practicable" if they're done regularly.

For larger teams or contractors working across multiple sites, add in more structure:

- Track data and trends. Look at reports, incident records, or exit feedback to see if hazards are re-emerging.
- Adjust and improve. If something isn't working, tweak it. Controls don't need to be perfect the first time, they just need to keep improving over time.

Tip for explorers and contractors:



Start small, but keep at it. Regulators don't expect small teams to have the same systems as big companies. What they do expect is that you act on issues, check if the fix is working, and adjust where needed.



Putting it Into Practice:

Common Hazards and What to do about them

Now that we've covered the basic requirements, it's time to roll up our sleeves and look at how this plays out in real workplaces. Below are some of the most common hazards you're likely to come across in exploration and contracting work, along with practical examples of how they can be managed.

In exploration and contracting, long rosters and extended campaigns are often unavoidable, so while elimination may not be practicable, the controls below, applied through work design, leadership, and behaviour standards, can reduce fatigue, isolation, and strain.

We've grouped them into three areas:

Leadership and work practices	Setting people up for success with clarity, support, and fair processes
Behaviours	Preventing and managing poor conduct such as bullying, harassment, or unfair treatment
Industry-related hazards	Challenges that come with the nature of exploration and contracting, such as remote work, harsh environments, and traumatic events





Putting it Into Practice:

Common Hazards and What to do about them (cont.)

These aren't one-size-fits-all solutions. Use them as a starting point, and most importantly, ask your team: "Which of these affect you the most, and what would make it easier to deal with?" Often the simplest, most practical ideas come from the people doing the work every day.

Then take those issues and **add them into your risk register** along with the agreed actions. This shows you've listened, acted, and are meeting your obligations.

The tables that follow give examples of hazards and controls. Use them as a starting point, then adapt or add ideas based on what your people tell you.

CATEGORY	HAZARDS	CONTROLS
Leadership and Work Practices	Not knowing expectations and how to do the work (lack of role clarity) Not having a say over how to do the work, suggest improvements and speaking up without it feeling unsafe (low levels of job control) Not enough support from co-workers and supervisors (poor supervisory and co-worker support)	Clear expectations: Give people simple role briefs and repeat priorities in pre-starts. Check if everybody is clear on their priorities for the day. Provide any information on any expected changes. Have regular 1:1 to monitor workload, support required and clarity. Having some say: Involve crews in decisions about rosters and task order where possible. Have a way for people to speak up when they don't feel safe to do the role for any reason. Seeking help when needed: Keep a supervisor or buddy available. Use regular check-ins and notice any change in behaviour or confidence levels. Check if there is anything they need to do the task, which could include confirming how to do the work. Skills and know-how: Provide inductions and refresh training with real scenarios. Ask workers what they need to be trained in to do their jobs.



Putting it Into Practice:

Common Hazards and What to do about them (cont.)

The tables that follow give examples of hazards and controls. Use them as a starting point, then adapt or add ideas based on what your people tell you. (Cont.)

CATEGORY	HAZARDS	CONTROLS
Behaviours	Bullying and Harassment (Inappropriate and Unreasonable Behaviours) Management of poor behaviours (Poor Leadership Practices) Fairness and equity (Poor Organisational Justice)	Bullying and harassment: Set behaviour standards, act quickly, and provide reporting options. Provide tips on how someone can respond to bullying, as well as how they should respond if told their behaviour feels like bullying. Sexual harassment: Reiterating zero-tolerance for such behaviours. Provide training or information on what constitutes sexual harassment. Provide confidential reporting. Ensure safe camp setups. Management of poor behaviours: Provide leadership and interpersonal skills training, set clear behaviour expectations, and use feedback and coaching to address issues early. Encourage self-reflection and accountability. Support managers to role-model good conduct, and ensure there are fair processes for addressing repeated or serious poor behaviours. Fair and equal treatment: Apply rules consistently and explain decisions. Have an explanation for different treatment if necessary.



Putting it Into Practice:

Common Hazards and What to do about them (cont.)

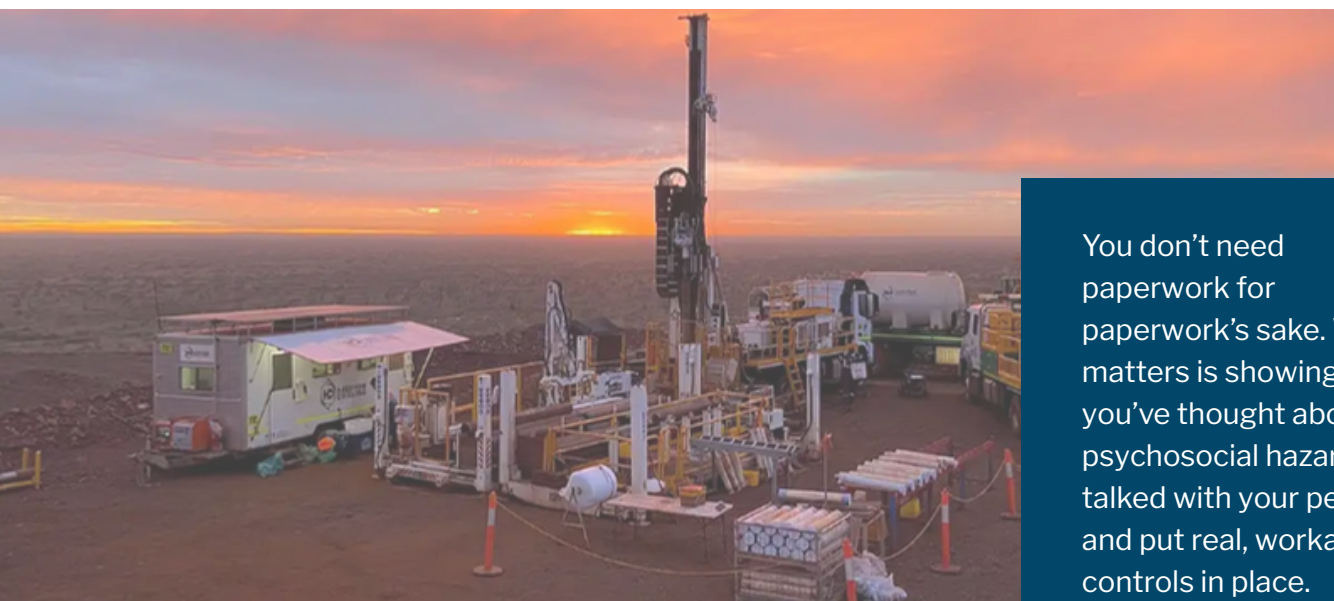
The tables that follow give examples of hazards and controls. Use them as a starting point, then adapt or add ideas based on what your people tell you. (Cont.)

CATEGORY	HAZARDS	CONTROLS
Nature of the Industry	Isolated Work	Isolated work: Two-person teams, do regular check-ins, have a communication plan and emergency procedures when required. Schedule break times in the same location as other workers. Provide satellite phone.
	Remote Work	Remote Work: Have Starlink or other internet access. More flexible rosters to allow family time, have some social activities on site to provide a sense of community. Ensure journey management plans are in place for long commutes.
	Adverse environmental conditions	Adverse environmental conditions: Heat work/rest cycles, safe accommodation, food/water checks, hydration education and testing, schedule tasks according to temperatures and environmental conditions.
	Exposure to Traumatic events	Traumatic events: Provide access to Employee Assistance Program (EAP) support to those directly involved and those who may also be affected indirectly. Review changes required to reduce impacts of such events in future and provide feedback to crews on changes. Provide training to leaders on how to manage traumatic environmental, physical and psychosocial events.



Key takeaway for explorers and contractors

Even small PCBUs can meet the law with practical, low-cost controls. Start by focusing on the four key hazards groups:



You don't need paperwork for paperwork's sake. What matters is showing you've thought about psychosocial hazards, talked with your people, and put real, workable controls in place.



Useful Resources

WA Codes of Practice:

- Psychosocial Hazards in the Workplace
- Workplace Behaviour
- Violence and Aggression at Work
- FIFO Workers: Mentally Healthy Workplaces

WorkSafe WA – Guidance Notes

(<https://www.worksafe.wa.gov.au/approved-guidance-notes>)

Gendered Violence: Sexual Assault Information Sheet

(<https://www.worksafe.wa.gov.au/publications/information-sheet-gendered-violence-sexual-assault-0>)

Safe Work Australia – National psychosocial hazards guidance

<https://www.safeworkaustralia.gov.au/safety-topic/managing-health-and-safety/mental-health/resources>

Industry bodies – AMEC WHS Resources Hub



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Reference Sheets

Key Psychosocial Hazards - Do's and Don'ts

Six Behaviours for a Respectful Workplace

Supporting Someone in Distress at Work

List of Common Psychosocial Hazards



Reference: Key Psychosocial Hazards – Quick Do's and Don'ts

Work Demands



Do plan rosters with enough rest and recovery.



Do check if workload matches people and resources.



Don't overload crews without extra support.



Don't expect "just get it done" with no training.

Job Control & Clarity



Do give people a say in how work is done.



Do make roles, priorities, and reporting lines clear.



Don't leave workers guessing about expectations.



Don't micro-manage or remove all flexibility.

Support & Leadership



Do give regular feedback and practical help.



Do role-model respectful behaviour.



Don't ignore workers who are struggling.



Don't tolerate cliques, favouritism, or disrespect.

Behaviours

(eg Bullying, Harassment, Conflict)



Do set clear standards and act early on issues.



Do encourage people to speak up.



Don't laugh off or ignore poor behaviour.



Don't use punishment as the first response.



Reference: Key Psychosocial Hazards – Quick Do's and Don'ts (cont.)

Remote & Isolated Work



Do check in regularly with remote crews.



Do provide reliable comms and social activities.



Don't leave people working long stretches alone.



Don't cut corners on camp or travel conditions.

Adverse Conditions & Fatigue



Do manage heat, noise, and travel risks.



Do provide proper camp facilities for rest.



Don't ignore early signs of fatigue.



Don't downplay environmental hazards.

Traumatic Events



Do have a clear incident response plan.



Do offer debriefs and follow-up support.



Don't assume people will "get over it."



Don't forget to check on crews afterwards.



Reference: Six Behaviours for a Respectful Workplace

Step 1

Treat everyone fairly

Regardless of role, background, or identity.

Don't exclude individuals from work, conversations, or social activities.



Step 2

Use polite and inclusive language

Avoid sarcasm, slurs or dismissive comments.

Don't dismiss or belittle others' ideas, or use disrespectful, offensive, or discriminatory language.

Step 3

Respect personal space and boundaries

Includes both physical and emotional.

Accept that not everyone wishes to share their personal information.

Step 4

Support others

Step up if you see disrespectful behaviour.

Don't tolerate bullying, harassment, or intimidation or stay silent if you witness disrespectful behaviours.

Step 5

Be open-minded

Welcome diverse perspectives and ideas.

Don't assume – avoid stereotyping or making judgments about others.

Step 6

Consider your own behaviour

Acknowledge and modify if it isn't respectful, inclusive or supportive.

Don't be someone who says, does or reinforces disrespectful behaviours.



Reference: Supporting Someone in Distress at Work

Supporting people in heightened distress can be challenging. Strong emotions can feel uncomfortable to be around. **Importantly:** you don't need to solve their problem, understand 'why' or have all the answers - you just need to be calm, listen, and support the person toward help.

Speaking with someone you are concerned about

- If you're concerned that someone may be highly distressed and/or in crisis, start by having a conversation.
- Crisis is when there is potential self-harm or harm to others. It can include the person feeling suicidal, experiencing a psychotic episode (detached from reality, hallucinations, delusions) and/or appearing threatening to self or others.
- You might feel unsure about what to say, but the main thing is to be calm and non-judgmental.
- Don't be afraid to ask directly if they are thinking of suicide. Asking the question does not increase the person's risk, but their response will help you understand how they're feeling.

Managing mental health distress in the workplace

The way you respond can make a difference in assisting someone to feel less overwhelmed. While distress is expressed differently, you can use these principles:

Stay calm

- Keep your tone soft and steady.
- Strong emotions like anger or panic can be contagious - model calmness.
- Take slow, deep breaths. This helps you stay centred and may encourage the other person to slow down too.



Listen and acknowledge feelings

- Give your full attention - don't interrupt.
- Show empathy through your words and body language.
- Listen to understand, not to reply.
- Use simple, supportive phrases like: "I can hear this feels really overwhelming." or "I'm here to listen and help."
- Reflect back what they've said to check you've understood: "It sounds like you're feeling ... and you want to ..."

Support simple next steps

- Ask one clear question at a time - distress can make it hard to process information.
- Help the person focus on their most immediate needs.
- Reassure them that problems can be worked through and that support is available. Be able to explain and provide information about your organisations' Employee Assistance Program (EAP).
- Work together to connect them to professional or other help.



Reference: Supporting Someone in Distress at Work (cont.)

When there's immediate risk / crisis

- Stay with them - don't leave them alone.
- Get help from a supervisor or another colleague, so you have extra assistance.
- Do not put yourself at risk.

**Call 000 if you think they are at risk of immediate harm.
Or take them to your local hospital emergency department.**

**In remote locations:
Raise assistance via your emergency response procedure. Similar to if there
were a serious physical injury.**

If you're not sure if the person is at risk of immediate harm, you can call **Suicide Call Back Service** from anywhere, anytime, on **1300 659 467** to discuss your concerns. This nationwide service is 24 hours a day, 7 days a week, and provides free assistance from professionally trained counsellors.

Planning Ahead

- Maintain a list of crisis contacts - local Crisis Assessment & Treatment Teams (CATT), mental health services, 000.
- Make sure employee next of kin / emergency contact details are up to date. Preferably with 2+ contacts.
- Prepare and distribute a response plan for a range of critical situations to every employee and provide regular education on what to do in a crisis.
- Run annual practice drills of the crisis support plan and debrief afterwards for any ongoing improvements.

Looking After Yourself

Supporting a colleague in distress or crisis can be emotionally intense. It's normal to feel drained, worried, or even overwhelmed afterwards. Taking care of yourself ensures you can recover and continue to support others effectively.

- Know your limits and ask for help if you feel overwhelmed.
- Stay connected with friends, family and peers - they provide vital support.
- Keep healthy routines: exercise regularly, eat well, and make time for sleep.

Key Takeaway

You don't need to be a mental health expert to make a difference.

By staying calm, listening, and guiding someone toward support, you can help a colleague feel less alone and more hopeful in a difficult moment.



List of Common Psychosocial Hazards:

Definitions, examples and practical actions

HAZARD	DEFINITION & EXAMPLES	PRACTICAL ACTIONS
Work demands	Excessive physical, mental, or emotional effort required. Examples: heavy workload, long rosters, repetitive tasks, emotionally tough situations.	• Plan rosters for rest and recovery. • Match workload to people/time. • Rotate crews on tough tasks. • Bring in extra help in peak periods.
Low control	Little say over how or when work is done. Examples: machine-paced tasks, strict scripts, limited choice in breaks or routines.	• Give workers input into tasks and breaks. • Run short planning sessions to set goals together. • Provide flexibility in camp routines where possible.
Inadequate support	Lack of constructive feedback, resources, or help from supervisors/co-workers. Examples: poor information, missing equipment, little guidance.	• Train leaders to check in and coach. • Buddy new starters. • Ensure tools/resources are available.
Lack of role clarity	Unclear, changing, or conflicting expectations. Examples: shifting tasks, no handovers, clashing responsibilities.	• Set clear priorities and expectations. • Use handover processes. • Provide training for new roles.
Poor change management	Uncertainty or stress from poorly handled change. Examples: sudden restructures, lack of consultation.	• Communicate early and clearly. • Involve workers where possible. • Run toolbox talks/Q&A on changes.
Low recognition and reward	Effort not matched by recognition or development opportunities. Examples: no feedback, underused skills, no training options.	• Give regular positive feedback. • Celebrate team wins. • Offer training or acting roles.
Poor organisational justice	Unfair or inconsistent decisions, bias, or lack of transparency. Examples: unfair leave approvals, inconsistent policies.	• Apply policies fairly and consistently. • Be transparent about decisions. • Provide fair complaints processes.
Adverse environmental conditions	Conditions that affect comfort, rest, or safety. Examples: extreme heat, noise, poor air, noisy accommodation.	• Manage heat/noise/air. • Rotate tasks. • Provide PPE and good camp sleep facilities.
Remote or isolated work	Limited access to resources, communications, or support. Examples: long travel, poor internet, reintegration challenges.	• Provide reliable communications. • Schedule regular welfare checks. • Use family-friendly rosters. • Offer social/recreation options.



List of Common Psychosocial Hazards:

Definitions, examples and practical actions

(cont.)

HAZARD	DEFINITION & EXAMPLES	PRACTICAL ACTIONS
Inappropriate and unreasonable behaviours	Exposure to bullying, harassment, violence, or discrimination.	• Enforce zero tolerance. • Provide respectful behaviour training. • Encourage early reporting and peer support.
Traumatic events	Exposure to distressing or life-threatening incidents. Examples: fatalities, serious injuries, near misses.	• Have critical incident response plans. • Train leaders in trauma response. • Provide debrief and EAP support.
Fatigue	Mental or physical exhaustion affecting safety and performance. Examples: long shifts, poor sleep, health conditions.	• Set realistic rosters/workloads. • Ensure good camp design for sleep. • Train in fatigue management. • Rotate crews and allow breaks.
Alcohol and drugs	Use that affects sleep, health, emotions, or safety.	• Set/enforce clear camp rules. • Provide safe social activities. • Provide addiction/EAP support.
Poor physical health	Poor nutrition, low physical activity, illness/injury. Examples: limited exercise options, poor food choices.	• Provide healthy food and menu info. • Encourage activity with facilities/programs. • Support access to health services.
Poor or no policies and procedures	Lack of clear, consistent policies or missing procedures creates confusion, unfairness, and risk. Examples: no clear complaints process, inconsistent site rules, missing procedures for camp or safety-critical tasks.	• Have simple written procedures. • Apply rules consistently. • Explain rules at induction. • Update after incidents/feedback.
Insecure work	Uncertainty about job security or ongoing work creates stress and disengagement. Examples: casual contracts with no clarity on future work, frequent redundancies or restructures, short-term project uncertainty.	• Give notice of changes early. • Communicate openly on job security. • Offer longer/rolling contracts where possible. • Provide access to basic financial wellbeing resources • Provide other support services.