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Workplace Health and Safety Queensland

Levels of control

This risk factor addresses the level of influence workers have on how they meet their task demands and the way they perform their work in general. Low levels of job control, where there is high work demand and low support from co-workers or supervisors, can increase the likelihood of worker strain occurring.

Some jobs are inherently low in control—for example call centres—but it is possible for all organisations to enhance workers' control over their work in a number of ways.

Possible solutions

Decisions need to be made about what practical solutions (control measures) will be used in the workplace to prevent, eliminate or minimise the effect of occupational stressors on worker health.

At the **organisational level**, controls target the work itself and focus on job design, the work environment, and on working conditions.

For the risk factor 'low levels of control', organisational level solutions address levels of self direction, allowing input into decision making, fostering consultation and communication and supervising workers appropriately.

Choice/self direction

- A worker's tasks need to be meaningful, varied and allow for an appropriate degree of self direction.
- Let workers have a say in how their own work is organised rather than imposing direction. Allow them to have input on:
 - how job tasks should be completed (where the order and timing of tasks are not critical to the outcome)
 - how problems should be tackled
 - the pace of their work.
- Ensure workers have the skills required to achieve most of their goals. Where skills are lacking, discuss opportunities for development.
- Use performance reviews as a positive opportunity for workers to have input into the way they do their work, rather than focusing only on inadequate performance.
- Provide opportunities for job rotation to enable skill development and job variation.

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Input into decision-making

Everyone in an organisation should feel they have input into their work – not just those in senior positions. There are a number of ways an organisation can ensure everyone contributes to decision-making:

- Hold regular team meetings during which workers can have input into decisions that concern their work.
- Involve workers in the allocation of responsibility for tasks within teams and in determining work objectives and anticipated outputs, roles, timeframes and resourcing.
- Provide training to develop supportive leaders who delegate and encourage participation and welcome new ideas.
- Encourage a participative approach to management through all of the above.

Consultation and communication

- Communicate with workers about how and why decisions are made. Whenever possible, seek team involvement with making these decisions.
- Develop and maintain a working environment in which workers are consulted and can provide feedback on changes impacting on their tasks.
- Develop a system that enables workers to have input into broader organisational issues (for example a suggestion scheme/box).
- Know when it is appropriate to consult with workers and ensure the outcomes of a consultation process are fed back to them.

Appropriate supervision

- Ensure that managers are competent supervisors without micro-managing.
- Consult with workers when developing performance monitoring systems.
- Provide a method through which workers can review and contribute to the output of monitoring systems.
- Develop team-based targets which assist in building effective teams and by measuring team performance against the organisational goals.
- When assigning work, negotiate objective and reasonable standards to increase workers' perceptions of ownership and fairness.

- Avoid asking workers to regularly stay after hours without prior consultation.
- In participation with workers, develop clear policies on the development, implementation and purpose of electronic performance monitoring (EPM). EPM is a system to measure outputs at either an individual or group level (e.g. calls per hour). Ensure all workers are aware of these policies.
- Avoid unnecessary monitoring of workers and/or excessive or punitive use of EPM data in performance review processes.
- Train supervisory workers in the objective, appropriate and ethical use of EPM.

At the **individual level**, solutions are aimed at assisting individuals to cope or build resilience.

Appropriate activities to be considered at this level of intervention include:

- corporate induction programs
- access to employee assistance programs
- training about resilience
- health and wellbeing programs
- counselling/therapy for people experiencing distress from sources both in and outside of the workplace.