PRRR™ PSYCHOSOCIAL RISK SERIES

PRRR-05 · Psychosocial Risk Implementation Toolkit

Product Overview

For: WHS, HR, managers and risk professionals

Version 1.0 · 30 October 2026

Training builds understanding; the toolkit is what people use afterwards. It contains the assessment, response, recovery and review tools needed to run psychosocial risk management day to day, organised into the four stages of the PRRR Control Model.

An implementation guide explains how the tools fit together, the order to introduce them in, and how to adapt them to your existing risk framework, and carries one worked example through every tool.

With the toolkit in place, your organisation can

- Assess psychosocial risk by role, using a consistent method
- Maintain a psychosocial risk register with clear control ownership
- Respond consistently to concerns and incidents
- Plan recovery and workplace adjustments
- Verify that critical controls are in place and effective
- Track corrective actions to completion

What is in the toolkit

Section	Tools
Prevent	Role-based risk assessment; exposure assessment worksheet; hazard interaction map; risk register; control selection worksheet
Respond	Incident and concern response prompts; reporting and escalation guide; immediate action checklist; management response record
Recover	Recovery planning prompts; workplace adjustments checklist; return-to-work coordination guide
Review	Critical control performance standard; control verification checklist; assurance schedule; corrective action tracker; review triggers
Guide	How the tools fit together; the twelve-month sequence; tool-by-tool notes; a worked example through every tool

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Folders

Folder	Contents
01_START_HERE	Read Me First, Product Overview, Permitted Use Terms, Version Information
02_IMPLEMENTATION_GUIDE	Implementation Guide (.docx and PDF), with the worked example
03_PREVENT	P1 Role-Based Risk Assessment (.xlsx), P2 Exposure Assessment Worksheet, P3 Hazard Interaction Map, P4 Risk Register (.xlsx), P5 Control Selection Worksheet
04_RESPOND	R1 Incident and Concern Response Prompts, R2 Reporting and Escalation Guide, R3 Immediate Action Checklist, R4 Management Response Record
05_RECOVER	C1 Recovery Planning Prompts, C2 Workplace Adjustments Checklist, C3 Return-to-Work Coordination Guide
06_REVIEW	V1 Critical Control Performance Standard, V2 Control Verification Checklist, V3 Assurance Schedule (.xlsx), V4 Corrective Action Tracker (.xlsx), V5 Review Triggers

Document control

Item	Detail
Product	PRRR-05 Psychosocial Risk Implementation Toolkit
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PRRR™ PSYCHOSOCIAL RISK SERIES

PRRR-05 · Psychosocial Risk Implementation Toolkit

Implementation Guide

How the seventeen tools fit together, the order to introduce them, and one worked example carried through every tool.

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1. What this toolkit is

Training builds understanding; the toolkit is what people use afterwards. It contains the assessment, response, recovery and review tools needed to run psychosocial risk management day to day, organised into the four stages of the PRRR Control Model.

An implementation guide explains how the tools fit together, the order to introduce them in, and how to adapt them to your existing risk framework, and carries one worked example through every tool.

It is not a training package, a policy or a legal compliance checklist. It is the set of working documents that let an organisation run psychosocial risk management as risk management: assess the work, control it, respond, support recovery, and prove the controls work.

Code	Stage	Tool	Format
P1	Prevent	Role-based psychosocial risk assessment	XLSX
P2	Prevent	Exposure assessment worksheet	DOCX
P3	Prevent	Hazard interaction map	DOCX
P4	Prevent	Psychosocial risk register	XLSX

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Code	Stage	Tool	Format
P5	Prevent	Control selection worksheet	DOCX
R1	Respond	Incident and concern response prompts	DOCX
R2	Respond	Reporting and escalation guide	DOCX
R3	Respond	Immediate action checklist	DOCX
R4	Respond	Management response record	DOCX
C1	Recover	Recovery planning prompts	DOCX
C2	Recover	Workplace adjustments checklist	DOCX
C3	Recover	Return-to-work coordination guide	DOCX
V1	Review	Critical control performance standard	DOCX
V2	Review	Control verification checklist	DOCX
V3	Review	Assurance schedule	XLSX
V4	Review	Corrective action tracker	XLSX
V5	Review	Review triggers	DOCX

2. The method on one page

Seven non-negotiables

1. Psychosocial risk is a work risk
2. Control the work, not the worker
3. A documented control is not an effective control
4. Recovery is part of the control system
5. Psychological harm is an outcome, not an explanation
6. Absence of complaints does not demonstrate absence of risk
7. Assess the work as it is actually done

The PRRR Control Model

Stage	When	What it does
Prevent	Before exposure	Eliminates exposure, or reduces its likelihood, frequency, intensity or duration. Acts on the design and organisation of work.
Respond	At the point of exposure	Acts when exposure occurs, a warning indicator emerges, a concern is raised or a control fails.
Recover	After harm	Restoration and a safe, durable return, with the original exposure removed and re-exposure prevented.
Review	On the control system	Determines whether the controls worked and what must change. Every review ends in a control decision.

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The Control Test

Question	If it fails
1. Does it change the work?	If only the worker's capacity to tolerate the work changes, it is support. Record it as support.
2. Would the exposure still occur if this worked perfectly?	If yes, it is Respond, Recover or Review, not Prevent. Record it as such, then go and find the preventive control.
3. Can you state what it must achieve, who owns it, and how you would know it worked?	If not, it is an intention. Do not record it as a control.

Control status

Status	Means
In place, effective	Only with verification evidence
In place, ineffective	Verified, and not achieving its requirement
In place, not verified	The honest default. Not a failure: it generates the verification workload
Not in place	Absent
Planned	A state, not a control type

Residual risk may only be reduced for controls that are in place and verified effective.

SAY *Nothing got worse. We stopped reporting controls as effective when we had never checked them. The register is now telling you what was already true.*

Expect the first honest verification pass to raise risk ratings across the register although nothing in the workplace has changed. Tell the executive before it happens.

3. How the tools fit together

Step	Tools
Understand	P2 work understanding record, four sources
Identify	P2 exposure statements; P3 interaction map
Assess	P1 role-based assessment; P2 exposure assessment worksheet
Control	P5 control selection; P4 register; V1 for critical controls; R2 thresholds; C1 to C3 recovery
Verify	V2 verification checklist; V3 assurance schedule
Optimise	V4 corrective action tracker; V5 review triggers and the closure test; back to P1

The tools are linked by reference numbers: a control selected in P5 appears in P1 and P4; if it is critical it has a V1, a row in V3 and a V2 each time it is tested; any failure becomes a V4 action; any trigger opens a V5 review, which ends by changing a control in P1.

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4. Setting the toolkit up for your organisation

Fill this in once. Several tools refer to it.

Setting	What to record	Ours
Our risk matrix	Where it is, and who owns it	
Our hazard and incident reporting system	Name, and how a worker reaches it	
Anonymous reporting option	If any	
WHS or OHS law and regulator that apply	Act, regulations, code of practice, regulator	
Who receives escalations, by level	Team leader, manager, senior manager, executive	
Return to work coordinator	Name or role	
Employee Assistance Program	Provider and number (a support arrangement, not a control)	
Where completed tools are kept	System or folder, and who can see them	

Your risk matrix: the tools do not replace it. Do the exposure work first, translate into your matrix at the end, and carry the exposure description beside every rating. If you change one thing about how the matrix is used, make it this: residual risk may only be reduced for controls verified effective.

Victoria: the duties are framed differently (the OHS Act and the Psychological Health Regulations), and the regulations say information, instruction and training cannot be the main control where the work can be changed. The tools apply unchanged.

5. The first twelve months

Period	Do	Output	Do not
Months 1 to 3	Sponsor, scope. Select 4 to 8 roles. Understand the work. Pull indicator outliers. Warn the executive in writing	P2 work descriptions; outlier list	An enterprise register; an all-staff survey; a policy rewrite
Months 4 to 6	Exposure statements. Assess with control effectiveness. Apply the Control Test to existing controls	P1, P3 for each role; the list of things that are not controls	Give credit to unverified controls
Months 7 to 9	Select and classify controls. Determine critical controls, 2 to 6 per risk. Requirements with numbers. Owners. Failure criteria. First verification pass	P5, P4, V1; first V2 results	Schedule verification for next year
Months 10 to 12	Review and close a loop. Report. Set review triggers and the assurance schedule. Write the policy. Choose the next tranche	V3, V4, V5; a functioning cycle	Report a status colour

NOTE If you only have one quarter: one role, one exposure statement, the Control Test applied to its existing controls, one critical control with a performance requirement and an owner, verified once.

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6. Tool by tool

P1 Role-based psychosocial risk assessment

Purpose: Assess one role's exposure, interactions and controls, with honest control status
When: For each role in a tranche; after any review trigger
Who: WHS or risk practitioner, with the role's manager and holders
Connects: Uses P2 and P3. Feeds P4, P5 and V1.

P2 Exposure assessment worksheet

Purpose: Establish the work as done and write exposure statements before rating anything
When: Before P1, for each role
Who: Practitioner, from consultation, data, observation and triggers
Connects: Comes first. Feeds P1 and P3.

P3 Hazard interaction map

Purpose: Show which hazards compound, mask or cascade for one role
When: With P1; twenty minutes per role
Who: Practitioner
Connects: Used with P1. Changes the control set in P5.

P4 Psychosocial risk register

Purpose: One line per role and hazard across the organisation, with owners, critical controls and review dates
When: Kept continuously; reported quarterly
Who: WHS or risk function
Connects: Summarises P1 for every role. Points to V1 for critical controls and V5 for review dates.

P5 Control selection worksheet

Purpose: Choose controls that change the work, test them and classify them before they enter the register
When: Whenever controls are added or changed
Who: Practitioner with the control owner
Connects: Controls chosen here go into P1 and P4. Critical ones get a V1 and a row in V3.

R1 Incident and concern response prompts

Purpose: What to do in the first minutes when a concern is raised or an incident occurs
When: At the moment a concern is raised or an incident happens
Who: Any leader or supervisor
Connects: Record on R4 the same day. Incidents continue on R3.

R2 Reporting and escalation guide

Purpose: Who reports what, to whom; escalation thresholds with numbers; the half-page escalation
When: Set up once; used whenever a threshold is crossed or a leader cannot fix something
Who: WHS function sets it up; leaders use it
Connects: Thresholds feed R4 decisions. Breaches pull V5 triggers.

R3 Immediate action checklist

Purpose: The actions after a psychosocial incident, from the first hour to five days

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When: After aggression, a traumatic event, a serious complaint or a control failure
Who: The manager responsible, with WHS
Connects: Leads to R4, C1 if someone is harmed, V4 and V5.

R4 Management response record

Purpose: Records what was raised, what was decided, who owns it and when the person was told
When: For every concern or report
Who: The manager who received it
Connects: Closes when the person is told. Findings go to V4; triggers to V5.

C1 Recovery planning prompts

Purpose: The recovery question, answered before anyone asks when a person can return
When: When a worker is harmed or off work because of exposure
Who: Manager, with WHS and the return to work coordinator
Connects: Feeds C2 and C3. The control failure goes to V5.

C2 Workplace adjustments checklist

Purpose: Specific, time-limited changes to the work, and who absorbs what
When: Before and during a return; also for workers still at work under strain
Who: Manager with the worker
Connects: Part of the C3 plan.

C3 Return-to-work coordination guide

Purpose: Roles, stages, the safe return checklist and the weekly work check
When: From the first absence to six weeks after full duties
Who: Return to work coordinator and manager
Connects: Uses C1 and C2. Closes the V5 review.

V1 Critical control performance standard

Purpose: The full standard for one critical control: requirement, owner, verification, failure criterion, escalation
When: For every control designated critical
Who: Practitioner with the control owner
Connects: One per critical control from P5. Scheduled in V3, tested with V2.

V2 Control verification checklist

Purpose: Tests whether a control exists, is used and works, and records the actual result
When: On the schedule in V3, and after any trigger
Who: A verifier who is not the control owner
Connects: Results go to P1 and P4 status, and failures to V4.

V3 Assurance schedule

Purpose: The year's verification plan for every control, and whether it happened
When: Set annually; updated monthly
Who: WHS or risk function
Connects: Lists every V2 due. Missed verifications are findings on V4.

V4 Corrective action tracker

Purpose: Every finding from verification, incidents, reviews and indicators, to closure

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When: Continuously
Who: WHS or risk function; action owners update
Connects: Fed by V2, R3, R4, V5 and indicators. Closes with a retest.

V5 Review triggers

Purpose: When a role and its controls must be reassessed, by whom, how fast, and the closure test
When: Set up once; checked whenever something changes
Who: WHS function sets it up; anyone can pull a trigger
Connects: Triggers reassessment in P1. The closure test ends every review.

7. Worked example: the service counter

The service centre handles payments, permits, concessions and complaints. Four Customer Service Officers work behind a low bench chosen to look approachable. In March a fee change and a narrowed concession category, both decided elsewhere, made aggression routine; the officers were told eight days before. An officer was spat at in May. In June a man tore a form out of an officer's hands. In July a woman refused a concession waited in the car park until close. Duress buttons have not been tested since commissioning, and two officers are unsure what they call. There has been no supervisor in the building after 3pm since the supervisor's desk moved upstairs. Two officers did a half-day de-escalation course three years ago. Reporting takes twenty minutes on a back-office computer, so officers stopped reporting anything without contact. The annual report recorded four aggression incidents. This is a composite case.

P2 Exposure assessment worksheet

Exposure statement	Four Customer Service Officers face aggression from members of the public at a low counter with no separation, several times a week since a fee change in March, including spitting and objects taken from their hands, alone after 3pm with no supervisor in the building. No end date.
Most telling number	Hours each afternoon with one or two officers and no supervisor in the building: two
Not established	True incident frequency: reporting stopped in August

P3 Hazard interaction map

Violence + poor support + physical environment	Compounding: aggression is worse at a low counter, alone, after 3pm
Low reports masking violence	Masking: twenty-minute reporting means the annual figure of four reflects the reporting burden, not the exposure
Fee change → aggression	Cascading: a decision made elsewhere created the exposure; nobody treated it as a reason to reassess

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P1 Role-based psychosocial risk assessment

Frequency	Several times a week since March
Intensity	Spitting, objects taken, a member of the public waiting in the car park
Duration	Seven months; no end date
Consequence	Major to severe
Controls listed	Duress buttons (in place, not verified); de-escalation training (in place, not verified; 2 of 4 officers, 3 years ago); incident reporting (in place, ineffective)
Current risk	At or near inherent: no control verified effective

P4 Psychosocial risk register

Role / hazard	Customer Service Officer, counter / Violence and aggression
Inherent / current	Extreme / Extreme
Critical controls	6 identified, 0 verified
Owner	Service manager
Next review	After the first verification pass

P5 Control selection worksheet

Minimum staffing of two in opening hours	Prevent · Work design · Reduce intensity · passes all three questions · critical
Separation at every interaction point	Prevent · Engineering and environmental · Reduce intensity · critical
Tested duress, response within two minutes	Respond · Engineering and environmental · critical
Withdrawal without approval	Respond · Administrative · critical
Reporting from the counter in under five minutes	Respond · Work design · supports detection
De-escalation refresher for all four	Prevent · Administrative · a control only for the competence gap, with a stated requirement

R1 Incident and concern response prompts

When the officer came back in shaking after the car park, the supervisor (on the phone, upstairs) asked when it started, whether anyone else had been followed, and what would help. She named one thing (a security escort to the car at close from that night) and a date to come back (Friday), and recorded it on R4.

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