



Government
Health & Safety Lead

MENTALLY HEALTHY WORK - MODULE 3

Operationalising with a Cross-functional Approach



Chris Jones

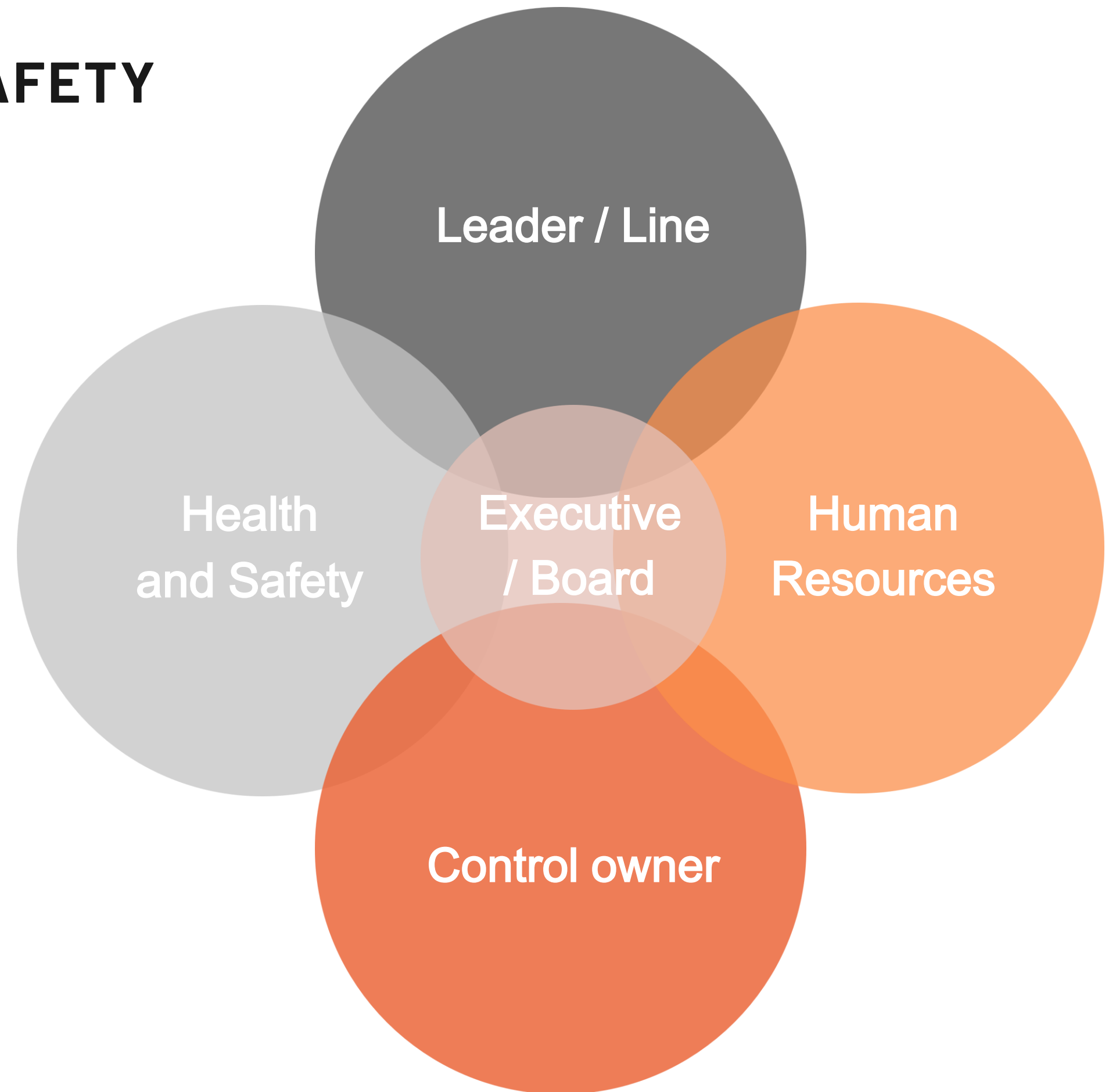
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(Project team member of the H&S Governance Good Practice Guide)



PSYCHOLOGICAL HEALTH AND SAFETY SYSTEM OWNERSHIP

Collective ownership, respective roles



Who 'owns' mentally healthy work?

1

EXECUTIVE / BOARD

- Set vision & expectations
- Enable resource allocation & prioritisation
- Monitor outcomes

2

HEALTH & SAFETY

- Own risk control framework
- Set control assurance & monitoring approach
- Control analysis, insights and reporting
- Learn from events

3

HUMAN RESOURCES

- Develop and provide risk and control-specific capability programmes
- Embed risk and control accountability in people systems (job descriptions, performance reviews etc)

4

LEADER / LINE

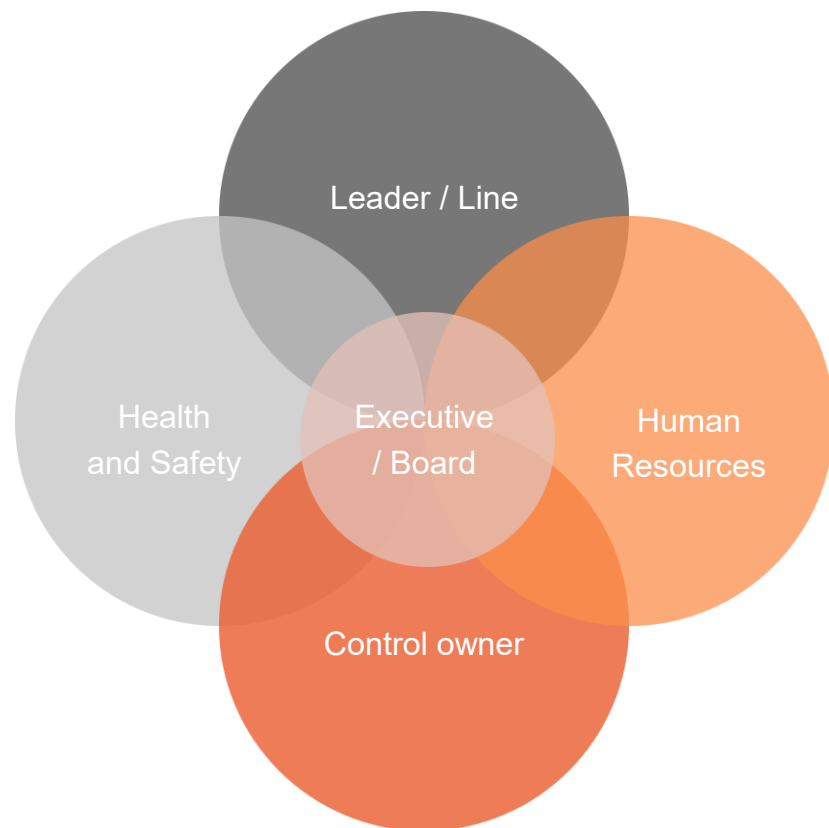
- Own the outcome
- Manage risk via effective identification and assessment of risk exposure and application of controls.

5

CONTROL OWNER

- Define control and provide or update control specifications / procedures
- Source physical / digital controls and make operationally available

COLLECTIVE OWNERSHIP RESPECTIVE ROLES

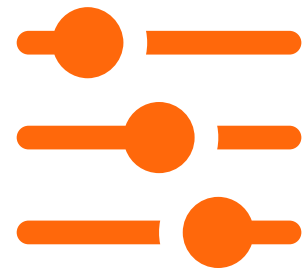




Risk Category



Risk Scenario



Critical control



Owner specification



Owner operation



Accountable



Responsible

Critical Control Ownership

Psychological Harm

Exposure to traumatic materials

Job rotation

Professional supervision

Access limits on client files

- Chief People Officer

- Chief Mental Health Officer

- Chief Mental Health Officer

- N/A

- N/A

- Chief Digital Officer

- Claims Unit Supervisor

- Team Manager

- Claims Unit Supervisor

- Case Manager

- Case Manager

- Case Manager

Hints



Identify specific psychosocial risks, not just 'mental health'

Identify the specific contexts or scenarios in which this specific risk occurs in your business or through your business' activities.

Identify controls that provide the highest level of protection, so far as is reasonably practicable. Focus on controls that prevent, detect and mitigate risk.

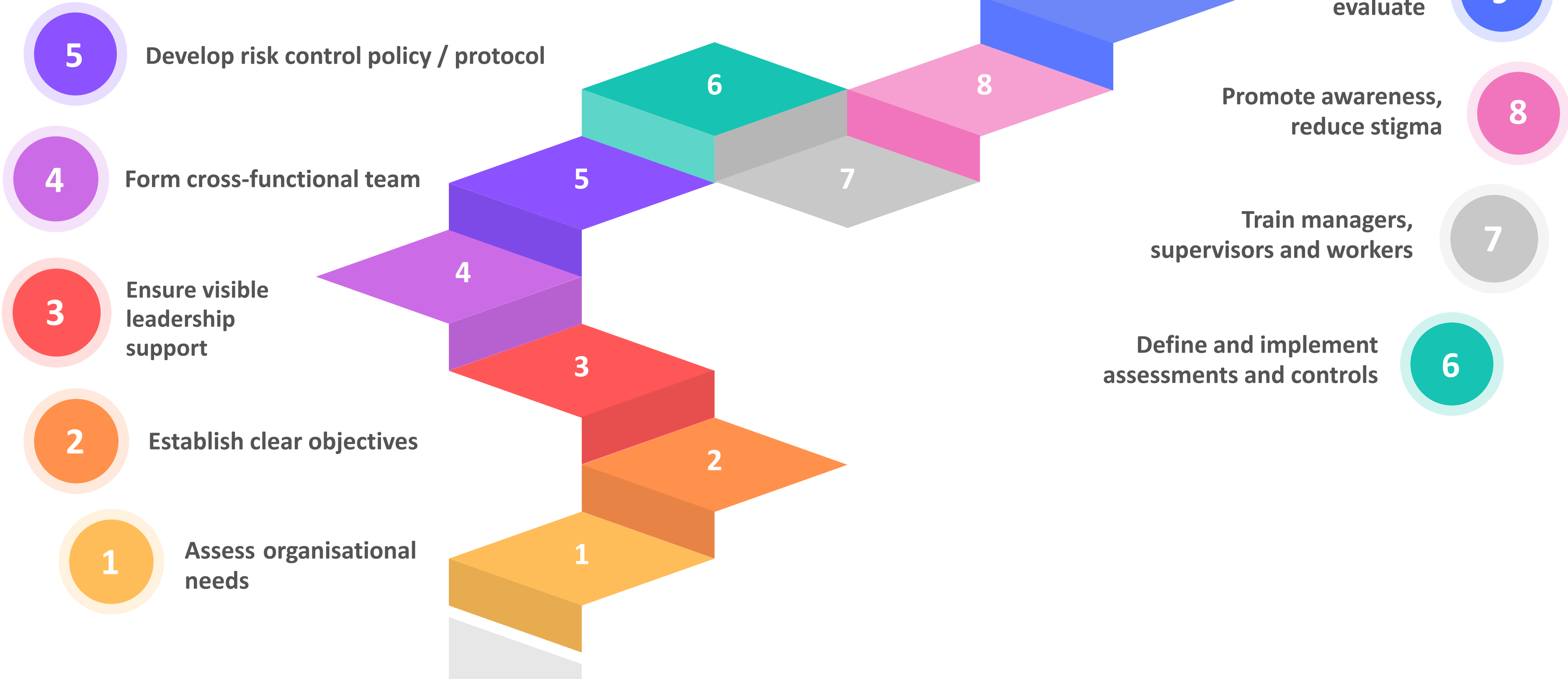
This is the person who who has senior responsibility for formally approving the nature of the control for this risk.

This is the person who has to oversee and ensure the control is sourced and available (note: not all controls will have an Owner Operations)

This is the person who is responsible for making sure the control is applied - it is usually a manager close to the work.

This is the person who is responsible for using or enacting the control - it is usually workers and line managers.

Critical steps for operationalising psychological H&S



APS



David Burroughs

**Founder and Principal Psychologist,
Australian Psychological Services**

(Westpac, Chief Mental Health Officer)



Resources (Operationalising Mentally Healthy Work)

[Government Health and Safety Lead – Who owns Mentally Healthy Work](#)

[Government Health and Safety Lead – Critical control ownership framework](#)

[Australian Psychological Services](#)

[GM Safety Forum](#)

[Worksafe NZ – Mentally Healthy Work: Case studies](#)

[SafeWork NSW – Designing Work to Manage Psychosocial Risks](#)

[Corporate Mental Health Alliance Australia – Resources](#)



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