

Psychosocial Safety tip sheet

Poor Organisational Justice (Psychosocial Hazard #7)



A lack of procedural, informational or interpersonal fairness:

- Poor procedural fairness relates to decision-making processes that advantage one or more people over others.
- Poor informational fairness relates to inequitable distribution or availability of information.
- Poor interpersonal fairness relates to situations and interactions that do not afford people dignity or respect.

Poor procedural justice can:



Are we OK?

Watch out for:

- Selection, promotion, performance, reward, work allocation or change processes that may advantage some people over others.
- Selection, promotion, performance, reward, complaints, work allocation or change processes that do not provide employees with a 'right of reply'.
- Failing to notify employees of the outcome of decision-making processes that impact them.
- Failing to explain to employees the process and/or criteria used to reach a decision that impacts them.
- Communicating the outcome of a process or decision to an employee in a way that is insensitive to how they may be impacted or feel about the outcome.
- Failing to be clear, transparent, and honest in communications about a decision or process.

It looks & sounds like:

- Employees may say that they found a process or decision to be unfair.
- Employees may ask questions about how or why a decision was made.
- There may be a drop in performance or discretionary effort as employees seek to restore a sense of fairness and justice.
- There may be an increase in complaints.
- Employees may be slow to accept a decision or adopt a change process.
- Employees may become more sensitive to issues of fairness and justice and may be easily triggered by small instances of inequitable treatment.

For more info:

- Visit the Safe Work Australia Website
- Contact the Health & Wellbeing Team via:
heathandwellbeing@griffith.edu.au

Tips for building psychosocial safety:

- Critically examine decision-making processes to ensure that they can be equitably and consistently applied across all situations and employees.
- Provide clear and explicit information about how and why decisions that impact employees are made.
- Build in and communicate processes for contesting the outcomes of decisions.
- Communicate with as much transparency as possible around the process and outcomes of decisions.
- Provide timely updates on progress and outcomes of decisions.
- When communicating the outcome of a decision that has not gone in an employees' favour, allow expression of and acknowledge the employees' disappointment.
- Always treat employees with dignity and respect, even when discussing a behaviour or performance issue that you feel strongly about.