PRRR™ PSYCHOSOCIAL RISK SERIES

PRRR-02 · Psychosocial Risk Leadership

Product Overview

Audience: Supervisors, team leaders and managers · Duration: 3–4 hours

Version 1.0 · 29 October 2026

Supervisors control more psychosocial exposure than any policy does. They decide who gets which work, what is deferred, when meetings sit and what is asked for at nine at night. This package builds that into everyday practice.

It is built on Book 2 of the series, Lead the Work, Protect the People, and follows one team leader and her team through the whole session. Leaders are not asked to diagnose anyone. They leave with a set of small, practical tools for managing the conditions of work, and with their own PRRR one-pager and two things to start on.

Learning outcomes

- Describe the work health and safety duties that apply to their role, and how they differ from an officer's
- Explain why a leader's job is to manage the conditions of work, not to diagnose people
- Sort the pressures in their team into what they control, what they influence and what they cannot change
- Recognise patterns of exposure early, using information they already have
- Consult their team in a way that changes something
- Apply the PRRR Control Model to a real team situation
- Develop preventative controls that change the work rather than the worker
- Respond to a concern in a way that makes people willing to raise the next one
- Escalate what they cannot fix, in writing, with facts and options
- Support a safe return to work by controlling the work the person returns to
- Check whether their controls are actually working, and act when they are not

Session outline

Part	Covers
1. Your role	Managing conditions, not diagnosing people; the one test; duties; what a leader controls; control, influence, neither
2. Work design and demands	The hazards leaders shape; the workload trigger; priorities and role clarity; support; the leader's own behaviour; consultation
3. Seeing exposure early	The five signals; the weekly scan; Activity 1, team risk assessment
4. Applying PRRR	Prevent's four levers; the first sixty seconds and Activity 2; the conversation you are avoiding; the half-page escalation; safe return; Review; Activity 3, management scenarios
5. Putting it into practice	Activity 4, PRRR on one page; the Tuesday card; knowledge check

© 2026 Orana Skills Centre. All rights reserved.

SAMPLE · PRRR-02 Psychosocial Risk Leadership v1.0 · The full package contains the complete materials.

What is in the package

Folder	Contents
01_START_HERE	Read Me First, Product Overview, Permitted Use Terms, Version Information
02_TRAINING_PRESENTATION	Training Presentation (.pptx with speaker notes, and PDF)
03_FACILITATOR_GUIDE	Facilitator Guide (.docx and PDF), Session Plan
04_PARTICIPANT_RESOURCES	Participant Workbook (.docx and PDF), Handouts (PDF)
05_ACTIVITIES_AND_ASSESSMENTS	Management Scenarios, Knowledge Assessment, Practical Assessment, Assessment Answers (PDF)
06_WORKPLACE_TOOLS	Team Risk Assessment Worksheet, PRRR Control Planning Worksheet, Leader Tools (all editable)
07_TRAINING_ADMINISTRATION	Training Records (.xlsx), Completion Certificate Template, Training Evaluation

Document control

Item	Detail
Product	PRRR-02 Psychosocial Risk Leadership
Document	Product Overview
Version	1.0
Status	Released
Date	29 October 2026
Publisher	Orana Skills Centre
Copyright	© 2026 Orana Skills Centre. All rights reserved.
Use	Licensed for internal use by the purchasing organisation under the Permitted Use conditions in folder 01_START_HERE.

© 2026 Orana Skills Centre. All rights reserved.

SAMPLE · PRRR-02 Psychosocial Risk Leadership v1.0 · The full package contains the complete materials.

PRRR™ PSYCHOSOCIAL RISK SERIES

Psychosocial Risk Leadership

Manage the conditions of the work. Control what you can. Escalate what you cannot.

[Insert organisation name] · [Insert date]

02

SAMPLE · PRRR-02 Psychosocial Risk Leadership v1.0 · The full package contains the complete materials.

What this session is, and is not

This session is

✓ About the conditions of work you already control

✓ About what to do on an ordinary Tuesday

✓ About escalating what you cannot fix

✓ Practical: every part ends in something you do

This session is not

✗ Mental health first aid

✗ Spotting who is struggling

✗ Counselling or difficult-conversation scripts

✗ A replacement for your HR or WHS advisers

SAMPLE · PRRR-02 Psychosocial Risk Leadership v1.0 · The full package contains the complete materials.

Today

Module	What it covers	Time
1. Your role	What you are and are not being asked to do; your duties; what you control	35 min
2. Work design and demands	The hazards leaders shape; workload, priorities, role clarity, support, your own behaviour	40 min
3. Seeing exposure early	The five signals; the weekly scan; team risk assessment	30 min
Break		15 min
4. Applying PRRR	Prevent, Respond, Recover, Review in a leader's week; management scenarios	65 min
5. Putting it into practice	PRRR on one page; start with two; knowledge check	35 min

SAMPLE · PRRR-02 Psychosocial Risk Leadership v1.0 · The full package contains the complete materials.

You will leave with

- A team risk assessment of your own team
- A workload trigger with a number
- A twenty-minute weekly scan
- The first sixty seconds when somebody raises a concern
- A half-page escalation that gets decisions
- A safe return checklist
- Your PRRR on one page, and the two things you will start with

SAMPLE · PRRR-02 Psychosocial Risk Leadership v1.0 · The full package contains the complete materials.

MODULE 1

Your role

What you are being asked to do, and what you are not

SAMPLE · PRRR-02 Psychosocial Risk Leadership v1.0 · The full package contains the complete materials.

PRRR™ PSYCHOSOCIAL RISK SERIES

PRRR-02 · Psychosocial Risk Leadership

Participant Workbook

Duration: 3–4 hours

Name: _____

Team I lead: _____

Version 1.0 · 29 October 2026

How to use this workbook

This workbook goes with the session and is yours to keep. It holds every activity and every tool. Work on a real team you lead: the team risk assessment in Activity 1 is used again in Activity 4. The tools at the back are also supplied as editable files.

By the end of the session you will be able to:

- Describe the work health and safety duties that apply to their role, and how they differ from an officer's
- Explain why a leader's job is to manage the conditions of work, not to diagnose people
- Sort the pressures in their team into what they control, what they influence and what they cannot change
- Recognise patterns of exposure early, using information they already have
- Consult their team in a way that changes something
- Apply the PRRR Control Model to a real team situation
- Develop preventative controls that change the work rather than the worker
- Respond to a concern in a way that makes people willing to raise the next one
- Escalate what they cannot fix, in writing, with facts and options
- Support a safe return to work by controlling the work the person returns to
- Check whether their controls are actually working, and act when they are not

Module 1. Your role

You are not being asked to diagnose anyone, spot mental illness, or work out who is coping. You are being asked to manage the conditions of the work, which is what you already do.

Deb and Tom

What Deb saw in Tom	What was true about the work
• Short with people in meetings • Stopped coming to the Friday debrief • Three single sick days in five weeks • ‘I'm fine’ when asked, twice	• Covering the vacant position's allocations since February. Nobody decided that • The most complex matters in the team • The only officer trained on the new system

© 2026 Orana Skills Centre. All rights reserved.

SAMPLE · PRRR-02 Psychosocial Risk Leadership v1.0 · The full package contains the complete materials.

What Deb saw in Tom	What was true about the work
	• The debrief sat on the only clear hour in his week • The vacancy was ‘under review’

The one test

Before you do anything about a psychosocial issue, ask: does this change the work, or does it change the worker?

Changes the worker (support)	Changes the work (control)
Resilience or wellbeing training	Filling the vacancy
Employee assistance reminder	Changing the roster
Mental health awareness session	Removing a deadline
Encouraging somebody to take leave	Reducing what has to be done
A check-in conversation	Giving somebody authority to say no

Both columns are legitimate. Only the right one reduces the exposure. If everything you are considering is in the left column, you have not found the control yet.

Your duties

Your organisation must	You, as a leader
• Identify psychosocial hazards and manage the risks, so far as reasonably practicable • Consult workers about hazards and how they are controlled • Look first at changing the work: information and training alone are rarely enough	• Usually carry out that duty day to day: you allocate, sequence and supervise the work • Have your own duty as a worker: reasonable care for others, including how your decisions affect them • Are usually not an officer. Officers have extra duties

The law that applies here: _____

What a leader actually controls

- Who gets which work, including the hard and the interesting work
- The order work is done in, and what gets deferred
- When meetings are held, and how many
- When you are available, and to whom
- What you ask for out of hours
- How somebody new is brought in, and when they work alone
- What you put in writing, and what you send upward

© 2026 Orana Skills Centre. All rights reserved.

SAMPLE · PRRR-02 Psychosocial Risk Leadership v1.0 · The full package contains the complete materials.

Activity 1. Team risk assessment

On your own, 20 minutes. List three to five pressures in a team you lead. For each, name the hazard, describe the exposure, sort it into control, influence or neither, say what is in place now and whether it works, and write what you will do and by when.

Describe the work, not a person. Use numbers where you have them.

Pressure in my team (the work, not a person)	Hazard(s)	How often, how intense, how long	Control, influence or neither	What is in place now, and is it working?	What I will do, and by when
Vacant officer position since 12 February; its allocations split between two officers, never decided	*Job demands, high; Poor role clarity; Poor support*	*Every day for nine months; two officers at 34 and 31 open matters against a team average of 22*	*Allocation: control. The vacancy: neither*	*Nothing formal. Nobody decided the split, so nobody is checking it*	*Rotate complex matters across six officers from Monday. Escalate the vacancy in writing by Friday*

© 2026 Orana Skills Centre. All rights reserved.

SAMPLE · PRRR-02 Psychosocial Risk Leadership v1.0 · The full package contains the complete materials.