

KNOW YOUR CODE

Managing psychosocial hazards at work

NSW PCBU compliance checklist

A practical working checklist for the 60-minute Evolve Safety and Wellbeing workshop. It follows the major PCBU requirements and recommended practices in the NSW Managing Psychosocial Hazards at Work Code of Practice.

YES	PARTLY	NO	N/A
Evidence demonstrates it	Incomplete or inconsistent	No reliable practice	Record why not applicable

How to use it

- Mark each item Yes, Partly, No or N/A.
- Record the evidence you relied on—not what the business intends to do.
- For every Partly or No item, identify an action, owner and due date.
- Escalate uncontrolled or serious current risks immediately.
- Do not record personal medical or investigation details in this general checklist.

Important: This checklist is an educational tool. It is not a compliance certificate, a complete statement of the law or legal advice. Apply the Code, Act and Regulation to your circumstances.

SECTION 01

1. PCBU primary duty and system foundations

Code chapter 2.1; WHS Act ss 17-19

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
MUST Psychosocial hazards are included in the organisation's WHS risk management system.	WHS framework, risk procedure, governance responsibilities and risk records expressly cover psychological health.	Y P N N/A
MUST The business first seeks to eliminate psychosocial risks, then minimises remaining risks so far as is reasonably practicable.	Risk decisions show elimination was considered before lower-order controls; reasons are recorded where relevant.	Y P N N/A
MUST Controls protect workers from harmful acts by third parties.	Client/customer risk assessments, behaviour plans, staffing, security, escalation and withdrawal arrangements.	Y P N N/A
MUST Safe systems of work and a safe working environment address psychosocial risks.	Actual work design, staffing, task allocation, rosters, supervision and physical environment match the assessed risk.	Y P N N/A
MUST Suitable information, training, instruction and supervision support the controls.	Role-specific content, competent delivery, practical application and supervision records.	Y P N N/A
MUST Worker health and workplace conditions are monitored so controls remain adequate.	Exposure indicators, worker feedback, incidents, claims, absence, turnover and control-effectiveness reviews.	Y P N N/A
MUST Risks created by procurement, outsourcing, contracting and partner arrangements are managed.	Contract terms, workload expectations, delivery schedules, shared-system risks and coordination records.	Y P N N/A

Priority action / owner / due date:

SECTION 02

2. Consultation and shared duties

Code chapters 2.1 and 3.1; WHS Act ss 46-49

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
MUST Affected workers and HSRs are consulted at every step of the risk management process.	Consultation occurs during identification, assessment, control selection, implementation and review.	Y P N N/A
MUST Consultation begins early when workplace changes are proposed.	Workers can influence WHS aspects of rosters, roles, reporting lines, technology, work locations and systems before decisions are final.	Y P N N/A
MUST Workers receive relevant information and a reasonable opportunity to express views.	Information shared, time allowed, accessible formats and suitable consultation channels.	Y P N N/A
MUST Worker and HSR views are genuinely considered and outcomes are communicated.	Decision notes show what was raised, how it influenced controls and what was communicated back.	Y P N N/A
SHOULD Consultation methods protect privacy and confidentiality where required.	Consultation design, data access rules, de-identification and clear limits on confidentiality.	Y P N N/A
MUST PCBU's with shared duties consult, cooperate and coordinate.	Responsibilities agreed with contractors, labour hire, suppliers, partners, landlords and other duty holders.	Y P N N/A
MUST WHS duties are not treated as transferred through a contract.	Contracts support coordination but do not state or operate as if one party has removed another party's duty.	Y P N N/A

Priority action / owner / due date:

SECTION 03

3. Officer due diligence

Code chapter 2.2; WHS Act s 27

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
MUST Officers understand the organisation's operations, psychosocial hazards and risks.	Briefings, site/workgroup knowledge, questions asked and active information gathering.	Y P N N/A
MUST Officers keep current on psychosocial WHS requirements and industry information.	Relevant updates, regulator material, professional development and internal reporting.	Y P N N/A
MUST Adequate financial and human resources are allocated.	Budgets, staffing, expertise, manager capacity and authority to implement controls.	Y P N N/A
MUST The PCBU has effective consultation, cooperation and coordination processes.	Officer verification of worker consultation and shared-duty arrangements.	Y P N N/A
MUST Officers receive timely information on risk assessments, incidents and controls.	Defined reporting content, escalation thresholds and reporting frequency.	Y P N N/A
MUST Officers actively verify that processes and controls are implemented and effective.	Site visits, worker conversations, requested evidence, follow-up actions and control testing.	Y P N N/A

Priority action / owner / due date:

SECTION 04

4. Planning the psychosocial risk process

Code chapter 3.1

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
SHOULD Goals, scope and identification/assessment methods are defined before work begins.	Documented scope, selected workgroups and methods appropriate to the organisation and risk.	Y P N N/A
SHOULD Roles for leaders, managers, workers, HSRs and advisers are allocated.	Named responsibilities, decision authority and escalation arrangements.	Y P N N/A
SHOULD Privacy and confidentiality arrangements are defined before consultation.	Collection purpose, access, storage, reporting and escalation of serious risk.	Y P N N/A
SHOULD Participants in the process have suitable information, training and competence.	Competency requirements, briefing materials and expert support where needed.	Y P N N/A
SHOULD Human, technical and financial resources are available to implement controls.	The process is linked to decision-makers, operational resources and budgets.	Y P N N/A
SHOULD Control selection, communication, documentation and review responsibilities are agreed.	Owners, milestones, communication method, records and review arrangements.	Y P N N/A

Priority action / owner / due date:

SECTION 05

5A. Common psychosocial hazards - demands, control and support

Code chapter 1.1, Table 1

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
CHECK Role overload - high workload or job demands.	Time, staffing, resources, deadlines, task switching, cognitive/emotional demand, recovery and safety-critical decisions.	Y P N N/A
CHECK Role underload - sustained low demand or monotonous work.	Repetition, isolation, limited task variety and prolonged monitoring.	Y P N N/A
CHECK Exposure to traumatic events or material.	Direct, witnessed, investigated or secondary exposure; frequency, severity, preparation and recovery.	Y P N N/A
CHECK Role conflict or lack of role clarity.	Competing priorities, uncertainty, conflicting service/safety expectations, unclear standards or reporting lines.	Y P N N/A
CHECK Low job control.	Control over task method, pace, breaks, decisions, speaking up and changes affecting work.	Y P N N/A
CHECK Poor supervisor or manager support.	Access to help, information, equipment, feedback, decisions and escalation.	Y P N N/A
CHECK Poor co-worker support.	Practical help, information sharing, team coverage and support for difficult work.	Y P N N/A

Priority action / owner / due date:

SECTION 06

5B. Common psychosocial hazards - behaviour, fairness and environment

Code chapter 1.1, Table 1

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
CHECK Conflict or poor workplace relationships.	Repeated conflict, unresolved disagreements, incivility and work-system contributors.	Y P N N/A
CHECK Workplace violence and aggression.	Workers, clients, patients, visitors or others; known history, location, staffing, communication and emergency response.	Y P N N/A
CHECK Bullying and harassment.	Repeated or single behaviours as applicable, reporting routes, exposure and underlying work causes.	Y P N N/A
CHECK Sexual harassment.	Worker and third-party exposure, work environment, power imbalances, prevention and response controls.	Y P N N/A
CHECK Inadequate reward and recognition.	Recognition of effort, feedback, fair access to development and career opportunities.	Y P N N/A
CHECK Hazardous physical working environment.	Physical hazards that create stress or concern, including inadequate physical controls or PPE.	Y P N N/A
CHECK Remote or isolated work.	Access to assistance, communication, supervision, emergency response and work in other people's homes.	Y P N N/A
CHECK Poor procedural justice.	Fair, consistent and timely processes for decisions, work allocation, overtime, performance and complaints.	Y P N N/A
CHECK Poor organisational change consultation.	Early information, WHS impact assessment, worker input, resources, training and transition support.	Y P N N/A
CHECK Other hazards specific to the organisation or work.	Industry, task, worker group or supply-chain hazards not captured above.	Y P N N/A

Priority action / owner / due date:

SECTION 07

6. Individual factors and worker groups

Code chapter 1.2

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
SHOULD The process considers younger, older, new, trainee and inexperienced workers.	Task exposure, competence, supervision, authority and support needs.	Y P N N/A
SHOULD Language, literacy, numeracy and cultural factors are considered.	Accessible consultation, instructions, training and reporting channels.	Y P N N/A
SHOULD Previous work injury, illness or traumatic exposure is considered where relevant and lawful.	Individual controls and adjustments without unnecessary collection or disclosure of health information.	Y P N N/A
SHOULD Reasonably foreseeable risks to particular groups are identified.	Workgroup-specific assessment rather than organisation-wide averages alone.	Y P N N/A
SHOULD Controls take different worker needs into account.	Suitable controls without lowering behavioural or safety standards.	Y P N N/A
MUST/OTHER LAW Reasonable adjustments are considered where legal duties require them.	Medically supported changes and applicable discrimination, privacy and workers' compensation duties.	Y P N N/A

Priority action / owner / due date:

SECTION 08

7. Identify underlying sources

Code chapter 3.2

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
SHOULD Operating environment and economic pressures are considered.	Demand changes, service commitments, funding, market pressure and consequences for work.	Y P N N/A
SHOULD Governance, structure, procurement and resourcing decisions are examined.	Decisions made away from the work that affect staffing, time, authority and resources.	Y P N N/A
SHOULD Job/task design, workload, rosters, role clarity and supervision are examined.	Work-as-done under normal, peak and unexpected conditions.	Y P N N/A
SHOULD Buildings, technology, plant, work environments and locations are examined.	Design, access, communication, environmental conditions and equipment usability.	Y P N N/A
SHOULD Supply-chain requirements, schedules, penalties and shared systems are examined.	External drivers that create time pressure, conflicting processes or exposure.	Y P N N/A
SHOULD Significant change is examined before and during implementation.	Restructure, downsizing, new technology, relocations and changed work arrangements.	Y P N N/A

Priority action / owner / due date:

SECTION 09

8. Information used to identify hazards

Code chapter 3.2

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
MUST Affected workers and HSRs are consulted.	Consultation covers how hazards arise, existing controls and practical control options.	Y P N N/A
SHOULD Work is observed and discussed under normal, peak and unexpected conditions.	Walk-through/talk-through observations, including emergencies and unusual operations.	Y P N N/A
SHOULD Incidents, complaints, grievances, claims, absence, turnover and overtime are reviewed.	Trends by workgroup, role, location, task and time period where appropriate.	Y P N N/A
SHOULD Backlogs, errors, delays, quality failures and improvised work methods are reviewed.	Operational data that may indicate pressure or inadequate systems.	Y P N N/A
SHOULD Duty statements, schedules, staffing and skills mix are compared with actual work.	Gaps between documented expectations, capacity and work-as-done.	Y P N N/A
SHOULD Policies and procedures are compared with realistic workplace practice.	Whether they work under time pressure, peak demand and unexpected conditions.	Y P N N/A
SHOULD A combination of consultation, organisational data and work observation is used.	No single survey or data source is treated as conclusive.	Y P N N/A

Priority action / owner / due date:

SECTION 10

9. Assess and prioritise risk

Code chapter 3.3

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
MUST Usual and reasonably foreseeable unusual conditions are considered.	Peak demand, emergencies, staff shortages, system failures and unfamiliar work.	Y P N N/A
SHOULD Affected workers, tasks, activities and locations are described.	Clear scope and workgroup/task-level detail.	Y P N N/A
SHOULD Frequency and duration of exposure are considered.	How often and how long exposure occurs, including cumulative exposure.	Y P N N/A
SHOULD Severity of possible psychological and physical harm is considered.	Potential injury/illness, incidents, errors and interaction with physical hazards.	Y P N N/A
SHOULD Interactions between hazards are considered.	For example, workload combined with low control, poor support or aggression.	Y P N N/A
SHOULD Existing control effectiveness, likelihood and consequence are considered.	Evidence controls are present, used and effective.	Y P N N/A
SHOULD Serious low-likelihood risks are considered separately from frequent lower-consequence risks.	Catastrophic or serious risks are not averaged down.	Y P N N/A
MUST Affected workers and HSRs are consulted during assessment.	Assessment conclusions are tested against worker knowledge.	Y P N N/A
SHOULD The assessment determines required action and urgency.	Immediate, short-term and planned actions are prioritised.	Y P N N/A

Priority action / owner / due date:

SECTION 11

10. Select controls under regulations 55C-55D

Code chapter 3.4; WHS Regulation ss 55C-55D

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
MUST Elimination is considered and implemented so far as is reasonably practicable.	Removal of unnecessary work/exposure or redesign that prevents exposure.	Y P N N/A
MUST If elimination is not reasonably practicable, the hierarchy of controls is applied.	Higher-order controls are considered before reliance on administrative or individual coping measures.	Y P N N/A
MUST Relevant regulation 55D matters are considered.	Exposure, interaction, work design, organisation, environment, plant, behaviours, information, training and supervision.	Y P N N/A
SHOULD Good work design options are considered first.	Tasks, staffing, workload, rosters, resources, roles, systems, decision authority and physical design.	Y P N N/A
SHOULD Controls are tailored to the workgroup, task, organisation and emergencies.	Specific rather than generic controls.	Y P N N/A
SHOULD Safe systems of work specify how, where and when work is done and who is involved.	Operational arrangements that can be implemented and supervised.	Y P N N/A
MUST Suitable information, training, instruction and supervision support the controls.	Training is not used as the only control where source-level controls are reasonably practicable.	Y P N N/A
SHOULD Residual risk and control quality are checked before authorisation.	Adequate / reasonably practicable / satisfactory / inadequate / uncontrolled rating and further action.	Y P N N/A

Priority action / owner / due date:

SECTION 12

11. Implement controls

Code chapter 3.4

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
MUST Affected workers and HSRs are consulted early about proposed controls.	Input occurs before final decisions on work changes.	Y P N N/A
SHOULD Safe work procedures describe tasks, hazards, controls, roles and responsibilities where needed.	Procedures match actual work and cover foreseeable conditions.	Y P N N/A
MUST Workers receive suitable information, training, instruction and supervision.	Practical competence and ongoing supervision appropriate to the risk.	Y P N N/A
SHOULD Managers and supervisors have authority and resources.	Capacity to adjust work, staffing, deadlines, escalation and controls.	Y P N N/A
SHOULD Visitors and other persons receive relevant information and instruction.	Controls for customers, clients, suppliers and contractors.	Y P N N/A
SHOULD Implementation has an owner, resources, date and completion evidence.	Action plan and verification that controls operate in practice.	Y P N N/A
SHOULD A schedule exists for maintenance, monitoring and review.	Controls do not quietly deteriorate or become bypassed.	Y P N N/A

Priority action / owner / due date:

SECTION 13

12. Maintain, monitor and review

Code chapter 3.5; WHS Regulation rr 37-38

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
MUST Controls are maintained so they remain effective, fit for purpose and used correctly.	Observation, supervision, maintenance and current worker feedback.	Y P N N/A
SHOULD Clear accountability exists for monitoring, maintaining and reviewing controls.	Named owners with authority and reporting expectations.	Y P N N/A
MUST Controls are reviewed when required.	New hazard/risk, ineffective control, workplace change, incident, HSR request or consultation indicates review.	Y P N N/A
MUST Affected workers and HSRs are consulted during review.	Workers confirm how controls operate under actual conditions.	Y P N N/A
SHOULD Indicators relevant to the hazard and control are monitored.	Backlog, workload, overtime, breaks, aggression, escalation, errors, absence, turnover and feedback as relevant.	Y P N N/A
SHOULD Review checks for unintended WHS or organisational risks.	Risk transferred to another worker, team, shift or process.	Y P N N/A
MUST Inadequate or ineffective controls trigger further action.	Action, owner, date and re-check.	Y P N N/A
SHOULD Early-intervention arrangements respond when stress or health problems are reported.	Work-design changes, support and workers' compensation/return-to-work pathways.	Y P N N/A

Priority action / owner / due date:

SECTION 14

13. Reports and incidents

Code chapter 4

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
SHOULD Workers can report psychosocial hazards and incidents through accessible channels.	Supervisor, HSR, incident system, grievance process and alternative routes.	Y P N N/A
MUST Workers are protected from discriminatory, coercive or misleading conduct for raising WHS matters.	Policies, leadership practice, escalation and response to retaliation concerns.	Y P N N/A
SHOULD Responsible people, timeframes and escalation pathways are defined.	Triage, immediate risk response and competent decision-makers.	Y P N N/A
SHOULD Affected workers receive process information and appropriate updates.	Likely steps, timing, support and outcome communication.	Y P N N/A
SHOULD Privacy and confidentiality are protected.	Need-to-know access and general process updates when specifics cannot be shared.	Y P N N/A
SHOULD Fair and adequate support is available.	Practical support, representative/support person and psychological support as appropriate.	Y P N N/A
MUST Risk is controlled while a report or investigation is being handled.	Interim work, contact, reporting, location, staffing or supervision controls.	Y P N N/A
SHOULD Reports feed back into hazard identification and control review.	System-level causes and patterns are addressed, not only the individual report.	Y P N N/A

Priority action / owner / due date:

SECTION 15

14. Investigate serious psychosocial incidents

Code chapter 4.1; WHS Act ss 35-39

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
SHOULD Investigation scope is proportionate to risk, potential harm and workers affected.	A clear basis for informal, internal or external investigation.	Y P N N/A
SHOULD The process seeks what happened, why and how controls can improve.	Terms of reference cover work-related contributing factors and controls.	Y P N N/A
SHOULD The investigator is competent, impartial and appropriately authorised.	Competence, conflicts, access and procedural arrangements.	Y P N N/A
SHOULD Affected people receive procedural fairness, support and appropriate updates.	Opportunity to respond, process information and review/appeal rights where applicable.	Y P N N/A
SHOULD Underlying work causes are examined—not only individual behaviour.	Workload, control, support, roles, change, systems, training and supervision.	Y P N N/A
MUST Immediate and interim controls are reviewed throughout the investigation.	Further exposure is eliminated or minimised.	Y P N N/A
MUST Potential notifiable incidents are assessed and notified immediately when required.	Death or serious physical/psychological injury or illness meeting statutory criteria.	Y P N N/A
SHOULD Actions, owners, dates and effectiveness checks are recorded.	Investigation recommendations become verified controls.	Y P N N/A

Priority action / owner / due date:

SECTION 16

15. Records and demonstration

Code chapter 4.2

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
SHOULD Records show hazards identified and information considered.	Consultation, data, observation and source analysis.	Y P N N/A
SHOULD Consultation records show who was involved, matters raised and outcome.	Enough detail to demonstrate two-way consultation without inappropriate personal information.	Y P N N/A
SHOULD Risk decisions and prioritisation are recorded where appropriate.	Exposure, existing controls, consequence, likelihood and urgency.	Y P N N/A
SHOULD Selected controls, rationale, owners, resources and dates are recorded.	Connection between hazard source, control and implementation.	Y P N N/A
SHOULD Monitoring and review results show whether controls are effective.	Evidence before/after implementation and follow-up actions.	Y P N N/A
MUST/AS APPLICABLE Incident and investigation records are maintained and protected.	Required statutory records plus proportionate internal records.	Y P N N/A
SHOULD Sensitive information is excluded from general registers or access is restricted.	High-level risk register entries and controlled investigation/health records.	Y P N N/A
SHOULD The PCBU can produce or explain evidence if an inspector asks.	Documents and worker/manager accounts consistently describe the system in practice.	Y P N N/A

Priority action / owner / due date:

SECTION 17

16. Safe return to work

Code chapter 5

CHECKLIST REQUIREMENT / CODE EXPECTATION	EVIDENCE TO LOOK FOR / NOTES	STATUS
MUST/OTHER LAW NSW workers' compensation and return-to-work requirements are met.	Current return-to-work program, insurer/RTW coordination and required records.	Y P N N/A
MUST Medically authorised restrictions or modifications are implemented.	Suitable duties and work arrangements align with medical capacity.	Y P N N/A
MUST New or changed duties, locations and reporting arrangements are risk managed.	Assessment of psychosocial and physical hazards arising from the return-to-work plan.	Y P N N/A
MUST Risks to the returning worker and surrounding work group are considered.	Work redistribution, role clarity, team workload, supervision and confidentiality.	Y P N N/A
MUST The worker is consulted and privacy is protected.	Appropriate participation and need-to-know communication.	Y P N N/A
SHOULD Controls and the return-to-work plan are monitored and adjusted.	Regular review of sustainability, exposure and emerging risks.	Y P N N/A

Priority action / owner / due date:

IMMEDIATE ACTION PLAN

Choose the three gaps that matter most

Prioritise current uncontrolled or serious exposure first. Then select the system gaps that will make the largest practical improvement.

Priority

Why this matters

Action / control

Owner and due date

1

Priority

Why this matters

Action / control

Owner and due date

2

Priority

Why this matters

Action / control

Owner and due date

3

OFFICIAL SOURCES

Use the current law and approved Code

Managing Psychosocial Hazards at Work Code of Practice

Issued May 2021; SafeWork NSW current web version incorporating Regulation 2025 guidance

<https://www.safework.nsw.gov.au/resource-library/codes-of-practice/codes-of-practice/managing-psychosocial-hazards-at-work>

Work Health and Safety Act 2011 (NSW)

Current version from 1 July 2026

<https://legislation.nsw.gov.au/view/html/inforce/current/act-2011-010>

Work Health and Safety Regulation 2025 (NSW)

Current version from 3 July 2026

<https://legislation.nsw.gov.au/view/html/inforce/current/sl-2025-0440>

SafeWork NSW - Psychosocial hazards

Current regulator guidance and tools

<https://www.safework.nsw.gov.au/hazards-a-z/psychosocial-hazards>

SafeWork NSW - Consulting workers about psychosocial hazards and risks

Small-business consultation guidance

<https://www.safework.nsw.gov.au/resource-library/psychosocial/consulting-your-workers-about-psychosocial-hazards-and-risks>