



SKODEL • CONTROL LIBRARY

Psychosocial Hazard Control Library

A practical, generic reference covering all 17 psychosocial hazards recognised under the Managing Psychosocial Hazards at Work Code of Practice 2024, with the controls Skodel's AI draws on and a plain-English guide to how Skodel scores, monitors and helps you measure the effectiveness of each control.

For	HR and Safety / WHS managers using Skodel
Covers	All 17 hazards under the Model Code of Practice
Use	A starting point for controls, not a substitute for staff consultation

Using this library

A quick-reference guide to the hazard set, how Skodel scores them, and how to turn a control on this list into something that actually reduces risk.

These are examples of controls: a starting point for Skodel's AI to draw from, not a closed list and not tied to any single organisation's framework. The AI is not limited to this list and can go beyond it where the underlying survey responses clearly support a different, well-grounded control. Controls with direct evidence from staff (matching an item here, or something staff proposed themselves) and that are practicable to implement should generally be prioritised over a generic suggestion from this list alone, since they reflect what the workforce has actually raised through consultation.

This library is general advice. Consideration should be given to the specific nature of each workplace, including its industry, workforce, existing controls and risk profile, before selecting or adapting any control from this list.

Five ways to get more out of this library

- Start with what staff actually said. A control raised in the qualitative feedback, or one staff proposed themselves, often carries more weight than a generic item from this list, since your response needs to be consultative with the workforce it affects.
- Combine two or three controls rather than relying on one. A single control rarely shifts a hazard that scored High or Very High on its own.
- Assign an owner and a review date to every control you commit to: an undated action sitting in a register doesn't reduce risk.
- Look for overlap across hazards. Manager training, structured check-ins and clearer escalation paths show up under multiple hazards, so one program can often address several.
- Revisit this library each monitoring cycle. What's practicable changes as the organisation, its resourcing and its risk profile change.

How this library is organised. The 17 hazards are grouped the same way the Code of Practice groups them: hazards that come from how work is designed, managed and resourced (13 hazards), and hazards that come from how people behave towards each other at work (4 hazards). Skodel scores and reports on all 17 individually; the grouping here is only to make this document easier to navigate.

The 17 hazards, at a glance

One line on each hazard, grouped as they appear in the Code of Practice. Full controls for each start on the next page.

A: Job design, systems and environment

13 hazards arising from how work is designed, managed and resourced

Job demands	Sustained high, or unusually low, mental, physical or emotional effort required to do the job, including unrealistic time pressures or role overload.
Fatigue	Physical or mental exhaustion that reduces a person's ability to work safely and effectively, often driven by shift patterns, on-call demands or insufficient recovery time.
Low job control	Workers have little say over how, when or where their work is done, or their work is tightly scripted or monitored.
Job insecurity	Employment where workers can't be confident their job will remain stable day to day, shift to shift, or year to year, often in casual, contract or gig arrangements.
Poor support	Inadequate practical or emotional support, or inadequate training, tools and resources, to complete a task or job.
Lack of role clarity	Unclear, inconsistent or frequently changing responsibilities and expectations, or conflicting instructions from different managers.
Poor organisational change management	Change introduced with insufficient consultation, notice or support for the people it affects.
Inadequate reward and recognition	An imbalance between the effort staff put in and the recognition or reward, formal or informal, they receive for it.
Poor organisational justice	Inconsistent, unfair or non-transparent management decisions and application of policy.
Traumatic events or material	Witnessing, investigating or being exposed to traumatic events, abuse, neglect or distressing material.
Remote or isolated work	Working alone or remotely, or in locations where access to help, resources or communication is limited.
Intrusive surveillance	Monitoring methods or tools used to track workers that go beyond what's reasonably necessary to manage the work.
Poor physical environment	Exposure to unpleasant, poor-quality or hazardous working environments or conditions.

B: Workplace behaviours

4 hazards arising from how people behave towards one another at work

Violence and aggression	Threats of violence, intimidation or assault from colleagues, clients, patients or members of the public in the course of work.
Bullying	Repeated, unreasonable behaviour towards a worker or group of workers that creates a risk to health and safety.
Harassment, including sexual and gender-based harassment	Unwelcome conduct related to a personal characteristic, or unwelcome conduct of a sexual nature.
Conflict or poor workplace relationships	Ongoing interpersonal conflict, disagreement or breakdowns in working relationships between colleagues, or with clients or customers.

Control library

Part A: Job design, systems and environment (13 hazards)

Job demands

Sustained high, or unusually low, mental, physical or emotional effort required to do the job, including unrealistic time pressures or role overload.

- Redistribute or temporarily outsource high-volume, time-consuming tasks during peak periods
- Flexible working arrangements (shift swaps, reduced hours, compressed weeks, remote days) to reduce pressure
- Regular structured check-ins between managers and staff to review workload and redistribute tasks early
- Protect scheduled time off from being overridden by meetings, and block out focused work time
- Encourage and track use of accrued leave, and plan cover for extended absences
- Review team structure and resourcing against forecasted workload, including temporary support during sustained peaks
- Manager training and coaching on workload conversations
- Confidential counselling or wellbeing support available during high-demand periods

Fatigue

Physical or mental exhaustion that reduces a person's ability to work safely and effectively, often driven by shift patterns, on-call demands or insufficient recovery time.

- Design rosters and shift patterns that allow adequate recovery time between shifts
- Set clear expectations around after-hours availability and response times, and protect them
- Monitor hours worked and flag patterns of extended or back-to-back shifts before they become routine
- Provide adequate, protected breaks during shifts
- Review fatigue risk specifically when planning travel-heavy, on-call or extended-hours arrangements
- Train managers to recognise signs of fatigue and to raise it early, not just after an incident
- Build fatigue considerations into workload and resourcing planning, not only safety-critical roles

Low job control

Workers have little say over how, when or where their work is done, or their work is tightly scripted or monitored.

- Give staff genuine input into how their own tasks are organised and completed, not just when
- Involve staff in decisions about process or workflow changes that affect their day-to-day work
- Offer flexibility in scheduling or method where the work allows it
- Create structured channels for staff to suggest process improvements, and act on credible ones
- Avoid micromanagement, set clear outcomes and let staff determine the approach where possible
- Provide training so staff have the skills and confidence to exercise more autonomy
- Review approval processes that may be more restrictive than the risk actually requires

Job insecurity

Employment where workers can't be confident their job will remain stable day to day, shift to shift, or year to year, often in casual, contract or gig arrangements.

- Give staff as much notice and clarity as possible about contract length, renewal or restructuring decisions
- Communicate honestly about the organisation's outlook rather than leaving staff to speculate
- Where casual or fixed-term arrangements are used, be transparent about what determines renewal or conversion to permanent roles
- Offer support such as career advice, internal mobility or clear notice periods to staff facing role changes or redundancy
- Involve affected staff and their representatives early when restructuring is being considered
- Provide access to confidential support during periods of organisational uncertainty
- Review reliance on insecure work arrangements where the underlying work is ongoing rather than genuinely temporary

Poor support

Inadequate practical or emotional support, or inadequate training, tools and resources, to complete a task or job.

- Regular one-on-one check-ins between managers and staff, not just performance-focused
- Access to confidential counselling or an employee assistance service
- Peer support networks or a buddy system, particularly for newer or isolated staff
- Manager training on recognising signs of distress and having supportive conversations
- Clear pathways for staff to ask for help without it affecting how they're seen
- Adequate staffing and resourcing so support isn't structurally unavailable
- Named contact people or mentors staff can approach outside their direct manager

Lack of role clarity

Unclear, inconsistent or frequently changing responsibilities and expectations, or conflicting instructions from different managers.

- Maintain clear, current position descriptions with defined responsibilities and reporting lines
 - Document decision rights and escalation paths so staff know who owns what
 - Regular one-on-ones to confirm priorities and resolve conflicting expectations
 - Structured onboarding that clarifies role scope from day one
 - Written criteria for career progression and what's expected at each level
 - Team charters or working agreements that define how a team splits and shares work
 - Manager training on setting clear expectations and giving direct feedback
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Poor organisational change management

Change introduced with insufficient consultation, notice or support for the people it affects.

- Consult staff before changes are finalised, not just inform them afterward
- Communicate the reasons behind a change clearly, not just the outcome
- Give adequate notice and transition time, with support during the change period
- Provide a clear channel for staff to ask questions or raise concerns about a change
- Follow up after a change to check how it's landed and adjust if needed
- Train managers to lead their teams through change, not just relay decisions
- Where possible, pilot significant changes with a smaller group first

Inadequate reward and recognition

An imbalance between the effort staff put in and the recognition or reward, formal or informal, they receive for it.

- A consistent, visible way to formally recognise good work, not just informal praise
- Review pay and conditions periodically against relevant benchmarks for fairness
- Clear, documented pathways for career progression and skill development
- Recognition that reflects effort and contribution, not just visible or senior roles
- Regular, genuine feedback on performance, not just at formal review time
- Opportunities for stretch projects or development, not only monetary reward
- Manager training on giving specific, meaningful recognition

Poor organisational justice

Inconsistent, unfair or non-transparent management decisions and application of policy.

- A clear, consistently applied process for raising and resolving workplace concerns
- Regular case review to ensure open grievances are followed up on and not left unresolved
- Allow a support person to attend meetings during any grievance or investigation process
- Apply a trauma-informed approach to investigations, prioritising participants' psychological safety
- More than one confidential way to report a concern, so people can choose what feels safe
- A documented code of conduct applied equally regardless of seniority or tenure
- Clear ownership of keeping people informed throughout a process, in writing and verbally
- Manager training on handling grievances fairly and consistently

Traumatic events or material

Witnessing, investigating or being exposed to traumatic events, abuse, neglect or distressing material.

- Access to confidential counselling proactively offered after a known traumatic exposure, not only on request
- A documented post-incident debrief process for affected staff
- Rotate or limit prolonged individual exposure to highly distressing material or situations where practicable
- Train managers to recognise delayed trauma responses, not just immediate ones
- Peer support from others who understand the nature of the exposure
- Clear, confidential pathways to flag when someone needs a break from trauma-exposed duties
- Review workload and scheduling for roles with regular exposure to traumatic content

Remote or isolated work

Working alone or remotely, or in locations where access to help, resources or communication is limited.

- Roster and coordinate work to minimise time spent working alone where risk exists
- Mandatory check-in cadence for staff working remotely or alone
- Pair workers for higher-risk isolated tasks rather than sending someone alone
- Scheduled in-person days or team catch-ups to offset extended remote periods
- A documented plan for what happens if contact is lost
- Job redesign in consultation with affected staff, where isolation is structural rather than occasional
- Structured peer support networks for remote staff
- Manager check-ins that explicitly ask about the experience of the work, not just task progress

Intrusive surveillance

Monitoring methods or tools used to track workers that go beyond what's reasonably necessary to manage the work.

- Use only the level of monitoring reasonably necessary for safety, security or a legitimate business purpose, not more
- Be transparent with staff about what is monitored, how, and why
- Avoid monitoring tools that track personal activity beyond what's relevant to the job
- Consult staff before introducing new monitoring technology or expanding existing monitoring
- Clearly distinguish monitoring for safety (e.g. GPS for lone-worker safety) from monitoring for performance management
- Give staff a confidential way to raise concerns about surveillance practices
- Review monitoring practices periodically to confirm they remain proportionate and necessary

Poor physical environment

Exposure to unpleasant, poor-quality or hazardous working environments or conditions.

- Regular environmental risk assessments (noise, lighting, temperature, ergonomics)
- Ergonomic equipment and workstation setup available on request
- A straightforward way for staff to report physical environment concerns
- Adequate rest and amenity spaces appropriate to the work
- Timely response and follow-up when environmental issues are raised
- Review environmental conditions when work location or setup changes

Control library

Part B: Workplace behaviours (4 hazards)

Violence and aggression

Threats of violence, intimidation or assault from colleagues, clients, patients or members of the public in the course of work.

- A clear policy defining unacceptable behaviour and the consequences
- De-escalation training for roles with higher exposure to aggressive behaviour
- A straightforward incident reporting process, with follow-up support for those affected
- Physical or procedural safeguards where the risk of aggression is elevated (layout, duress alarms, staffing ratios)
- Debrief and support offered after any incident, not just formal investigation
- Clear escalation pathway for staff who feel unsafe in the moment
- Review incident patterns regularly to identify and address recurring risk situations

Bullying

Repeated, unreasonable behaviour towards a worker or group of workers that creates a risk to health and safety.

- A clear anti-bullying policy with defined examples and consequences
- Confidential, accessible reporting channels, with more than one option available
- Respectful behaviour training for all staff, with additional training for people leaders
- A documented, fair grievance process for bullying complaints
- Support and protection from victimisation for anyone who reports in good faith
- Regular monitoring of team culture, not just reliance on formal complaints
- Trauma-informed handling of any investigation into reported bullying

Harassment, including sexual and gender-based harassment

Unwelcome conduct related to a personal characteristic, or unwelcome conduct of a sexual nature.

- A clear prevention policy with specific, unambiguous examples
- Confidential reporting channels, including options that don't require going through a direct manager
- Mandatory training on what constitutes harassment and how to respond as a bystander
- A documented, trauma-informed investigation process
- Protection from victimisation for anyone who reports in good faith
- Clear, visible consequences applied consistently regardless of seniority
- Regular review of reporting data to identify patterns, not just individual incidents

Conflict or poor workplace relationships

Ongoing interpersonal conflict, disagreement or breakdowns in working relationships between colleagues, or with clients or customers.

- Early, informal intervention when tension is identified, before it escalates
- Access to mediation for unresolved interpersonal conflict
- Team-building activities that build genuine familiarity and trust, not just social events
- Manager training in having direct, respectful conversations about conflict
- Clear, consistently enforced expectations for workplace behaviour
- Structured cross-team collaboration opportunities to reduce silos and friction
- A confidential channel to raise relationship concerns before they become formal

How Skodel helps you assess these hazards, and measure control effectiveness

Every score, heatmap and AI-suggested control in your Skodel account traces back to the same underlying methodology, described here in plain English.

How each hazard is scored

First, staff are asked for qualitative input into the design of their own work, in their own words. This directly supports control ideas, and is often where the AI's most specific, actionable suggestions come from.

Each hazard is then surveyed with two short questions: one on prevalence (how often it's experienced) and one on impact (how much it affects people when it occurs). Responses are captured on 5-point scales, so a hazard that's rare and low-impact scores very differently to one that's frequent and severely felt.

How each hazard is scored

Two questions per hazard. One for prevalence, one for impact.

The image shows two survey questions side-by-side. The left question is titled 'PREVALENCE — how often it happens' and asks 'Over the last 3 months, have you had the tools and resources to do your job effectively?'. It has a 5-point scale from 'Always (low exposure)' to 'Never (high exposure)'. The right question is titled 'IMPACT — how much it impacts' and asks 'To what extent does a lack of support impact your wellbeing at work?'. It has a 5-point scale from 'Not at all (low impact)' to 'A great deal (high impact)'. Below these is a dark blue box with a target icon and text explaining that hazards are assessed on 5-point scales for prevalence and impact, mapped to a 5x5 risk matrix, and that high prevalence and high impact result in higher risk scores.

PREVALENCE — how often it happens

"Over the last 3 months, have you had the tools and resources to do your job effectively?"

Always (low exposure) ————— Never (high exposure)

IMPACT — how much it impacts

"To what extent does a lack of support impact your wellbeing at work?"

Not at all (low impact) ————— A great deal (high impact)

Hazards are assessed for prevalence and impact on 5 point scales. They are mapped back to a 5x5 risk matrix. Where there is high prevalence and high impact, this will result in higher risk scores.

Example prevalence and impact questions, and how they're captured in Skodel.

The five risk bands

Prevalence and impact combine on a 5 by 5 risk matrix to produce a score out of 25 for each hazard, at a group level. That score falls into one of five bands, and the band sets the response expected: Very Low and Low scores call for routine monitoring; Moderate scores mean existing controls may need review and a plan may be needed; High and Very High scores mean controls should be reviewed and a plan documented.

The five risk bands

Every risk score from 1 to 25 falls into one of five bands. The band sets the response required.

		Impact →						
		Low	Minor	Med	Major	Severe		
P r e v a l e n c e	Very High	5	10	15	20	25	Very Low 1 to 2	Routine monitoring
	High	4	8	12	16	20	Low 3 to 4	Routine monitoring
	Mod	3	6	9	12	15	Moderate 5 to 10	Controls may be reviewed, a plan may be needed
	Low	2	4	6	8	10	High 12 to 15	Controls should be reviewed, document a plan
	Very Low	1	2	3	4	5	Very High 16 to 25	Controls should be reviewed, document a plan

Controls should be reviewed at High.

Every risk score from 1 to 25 falls into one of five bands, which sets the response required.

Measuring whether controls are working

Scoring a hazard once tells you where the risk sits today. Scoring it again after a control is in place, alongside the qualitative feedback from that cycle, is what tells you whether the control actually worked, rather than simply being marked complete in a register. Skodel runs this on a bi-annual cycle: a short 5 to 7 minute survey, twice a year, across the full hazard set.

1. Baseline

The first assessment, establishing a risk register with controls documented for every hazard that needs them.

2. Bi-annual reassessment

Every hazard is re-scored and re-surveyed twice a year in the same 5 to 7 minute survey, so movement in the score and in the qualitative feedback shows whether controls are working. Any hazard that moves into the High or Very High band is flagged for review.