EDITH COWAN UNIVERSITY

UNSW SYDNEY

Mental Awareness, Respect and Safety (MARS) Centre

PRiMA Toolkit

Psychosocial Risk Management Activator

A psychosocial risk management toolkit
for managers and WHS professionals

Citation:

The Psychosocial Risk Management Activator (PRiMA) Toolkit is based on the Psychosocial Hazard Work Re-Design (PHReD) tool developed with SafeWork NSW and a team of researchers from The University of New South Wales, Edith Cowan University, The University of Wollongong, Western Sydney University and JK Corporate Resourcing.

Psychosocial Hazard Work Re-Design Tool (PHReD-T)(2022). SafeWork NSW.
https://workdesignformentalhealth.squarespace.com/s/PHReD-T-PDF

Acknowledgement:

We acknowledge and thank the WA mining companies who contributed to the development of this PRiMA Toolkit through a consultation and evaluation process.

The PRiMA Toolkit was developed by researchers based at ECU's Mental Awareness, Respect and Safety (MARS) Centre in collaboration with researchers from the University of New South Wales.

This resource was developed in 2025 as part of a research program funded by Department of Energy, Mining, Industrial Relations and Safety, WA Government.

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Introduction

The Psychosocial Risk Management Activator (PRiMA) Toolkit is an easy to use guide for managers and other users to step through the psychosocial risk management process. It is contextualised to the Australian mining sector but can be helpful in any workplace context.

PRiMA is a practical step-by-step tool that will help you to identify psychosocial hazards affecting the mental health and wellbeing of mining workers in your workplace, and the context in which such hazards expose workers to harm.

You will be encouraged to consider what controls the organisation/mine site already has in place to manage these identified hazards, and additional controls that would help manage the risk of psychological harm to mining workers. The PRiMA Toolkit guides you to develop an action plan which you can then use for implementing the control/s within your workplace. The PRiMA Toolkit can be used multiple times with different psychosocial risk problems once you have established how to use this resource effectively.

MineCo

To assist you with this process, we have provided examples from a fictional case study: MineCo – an owner operated mining company based in the Goldfields. MineCo rely on significant numbers of contract workers (up to 50% of the workforce at any one time) for much of the extraction process. We have included examples from the MineCo case throughout the document to help you think about your response to each element of the PRiMA Toolkit.

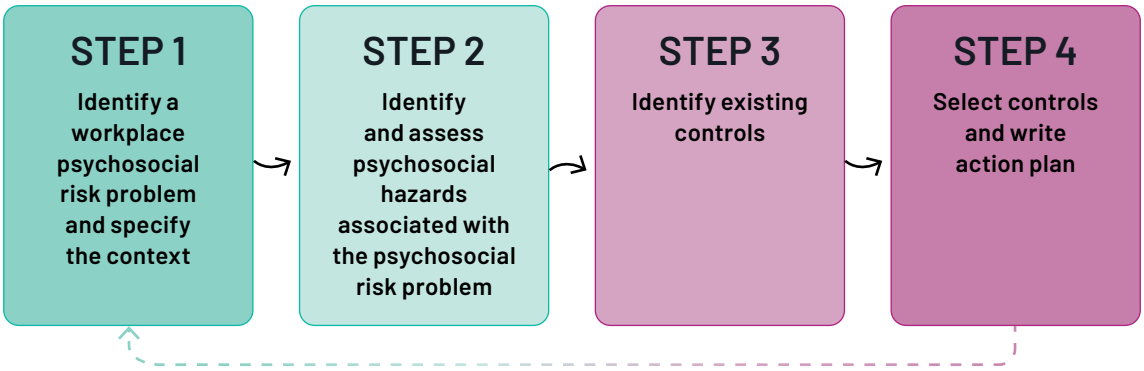
The Steering Group

While the PRiMA process can be used by individual managers and WHS professionals tasked with managing psychosocial hazards, we strongly recommend the use of a team approach involving a range of functions and subject matter experts. By involving a wider group of people in the psychosocial risk management process, you will deliver more effective solutions and help develop psychosocial risk management capability within your workplace.

To engender a participatory, multi-function approach to identifying, assessing, and controlling psychosocial hazards, it is anticipated that you will complete the PRiMA Toolkit as a group with 6-12 members to ensure a range of functions, expertise and perspectives. This group (hereafter 'Steering Group') facilitates cross-functional engagement and should include a selection of workers from your work site/mine site as subject matter experts for their work tasks. This Steering Group would typically include the participation of work health and safety managers, wellbeing specialists, mining workers, and others as considered relevant (we suggest including an HR manager and/or senior manager/ops manager, and a front-line supervisor). The Steering Group will work through each step in the PRiMA Toolkit as a team, discussing each task and responding to the activities by typing into the interactive fields.

The PRiMA Toolkit's four steps

The PRiMA Toolkit comprises four steps. It is recommended that the Toolkit is used by a representative group (Steering Group) from your organisation.



Step 1: Identify a workplace psychosocial risk problem and specify the context

This first step focuses on identifying a workplace psychosocial risk problem where the Steering Group are concerned that workers are exposed to psychosocial hazards in the workplace. The Toolkit commences by asking the user/s to identify a workplace psychosocial risk problem, rather than beginning by identifying specific hazards because problems in the workplace of a psychosocial nature may have many contributing factors – or psychosocial hazards – associated with them. For example, where bullying is present in the workplace, the hazards you might identify from the WA Code of Practice would include 'Inappropriate and unreasonable behaviour.' However, a number of other psychosocial hazards listed in the Code may contribute to the problem of bullying, including 'poor leadership practices and organisational culture', and 'poor or no policies and procedures.' PRiMA allows users to identify multiple hazards in this way and to identify existing and required controls to address these hazards effectively. While the Steering Group may have multiple problems they wish to address, this Toolkit is designed to identify, assess, and control psychosocial hazards associated with one specific workplace psychosocial risk problem. By working through the PRiMA steps, you will advance your knowledge and capability in psychosocial risk management. This new capability can be applied to future practice in psychosocial risk management, ideally supported by PRiMA or a similar process.

Write down your workplace psychosocial risk problem here briefly.

(e.g. social isolation of mining engineers working remotely; mental fatigue of older workers who drive mine trucks on night shifts; frequent exposure to workplace bullying or harassment for female workers; work underload in remote rail maintenance workers; role ambiguity amongst new contract workers).

MineCo case example

Role ambiguity and poor task knowledge amongst contract workers

At MineCo we are seeing too many workers provided by our business partners who are not certain of their specific role and lack adequate task knowledge. This leads to stress and anxiety amongst contract workers and their co-workers, and increases the potential for injury, errors, and production delays.

Please add a name for your risk workplace psychosocial risk problem here (short version)

Description of your workplace psychosocial risk problem

Outline the reasons the Steering Group has for selecting this workplace psychosocial risk problem.

MineCo case example

Some of the concerns about the identified workplace psychosocial risk problem at MineCo include:

- The Mine owner has reported problems with contract workers supplied by business partners who don't possess the basic knowledge to undertake their work tasks safely.
- Some workers supplied by our business partners have not received necessary training for the work they are assigned.
- Contract workers are reporting high anxiety levels associated with unfamiliar work tasks.
- It is apparent that the contract organisation does a poor job of clarifying the role of their workers and providing the necessary training.

Workplace psychosocial risk problem rationale

Within the Steering Group consider why you are concerned about this workplace psychosocial risk problem. Have there been incidents from which the risk has been identified, insights from hazard management checks, complaints made to HR, have concerns been raised in exit interviews, etc.?

Add rationale here

Having identified your workplace psychosocial risk problem, the next task is to describe where and when the risk occurs, including the phase of production, location, work content, and who is involved. These deliberations will help when it comes to designing the intervention for managing the risk of psychosocial harm and action planning.

Describe your workplace psychosocial risk problem by filling in the boxes in the table below to the extent that you know or can find the answers to each question

MineCo case example

Production phase
- Extraction

Location
- Goldfields

Tasks/processes
- Contract workers are responsible for a variety of work tasks in drill and blast and load and haul operations

Where are they performed?
- Open pit areas and within haul trucks and excavators

How many workers do the task(s)?
- 30-40 at any given time

Supervision
- Supervised by an experienced line manager.

Your responses for your selected scenario

Production phase	
Location	
Tasks/processes	

Your responses for your selected scenario

Where are the tasks/ processes performed?	
How many workers do the task(s)?	
Supervision	

Step 2: Identify and assess psychosocial hazards associated with the workplace psychosocial risk problem

Consider the psychosocial hazards listed in the table below and tick those that may be present in the workplace psychosocial risk problem that you are concerned about. Select either Low, Medium or High Likelihood of Exposure for as many as apply for your assessment of hazards associated with the selected psychosocial risk problem.

MineCo case example

A number of the hazards contribute to the workplace psychosocial risk problem of role ambiguity and poor task knowledge amongst contract workers. The psychosocial hazards they face from the below list include lack of role clarity, work demands, poor support from supervisors, and poor co-worker support.

Psychosocial hazard	Likelihood of exposure to hazard				Describe the hazard	Potential evidence of hazards
	N/A	Low	Med	High		
Work demands Substantial and/or excessive physical, mental and emotional efforts required to do the job	☐	☐	☐	☐		
Level of control Lack of control over aspects of the work, including how and when a job is done (i.e. autonomy)	☐	☐	☐	☐		
Inadequate support from supervisors and/ or co-workers Lack of support in the form of constructive feedback, problem solving, practical assistance, provision of information and resources	☐	☐	☐	☐		
Lack of role clarity Unclear or constantly changing management expectations about the responsibilities of the job Incompatible expectations or demands placed on workers by different workplace stakeholders	☐	☐	☐	☐		

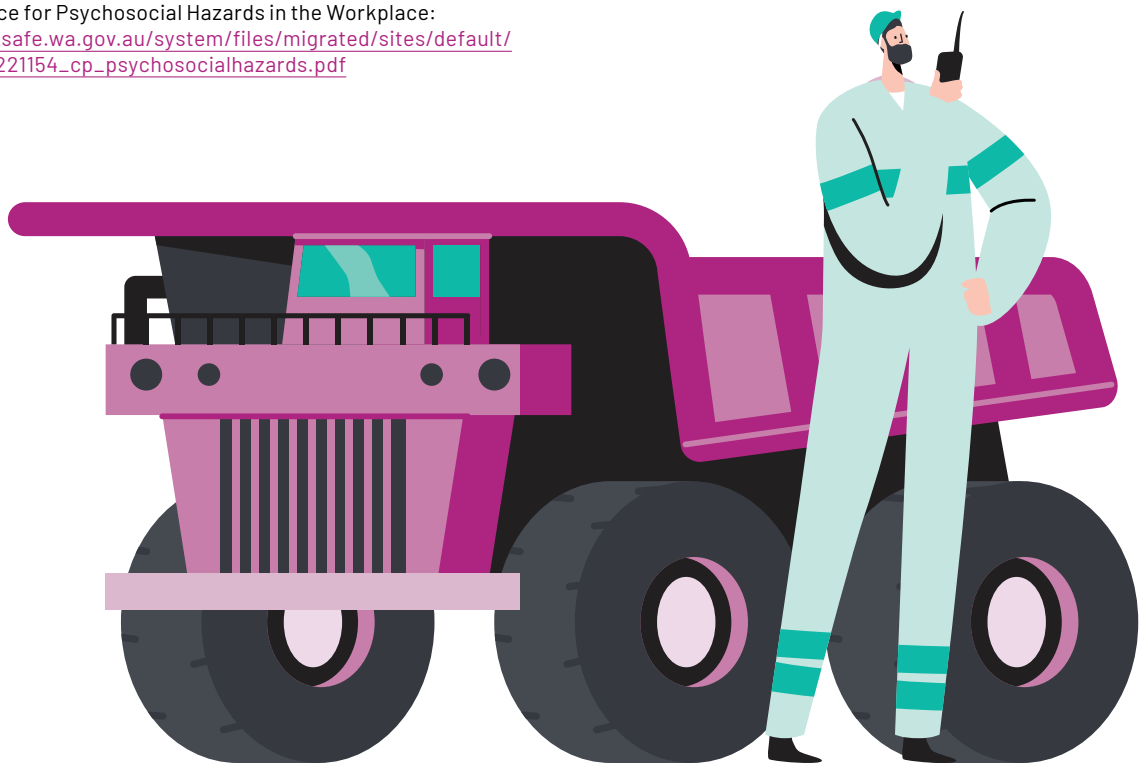
Psychosocial hazard	Likelihood of exposure to hazard				Describe the hazard	Potential evidence of hazards
	N/A	Low	Med	High		
Poor organisational change management Uncertainty about changes in the organisation, structure or job Unstructured approach to change	☐	☐	☐	☐		
Low recognition and reward Lack of positive feedback on job and task performance, and inadequate skills development and utilisation	☐	☐	☐	☐		
Poor organisational justice Unfairness, inconsistency, bias or lack of transparency in the way procedures are implemented, decisions are made, or workers are treated	☐	☐	☐	☐		
Extreme environmental conditions Exposure to conditions that influence worker comfort and performance	☐	☐	☐	☐		
Remote work Work where access to resources and communications is difficult. Work where travel times may be lengthy	☐	☐	☐	☐		
Isolated work Work where there are no or few other people around	☐	☐	☐	☐		
Inappropriate behaviours Exposure to behaviours that are unreasonable, offensive, intimidating or may cause distress	☐	☐	☐	☐		
Traumatic events Exposure to an event, or threat of an event, that is deeply distressing or disturbing for the individual	☐	☐	☐	☐		
Fatigue Fatigue is a state of mental or physical exhaustion (or both)	☐	☐	☐	☐		

Psychosocial hazard	Likelihood of exposure to hazard				Describe the hazard	Potential evidence of hazards
	N/A	Low	Med	High		
Alcohol and other drug use Use of legal and illegal substances such as alcohol, prescription and non-prescription drugs that affect the ability to work	☐	☐	☐	☐		
Poor physical health Lack of regular physical activity, Poor nutrition, Illness or injury	☐	☐	☐	☐		
Other User defined	☐	☐	☐	☐		
Other User defined	☐	☐	☐	☐		

Note:

The psychosocial hazards included in this table are based on the Code of practice: Psychosocial hazards at work for fly-in fly-out (FIFO) workers in the resources sector:
https://www.dmp.wa.gov.au/Documents/Safety/MSH_MHW_FIFO_COP.pdf

Other potential psychosocial hazards can be found in the WorkSafe WA Code of Practice for Psychosocial Hazards in the Workplace:
https://www.worksafe.wa.gov.au/system/files/migrated/sites/default/files/atoms/files/221154_cp_psychosocialhazards.pdf



Next, note why the hazards described in the previous table contribute to psychosocial risk for workers at this workplace/mine site, using a similar method of analysis as used in the MineCo case example below.

(i.e. how do these psychosocial hazards interact or combine to create the risk to workers at your organisation?).

MineCo case example

Contract workers often arrive on site without previous experience or adequate training and present as unsure about their area of responsibility and tasks (role ambiguity). Role ambiguity remains an issue because, despite receiving a brief induction, they face high workloads (work demands), with minimal time or opportunity for training/upskilling in their work task and familiarisation with the work environment. Furthermore, the contractor's supervisors don't always have the time or inclination to focus attention on clarifying the work process and tasks required of the contract workers (inadequate support from supervisors).

How do psychosocial hazards act together/interact to create greater psychosocial risk for workers in your selected workplace psychosocial risk problem?
Add your analysis here

Consider what the impacts (or potential impacts) of the workplace psychosocial risk problem you have identified might be for individual workers and the mine site/workplace. These are likely to be important to understand for action planning and when making a business case for intervention. Fill in the box below.

MineCo case example

The primary impacts from the workplace psychosocial risk problem that the Steering Group identified for MineCo included impacts on productivity, the potential for error leading to injury, psychological harm due to anxiety and stress associated with role ambiguity and workload. Staff turnover due to job dissatisfaction and stress is also possible.

Risk impacts on your workers and mine site/workplace
Add your analysis here
Describe impact here: (i.e. fatigue; absenteeism; errors; psychological injury; unsafe practices)

Step 3: Identify existing controls

In this section, the task is to consider current controls that are in place to manage the hazards associated with the workplace psychosocial risk problem you have identified, and whether new controls need to be implemented to address this risk.

Within your Steering Group, consider the information presented in the examples given below before completing the table on the next page.

Note that there is more information on different types of control, including primary prevention and secondary intervention approaches in the Code of practice Psychosocial hazards at work for fly-in fly-out (FIFO) workers in the resources sector: https://www.dmp.wa.gov.au/Documents/Safety/MSH_MHW_FIFO_COP.pdf as well as the WorkSafe WA Code of Practice for Psychosocial Hazards in the Workplace: https://www.worksafe.wa.gov.au/system/files/migrated/sites/default/files/atoms/files/221154_cp_psychosocialhazards.pdf

MineCo case example

MineCo have general psychosocial risk management tools and processes but have yet to develop controls that focus specifically on the workplace psychosocial risk problem identified - *role ambiguity and poor task knowledge amongst contract workers.* MineCo have consulted both supervisors and workers about this issue following concerns being raised, but are yet to put a strategy in place to effectively address the risks identified. These problems are made more complex as it is the contractor who is responsible for deciding how they run their Mine Safety Management System and must collaborate with the mine owner in this respect.

Examples of controls you may currently have in place to address the psychosocial hazards you've identified in Step 2 include:

Psychosocial Hazard Controls

Examples of Organisational, Job, and Individual Level Approaches

Work re/design	Scheduling of work	HR Practices and leadership	Individual approaches
Measures to increase autonomy	Less fatiguing work hours	Communicate organisational commitment to psychological health	Role and task training
Rotation to less mentally demanding tasks	Night and early shift avoidance	Improve relational/ people leadership capabilities	Personal development
Reduce workload and work pressure	Greater consultation on work scheduling	Greater supervisory support	Wellbeing techniques (e.g. mindfulness; coping)
Measures to reduce social isolation	Measures to improve rest periods and recovery time	Anti-bullying policy	Stress management approaches
Measures to clarify roles		Flexible work arrangements	Diet and exercise
Training for managers in work re/design		Recognition and reward	

Consider these and other potential controls in completing the table below.

Psychosocial hazards identified in Step 2 (include any hazards that were rated as 'medium' or 'high' in Step 2)	**Describe controls currently in place that address this hazard**	**Rate effectiveness of existing controls** (0= unknown 1= effective 2= partially effective 3= ineffective)
Work demands Substantial and/or excessive physical, mental and emotional efforts required to do the job		
Level of control Lack of control over aspects of the work, including how and when a job is done (i.e. autonomy)		
Inadequate support from supervisors and/or co-workers Lack of support in the form of constructive feedback, problem solving, practical assistance, provision of information and resources		
Lack of role clarity Unclear or constantly changing management expectations about the responsibilities of the job Incompatible expectations or demands placed on workers by different workplace stakeholders		
Poor organisational change management Uncertainty about changes in the organisation, structure or job Unstructured approach to change		
Low recognition and reward Lack of positive feedback on job and task performance, and inadequate skills development and utilisation		
Poor organisational justice Unfairness, inconsistency, bias or lack of transparency in the way procedures are implemented, decisions are made, or workers are treated		

Psychosocial hazards identified in Step 2 (include any hazards that were rated as 'medium' or 'high' in Step 2)	**Describe controls currently in place that address this hazard**	**Rate effectiveness of existing controls** (0= unknown 1= effective 2= partially effective 3= ineffective)
Extreme environmental conditions Exposure to conditions that influence worker comfort and performance		
Remote work Work where access to resources and communications is difficult. Work where travel times may be lengthy		
Isolated work Work where there are no or few other people around		
Inappropriate behaviours Exposure to behaviours that are unreasonable, offensive, intimidating or may cause distress		
Traumatic events Exposure to an event, or threat of an event, that is deeply distressing or disturbing for the individual		
Fatigue Fatigue is a state of mental or physical exhaustion (or both)		
Alcohol and other drug use Use of legal and illegal substances such as alcohol, prescription and non-prescription drugs that affect the ability to work		

Psychosocial hazards identified in Step 2 (include any hazards that were rated as 'medium' or 'high' in Step 2)	Describe controls currently in place that address this hazard	Rate effectiveness of existing controls (0= unknown 1= effective 2= partially effective 3= ineffective)
Poor physical health Lack of regular physical activity, Poor nutrition, Illness or injury		
Other User defined		
Other User defined		

Control gap analysis

Having considered the existing controls to address the identified hazards, consider whether these are both effective and adequate. Note down here some ideas for potential controls or initiatives specific to managing the workplace psychosocial risk problem that are needed to eliminate, mitigate, or minimise effectively the risk of psychosocial harm to your workers?

Write your response here

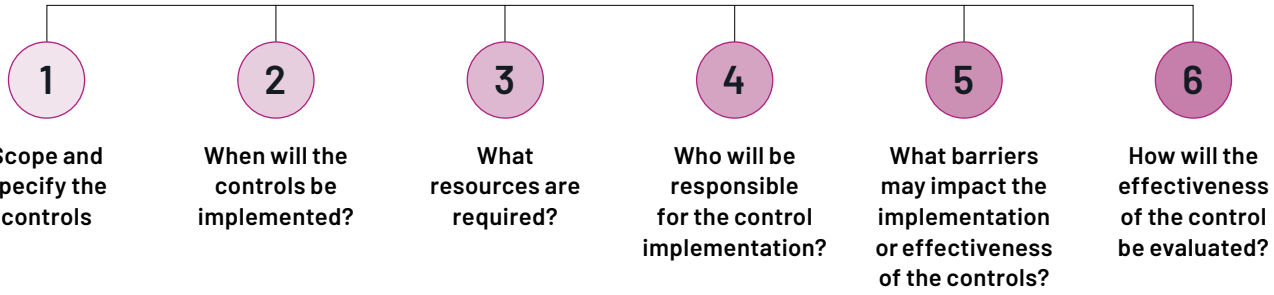
MineCo case example

The Steering Group at MineCo found that completing this section of the PRiMA Toolkit helped to solidify what they already knew, as well as highlighting where additional controls are needed. The Steering Groups revisited this section as more information was uncovered and/or emerging issues recognised. When using the PRiMA Toolkit for another workplace psychosocial risk problem, the information on existing controls in the above table can be used as the foundation for discussion about the controls for other workplace risks.

Step 4: Select controls and write action plan

The control selection and action planning processes are covered in this step. This section begins with selecting controls for the workplace psychosocial risk problem you have identified, and moves to developing an action plan that details the implementation steps, considering potential barriers and facilitators for your intervention.

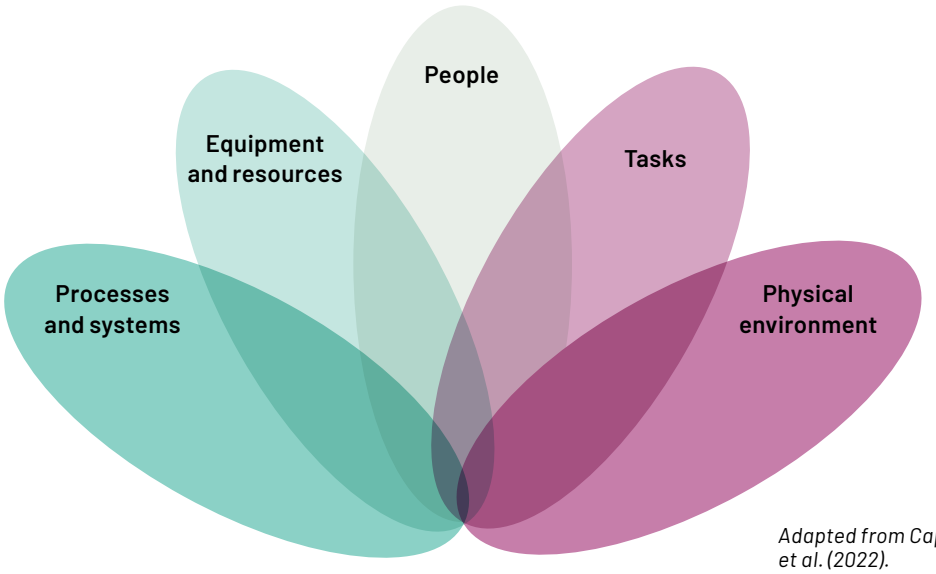
Action Plan



Scoping the controls

Within the Steering Group, consider the control options for addressing your workplace psychosocial risk problem. When thinking about your control options, note that controls may have multiple components, to reflect the multi-factorial nature of the hazards and risks you are aiming to prevent. Consider potential control actions that will address your workplace psychosocial risk problem within the different sectors of the following graphic.

Think about psychosocial risk controls from a systems thinking perspective, considering how controls act on the different work system sub-elements, as in the lotus graphic below.



Adapted from Caponecchia et al. (2022).

In thinking about your workplace psychosocial risk problem and potential controls from a systems perspective, consider individual-level controls such as training needs, controls related to aspects of the work task such as the duration and frequency of the task, consider work processes and systems such as workflow and information needs, and lastly physical environment and equipment such as buildings, technology and tools. Also consider how these different parts of the work system interact in impacting the psychosocial risk problem you've identified.

Brainstorming specific controls to address your psychosocial risk problem

As noted above, controls to address psychosocial hazards can be most effective when used in combination. For example, combining two or more approaches (such as work (re)design as an organisational measure and training as an individual level measure) can be most effective. To help you come up with potential solutions, the graphic below provides some specific organisational, job, and individual level control examples for addressing psychosocial hazards. You should also refer to the results of your controls gap analysis from Step 3.

Psychosocial Hazard Controls

Examples of Organisational, Job, and Individual Level Approaches

Work re/design

- Measures to increase autonomy
- Rotation to less mentally demanding tasks
- Reduce workload and work pressure
- Measures to reduce social isolation
- Measures to clarify roles
- Training for managers in work re/design

Scheduling of work

- Less fatiguing work hours
- Night and early shift avoidance
- Greater consultation on work scheduling
- Measures to improve rest periods and recovery time

HR Practices and leadership

- Communicate organisational commitment to psychological health
- Improve relational/ people leadership capabilities
- Greater supervisory support
- Anti-bullying policy
- Flexible work arrangements
- Recognition and reward

Individual approaches

- Role and task training
- Personal development
- Wellbeing techniques (e.g. mindfulness; coping)
- Stress management approaches
- Diet and exercise

Use a combination of controls for maximum psychosocial risk management impact

Note again that there is more information on different types of control in the Code of practice for Psychosocial hazards at work for fly-in fly-out (FIFO) workers in the resources sector: https://www.dmp.wa.gov.au/Documents/Safety/MSH_MHW_FIFO_COP.pdf as well as the WorkSafe WA Code of Practice for Psychosocial Hazards in the Workplace: https://www.worksafe.wa.gov.au/system/files/migrated/sites/default/files/atoms/files/221154_cp_psychosocialhazards.pdf

Controls brain-storming activity

Write down the key conclusions from your brainstorming discussion about the hazard control components that you may wish to utilise for your workplace psychosocial risk problem here. You can also draw on the control gap analysis you performed in Step 3 in completing this brain-storming activity.

Write your response here

Helpful resources:

Click on the link below to access some examples of psychosocial controls in case studies involving work redesign in a mining context: https://www.workdesignformentalhealth.org/case-studies-mining

Specifying the controls

Using the following table, set out control ideas that were the product of your scoping the controls brainstorming activity section. Use the final column to specify the level of prioritisation for each control idea. Prioritisation assignment should account for things such as likely effectiveness, practicability, cost, timeframe, and competing initiatives.

Psychosocial hazards identified in Step 2 (include any hazards that were rated as medium or high)	Control ideas	Control prioritisation		
		Low	Med	High
Work demands Substantial and/or excessive physical, mental and emotional efforts required to do the job		☐	☐	☐
Level of control Lack of control over aspects of the work, including how and when a job is done (i.e. autonomy)		☐	☐	☐
Inadequate support from supervisors and/or co-workers Lack of support in the form of constructive feedback, problem solving, practical assistance, provision of information and resources		☐	☐	☐
Lack of role clarity Unclear or constantly changing management expectations about the responsibilities of the job Incompatible expectations or demands placed on workers by different workplace stakeholders		☐	☐	☐
Poor organisational change management Uncertainty about changes in the organisation, structure or job, Unstructured approach to change		☐	☐	☐

Psychosocial hazards identified in Step 2 (include any hazards that were rated as medium or high)	Control ideas	Control prioritisation		
		Low	Med	High
Low recognition and reward Lack of positive feedback on job and task performance, and inadequate skills development and utilisation		☐	☐	☐
Poor organisational justice Unfairness, inconsistency, bias or lack of transparency in the way procedures are implemented, decisions are made, or workers are treated		☐	☐	☐
Extreme environmental conditions Exposure to conditions that influence worker comfort and performance		☐	☐	☐
Remote work Work where access to resources and communications is difficult. Work where travel times may be lengthy		☐	☐	☐
Isolated work Work where there are no or few other people around		☐	☐	☐
Inappropriate behaviours Exposure to behaviours that are unreasonable, offensive, intimidating or may cause distress		☐	☐	☐
Traumatic events Exposure to an event, or threat of an event, that is deeply distressing or disturbing for the individual		☐	☐	☐

Psychosocial hazards identified in Step 2 (include any hazards that were rated as medium or high)	Control ideas	Control prioritisation		
		Low	Med	High
Fatigue Fatigue is a state of mental or physical exhaustion (or both)		☐	☐	☐
Alcohol and other drug use Use of legal and illegal substances such as alcohol, prescription and non-prescription drugs that affect the ability to work		☐	☐	☐
Poor physical health Lack of regular physical activity, Poor nutrition, Illness or injury		☐	☐	☐
Other User defined		☐	☐	☐
Other User defined		☐	☐	☐

Documenting your control strategy, including control elements and implementation notes

In the table below, document your selected control actions, including each control element where there are multiple controls or the control is broken into sub-components. Provide as much detail as possible in relation to the nature of the control/s, the components of the control/s, the scope of implementation – including which operational areas/tasks/processes/roles it will apply to across the mine site/workplace.

MineCo case example

MineCo chose a multi-component approach to manage the risk of harm to contract workers and their co-workers from psychosocial hazards most effectively. This multi-component approach included a process of facilitated workshops with the contractor's supervisors to help establish and refine what each role is responsible for, and map out how they relate to one another. This would be used as part of communications and training going forward to help clarify roles. They also introduced an agreement with the business partner supplying contract workers that all workers will have adequate training in the relevant operations prior to coming onto the MineCo site. Additionally, a buddy system will ensure that workers new to site are teamed up with an experienced staff member for the roles they are working in during the first two weeks on site. MineCo's contracted workers will also be provided with constructive feedback and targeted support from their supervisors at regular scheduled sessions on their performance during their initial two weeks on site and this will help clarify role requirements.

Workplace psychosocial risk problem:

	Control element	Implementation notes
Control element 1		
Control element 2		
Control element 3		
Control element 4		

Recording your action plan

Complete the following table for the workplace psychosocial risk problem you wish to address in your mine site/workplace. If the intervention has multiple components, consider this when responding to each of the action planning items.

Workplace psychosocial risk problem:

	Control element 1	Control element 2	Control element 3	Control element 4
Action steps What will be done?				
Responsible Who will do it?				
Timeframes By when?				
Resources and Support What is needed to do this?				
Potential barriers What could get in the way of the control element? How will this be overcome?				
Potential enablers What could help with the control element? How could this be facilitated?				

Plan the evaluation of your controls

It is important that you plan for how you will evaluate your strategy for managing the workplace psychosocial risk problem you have identified. Indeed, evaluation is a key part of any risk management system. You may also need to collect some data before implementing your controls so you can show evidence of change later. Evaluation data can include things like reports of psychosocial hazards, awareness of your workers of the changes you've introduced, and longer-term evaluation measures using injury and incident data if appropriate.

MineCo case example

The Steering Group at MineCo adopted a continuous improvement approach to evaluating their psychosocial risk prevention strategy. The intended outcomes overall from the control strategy, as well as specific intended outcomes for each of the three components of the control strategy, were specified, and a set of measures were identified to evaluate these intended outcomes. Measures included an audit of training received for all contracted staff at MineCo prior to their deployment with MineCo, and questions at toolbox meetings regarding the level of role understanding contracted staff working in the areas of most concern with regard to the workplace psychosocial risk problem identified. Additional measures included monthly checks on the number of contracted staff engaged in MineCo's new buddy system, along with observations of supervisory support and feedback sessions to ensure these were provided regularly and that new recruits were provided adequate opportunity to ask questions and express concerns with regard to their role and specific work tasks. The Steering Group used this information to ensure the control strategy was maintained and improved as required.

	Control element 1	Control element 2	Control element 3	Control element 4
Evaluation Outcomes	*e.g. improved support from supervisors*	*e.g. successful and timely completion of Task X, following shadowing by peer*		
Measures/data and timeframe	*e.g. survey of perceived supervisory support; 3- and 12- months post implementation*	*e.g. change in completion rates, and quality scores; 1- and 3- months post implementation*		

Congratulations on completing the PRiMA Toolkit!

The next step is to consult within your minesite/workplace on your control strategy. You should seek feedback from a range of people in different roles, including those most impacted by your workplace psychosocial risk problem.

You may also need to develop a business case for getting the intervention approved and you can draw the information you have recorded in the PRiMA Toolkit to assist you with your business plan.

Thank you for using the PRiMA Toolkit. If it was useful, please let your contacts know.

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