# BARRIERS TO HEALTHY AND SAFE WORK

## SITUATION/PHYSICAL WORK FACTORS

### WORKING ENVIRONMENT AND EQUIPMENT
- Incorrect tools for the job
- No resources
- Group pressure (groupthink/bystander effect)
- Lack of supervision
- Productivity focus/demands of the job/work pressure
- Psychosocial environment (culture and climate)
- Diversity
- Lack of incentives (measurement)
- Incentives that unintentionally cause unintended outcomes with poor safety impact.

### MANAGING SYSTEMS
- Consultative process
- Compliance with process/procedures/SWMS
- Communication practices
- Cost
- No time
- No accountability
- No/poor data capture and analysis
- Insufficient training
- Poor leadership/commitment
- Productivity focus/demands of job
- Transparency
- Red tape, administrative burden
- Stakeholder analysis incomplete
- Work design—good work is good for you
- Change—(systems/procedures/technology) rate of change
- Perceptions that good WHS takes more time and costs more money
- Short termism vs long term thinking and assessment of costs and efficiency

## INDIVIDUAL

### PEOPLE
- Differing perception (can’t see the problem)
- Communication between HSR and supervisor
- No accountability
- Poor communication
- No time
- Group pressure (normal behaviour changes when in groups)
- Poor leadership/commitment
- Unaware of risks
- Poor safety climate
- Level of control over work tasks (autonomy)
- Worker attitude
- Complacency
- Cognitive bias

**Note:** barriers may not sit exclusively in one category.

For example: communication needs a method of delivery (system) to communicate up and down, and also needs people to be able to communicate clearly and also needs the right environment to be delivered in.
ADDRESSING WHS BARRIERS

WORKING ENVIRONMENT AND EQUIPMENT
People and tools that support me working safely.
It's also about having some control over how I work and the way I use tools (the safety choices I make).

> Having the tools and resources that are right for the job
> Having an adequate level of supervision for worker skill level
> Having the necessary skills, information and training on equipment and processes
> Awareness of risks in the workplace
> Create a positive and just culture and climate (including psychosocial environment, team focus, and consultation)
> Work design supports healthy work (also consider removing work pressure, deadlines, and KPI's that encourage poor safety outcomes)
> Use group pressure to support a positive safety culture

MANAGING SYSTEMS
PCBU responsible for providing the structure within which I work.
It's also about how I support what is provided for my health and safety.

> Design safety messages to be simple and easily understood
> Leadership supports and models expected behaviours
> Safety systems that are integral to the work processes are fully costed, checked and tested
> Active collection of data and analysis (Remove paper based systems of data collection)
> Assigned responsibility and accountability at all levels
> Job design aligned to health and safety not just KPI outcomes
> Management of change is undertaken in consultation with workers
> KPI outcomes linked to safe work environment

PEOPLE
People need to know “what’s in it for me?” in order to effect change.
It's also about how I influence others through my behaviour, actions and leadership.

> Safety culture supports consultation and a no blame culture
> Social influences/ personal connections can sabotage efforts
> Awareness and reasons for action
> Acceptable behaviour needs defining and reinforcing
> Understand values, beliefs and attitudes impact on good WHS
> Regularly share good news outcomes/achievements
> Promote a reporting culture