# Psychosocial Compliance Maturity Journey

1 Reliant on Existing Systems

**Summary:** No recognition or structured approach to managing psychosocial risks. WHS and HR rely on reactive systems. Mental health is seen as an individual issue.

#### Role Based Maturity:

- Executives: Unaware of legal duties
- · Line Managers: No training or ownership
- HR/WHS: Respond to incidents only, not proactive
- Board: No psychosocial safety awareness. Reporting of activities (e.g. EAP utilisation)

Compliance: Does not meet compliance, need to commence uplift of systems and skills. Refer to getting started step.

## 2 Getting Started

Summary: Awareness is growing. Psychosocial risk concepts appear in some policies. Data used retrospectively. Initial consultation through existing employee surveys (e.g. engagement surveys).

#### Role Based Maturity:

- Executives: Beginning to ask questions
- Line Managers: Confused by new expectations
- HR/WHS: Leading pilots or risk assessments
- Board: Receives basic risk awareness updates

Compliance: Does not meet compliance, need to move to demonstrate compliance stage.

## 3 Demonstrate Compliance

Summary: Structured psychosocial risk assessments conducted. Central teams lead the response. Minimum compliance with WHS duties can be evidenced.

#### Role Based Maturity:

- Executives: Understand legal liability, support central team
- Line Managers: Aware of obligations, limited capability
- HR/WHS: Delivering structured interventions
- Board: Informed on risk profiles and controls

Compliance: Minimum compliance can be evidenced.

## 4 Build Leader Capability

**Summary:** Line managers take responsibility for psychosocial risks. Functional teams enable proactive hazard identification, control implementation, and cultural improvement.

#### **Role Based Maturity:**

- Executives: Actively sponsor systems and capability
- Line Managers: Understand psychosocial risk controls, apply insights
- HR/WHS: Trusted advisors, facilitating improvement
- Board: Review trends, asks probing questions on system effectiveness

Compliance: minimum compliance can be evidenced, however more may be reasonably practicable in teams.

### **5** Embed Continuous Improvement

Summary: Psychosocial risk is embedded across systems. Risks are continuously monitored, eliminated or minimised, and workplace culture supports psychosocial health.

#### Role Based Maturity:

- Executives: Steward organisational culture, allocate resources
- Line Managers: Confidently lead psychologically safe teams
- HR/WHS: Evaluate effectiveness. adapt controls, support leaders
- Board: Assured through dashboards, scenario reviews, and audit trails

Compliance: minimum compliance can be evidenced, and risks minimised. Psychosocial risk management done at all levels efficiently.

Maturity