



# 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.



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# 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