MINISTRY OF HUMAN RESOURCES
DEPARTMENT OF OCCUPATIONAL SAFETY AND HEALTH

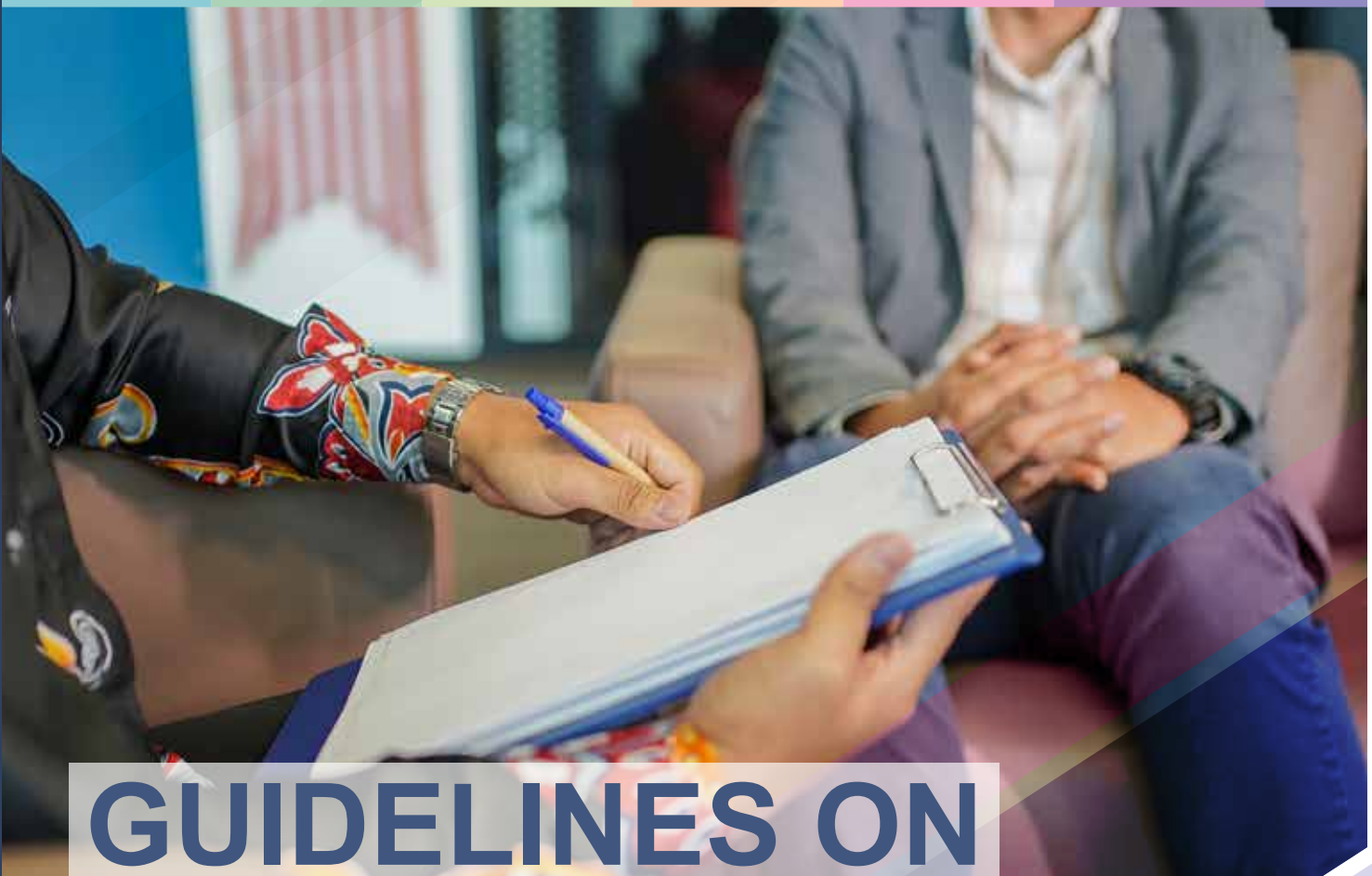# GUIDELINES ON PSYCHOSOCIAL RISK ASSESSMENT AND MANAGEMENT AT THE WORKPLACE (*PRisMA*) 2024

MINISTRY OF HUMAN RESOURCES
DEPARTMENT OF OCCUPATIONAL SAFETY AND HEALTH

Guidelines on Psychosocial Risk Assessment and Management at the Workplace (PRisMA) 2024
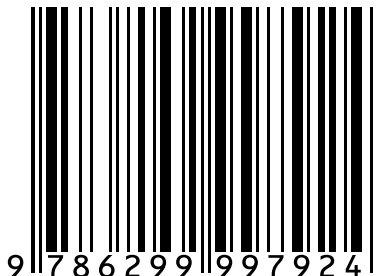
Copyright

ISBN

PUBLISHED BY

01 Preface

Psychosocial risk at the workplace refers to the potential for psychological and social factors to cause harm to employees' mental and physical health. These risks arise from the way work is designed, organised and managed, as well as from the social context in which work occurs.

The purpose of the **Guidelines on Psychosocial Risk Assessment and Management in the Workplace 2024** is to provide employers with guidance on the screening and assessment of psychosocial risks as well as actions to control and minimise these risks in the workplace.

All employers, whether in the public or private sector, have a responsibility to uphold employees' rights by creating work environments that prevent excessive stress and mental health risks, protect and promote employees' mental health and well-being, and support individuals in fully and effectively participating in the workforce, free from stigma, discrimination, or abuse.

Safe, healthy and inclusive workplaces not only enhance mental and physical health but also likely reduce absenteeism and presenteeism, improve work performance and productivity, boost staff morale and motivation, and minimise conflict between colleagues.

> " providing work environment that prevent excessive stress and mental health risks.. "

PRisMA provides recommendations on interventions to better prevent, protect, promote and support the mental health of employees. It emphasizes the importance of organisational interventions, training for managers at all levels and employees as well as individual-focused interventions.

All places of work are encouraged to adopt and implement PRisMA as an effective tool for ensuring safe, healthy and inclusive environments that foster and safeguard mental health. PRisMA will facilitate the identification and prevention of psychosocial hazards or risk factors and promote a healthy workforce.

Ir. Mohd Hatta Bin Zakaria
Director General,
Department of
Occupational Safety and Health

02 Acknowledgments

These guidelines have been prepared through the joint efforts of the Department of Occupational Safety and Health (DOSH), representatives from government agencies, institutions of higher learning and occupational safety and health professionals. DOSH would particularly like to thank the following organisations and distinguished individuals for their valuable contributions during the drafting of the guidelines.

Technical Commitee

No.	Name	Organisations
1.	Dr. Ahmad Fitri Bin Abdullah Hair	Department of Occupational Safety and Health
2.	Dr. Rajinderjit Singh Hullon	Department of Occupational Safety and Health
3.	Dr. Ahmad Faiz Azhari Noor	Department of Occupational Safety and Health
4.	Dr. Mohd Fizal Izwan Abd Kadir	Department of Occupational Safety and Health
5.	Dr. Santhanamohan Nagesperam	Department of Occupational Safety and Health
6.	Dr. Muhd Zafran Bin Shamsudin	Department of Occupational Safety and Health
7.	Dr. Nurashikin Binti Ibrahim	National Centre of Excellence for Mental Health, Ministry of Health Malaysia
8.	Dr. Nur Sakinah Binti Ahmad	National Centre of Excellence for Mental Health, Ministry of Health Malaysia
9.	Prof. Madya Dr. Hanizah Binti Mohd Yusoff	Universiti Kebangsaan Malaysia
10.	Prof. Madya Dr. Irniza Binti Rasdi	Universiti Putra Malaysia
11.	Dr. Mohd Faiz Bin Md Tahir	International Islamic University Malaysia (IIUM)
12.	Dr. Nik Khairol Reza Bin Md Yazin	Ministry of Health Malaysia
13.	Prof. Dr. Victor Hoe Chee Wai Abdullah	Academy of Occupational & Environmental Medicine, Malaysia (AOEMM) & Universiti Malaya
14.	Dr. Anza Binti Elias	Academy of Occupational & Environmental Medicine, Malaysia (AOEMM)
15.	Dr. Zulkifli M. Yunus	PETRONAS
16.	Dr. Ahmad Syarifuddin Bin Ramlan	PERKESO
17.	Dr. Muhamad Ariff Muhamad Noordin	National Institute of Occupational Safety and Health (NIOSH)
18.	Dr. Mohamad Ghazali Bin Masuri	Universiti Teknologi MARA
19.	Prof. Madya Ts. Dr. Mohd Shukri Bin Mohd. Aris	Universiti Teknologi MARA
20.	Ts. Dr. Ismaniza Binti Ismail	Universiti Teknologi MARA
21.	Prof. Madya. Dr. Khairil Anuar Bin Md. Isa	Universiti Teknologi MARA

03 Table of contents

04 List of Abbreviations

DOSH	Department of Occupational Safety and Health
EPC23	Employer Practice Checklist
ILO	International Labour Organisation
JC	Job Control
JS	Job Support
LEO26	Likelihood of Environment & Occupational Exposure Scale towards Psychosocial Risk in the Workplace
MOH	Ministry of Health Malaysia
OSH	Occupational Safety and Health
PRiMA	Psychosocial Risk Management Plan of Actions
PRisMA	Psychosocial Risk Assessment and Management in the Workplace
PTP	Psychosocial Trained Person
RICoV	Risk Indicator Cut-off Value
WD	Work Demand
WHO	World Health Organisation

05 | List of Figures & Tables

Employee	Any person who has entered into a contract of service with an employer.
Employer	Any person who has entered into a contract of service to employ any other person as an employee.
Job Control	The degree to which employees have autonomy, decision-making authority and control over their work tasks and environment.
Job Demand	Physical, psychological, social or organisational aspects of a job that require sustained physical or psychological efforts and are therefore associated with certain physiological and psychological costs.
Job Support	Interpersonal and organisational assistance and resources available to employees within their work environment.
Work Context	The environment, conditions or circumstances in which work is performed.
Work Demand	The physical, cognitive and emotional requirements of a job or task that individuals are expected to fulfil.
Work Unit	A division, section, area or other relevant clusters or groups within a workplace.
Working Environment	Positive and healthy supports, includes and engages employees, enhancing their well-being, productivity and satisfaction.
Workload	Amount of work that individuals are expected to complete within a specific period.

07 Mental Health at the Workplace

07 Mental Health at the Workplace

07.1   Introduction of Psychosocial Health

The term 'psychosocial health' encompasses mental, emotional, social and spiritual aspects of well-being. It involves the interaction between psychological and social factors in the workplace (ILO, 2009a).

Relationship between Mental Health and Psychosocial Health

Mental health is defined as a state of well-being in which individuals realise their own potential, can cope with the normal stresses of life, work productively and contribute to their community (WHO, 2021). It also affects how individuals think, feel, act and interact with others and their environment.

Psychosocial health integrates mental health with broader social and environmental factors, highlighting the interconnectedness between an individual's psychological well-being and their social context.

Promoting psychosocial health in the workplace involves creating supportive policies, fostering a positive organisational culture and providing resources that enhance resilience and well-being (ILO, 2009b).

07.1.2   Relationship between Stress, Anxiety and Depression

Stress is a physical, emotional and mental response to demands or pressure from external or internal changes that exceed individual capabilities. Sources of stress can also be contributed by social factors such as socioeconomic, socio-environmental and cultural aspects. Stress is not necessarily negative; everyone experiences stress to some degree which can be:

Positive stressors (eustress) — 01	Negative Stressors (distress) — 02
A beneficial form of stress that can motivate individuals, enhance performance and contribute to overall well-being. Examples include an upcoming wedding, the holidays or starting a new job.	Refer to the harmful effects of stress that can lead to physical, emotional and mental health problems such as work-related, financial and relationship stress.
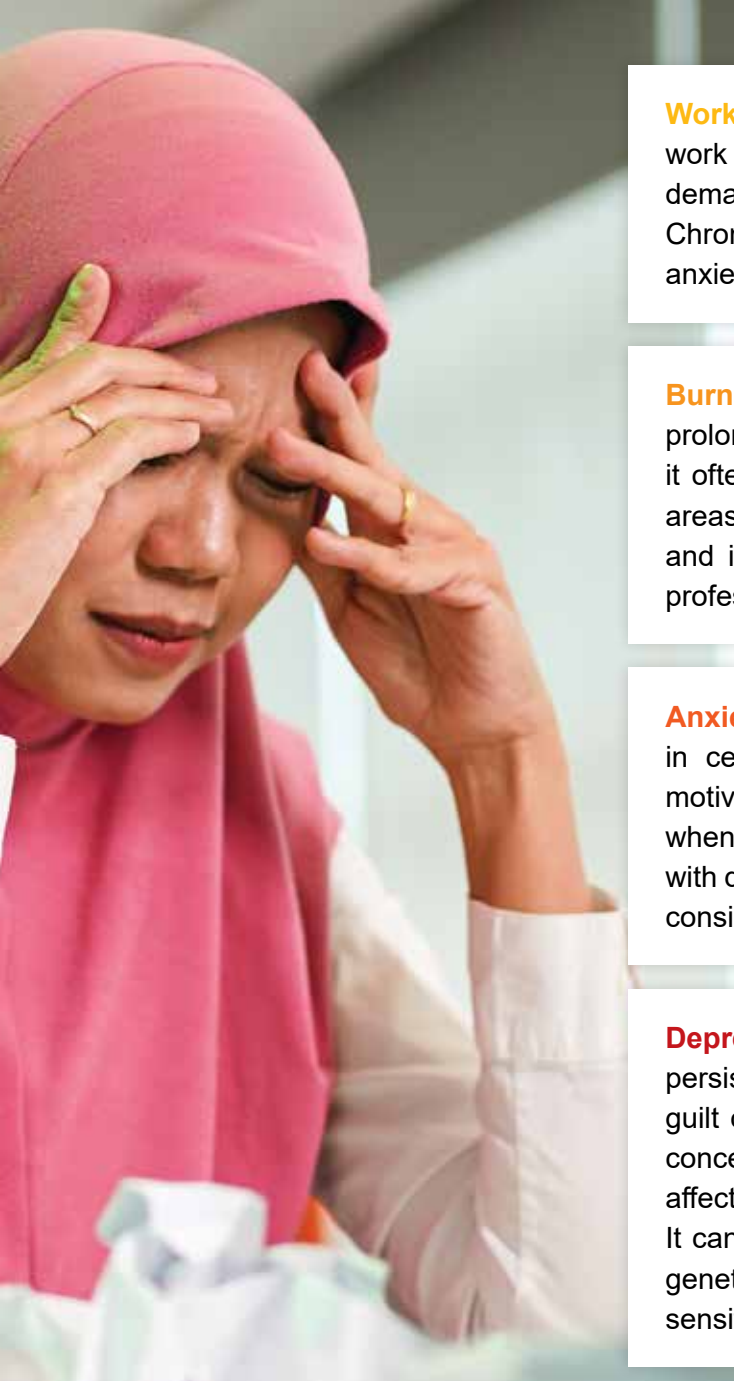
Work-related stress is influenced by work organisation, work design and employee relations that occur when job demands are inappropriate or exceed individual's capabilities. Chronic stress may contribute to the development of burnout, anxiety and depression.

Burnout is a psychological syndrome that emerges as a prolonged response to chronic interpersonal stressors. While it often occurs in work environment, it can also affect other areas of life. Burnout is specifically related to work stressors and is characterised by exhaustion, cynicism and reduced professional efficacy.

Anxiety is a natural reaction to stress and can be beneficial in certain situations. It helps us stay alert and focused, motivates us to act, and can improve performance. However, when anxiety becomes excessive, persistent and interferes with daily life, it may develop into an anxiety disorder, which is considered a mental health condition.

Depression is a common mental disorder characterised by persistent sadness, loss of interest or pleasure, feelings of guilt or low self-worth, disturbed sleep or appetite and poor concentration lasting more than two weeks. Depression can affect anyone, impairing their ability to function and enjoy life. It can be triggered by stressful life events, chronic illness or genetic vulnerability. Additionally, depression can increase sensitivity to stressors and heighten anxiety.

07.2   Mental Health Conditions

Employees may experience mental health conditions such as anxiety disorders, depressive disorders, bipolar disorder and schizophrenia. With appropriate treatment and intervention, individuals with mental health conditions can continue to work productively. A safe workplace with a supportive psychosocial environment enables these individuals to functionn optimally. Treating mental health conditions and promoting psychosocial support often lead to increased productivity in the workplace. By understanding and addressing these aspects, a healthier, more productive workplace can be created, ultimately benefiting both employees and the organisation.

> " With appropriate treatment and intervention, individuals with mental health conditions can continue to work productively. "

07.3　Psychosocial Risk in the Workplace

Psychosocial risk is the combination of the likelihood of occurrence of exposure to work-related hazard(s) of a psychosocial nature and the severity of injury or ill health that can be caused by these hazards (ISO 45003: 2021).

Examples of psychosocial hazards are:

1. **Workload:** Excessive workload or unrealistic deadlines.
2. **Work Context:** Poor communication, conflicts or lack of social support.
3. **Work Content:** Monotonous or repetitive tasks.
4. **Job Control:** Lack of autonomy or decision-making authority.
5. **Role Clarity:** Unclear job roles or responsibilities.
6. **Organisational Culture:** Bullying, harassment or discrimination.
7. **Work-life Balance:** Inflexible work schedules or long working hours.
8. **Career Development:** Limited opportunities for growth or advancement.

Impact on Employees:
Psychosocial risks can lead to increased stress, burnout, anxiety, depression and reduced job satisfaction. They may also contribute to physical health issues such as cardiovascular problems.

Impact on Organisations:
Organisations may experience decreased productivity, increased absenteeism and presenteeism, higher turnover rates and reputational damage if psychosocial risks are not effectively managed.

" managing stress by identifying situations and individual characteristics that are crucial during stressful times. "

07.4　Job Demand-Control-Support Model

The Job-Demand-Control-Support (JDCS) Model provides insights into managing stress by identifying situations and individual characteristics that are crucial during stressful times. The model shown in Figure 1 explains how job characteristics affect employees' psychological well-being. It illustrates how job demands, such as heavy workloads, role ambiguity, and job-related strain, can cause stress for employees. However, the model suggests that individuals can manage these stressors by utilising job skills that provide them with autonomy and control over their work (Karasek & Theorell, 1990). Specifically, it demonstrates that high job demands increase stress levels among employees.
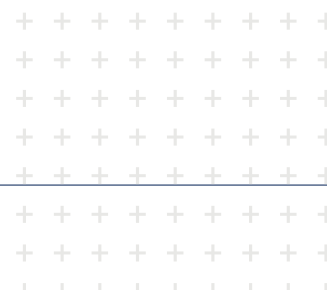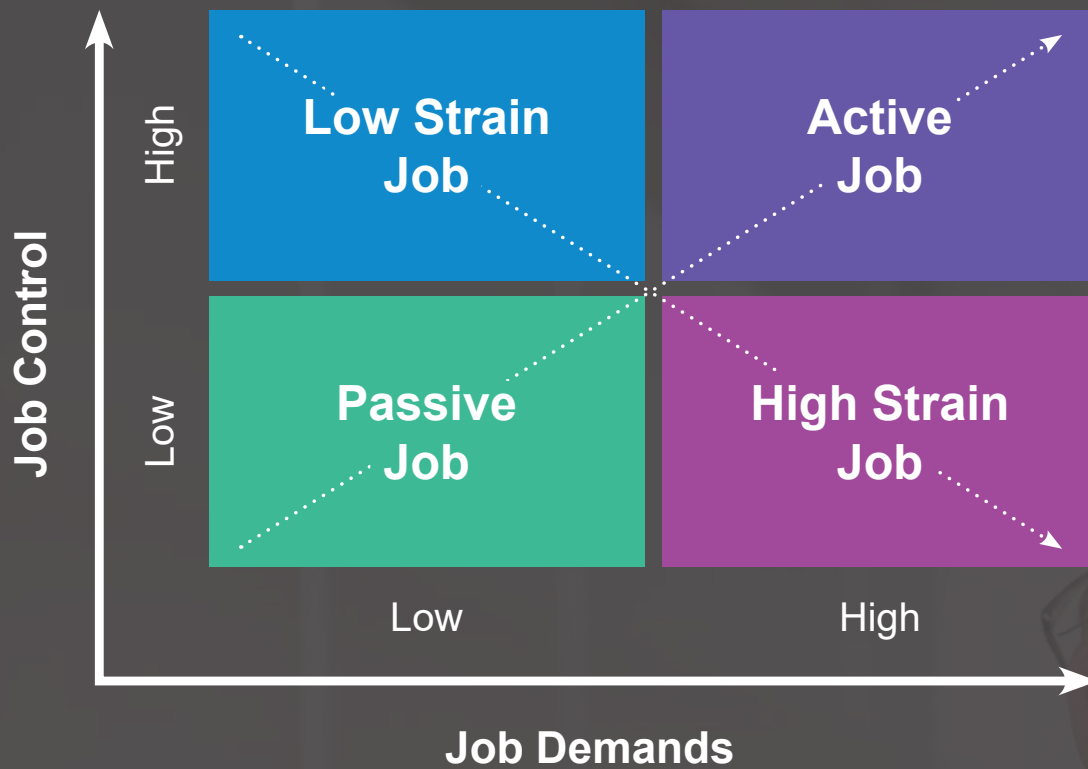
Figure 1: The Job-Demand-Control-Support (JDCS) Model (Karasek & Theorell (1990)

However, employees can decrease this stress by gaining greater job control and developing strong relationships with their colleagues and supervisors. The JDCS model is effective when an employee applies the following principles Karasek & Theorell (1990), Treiber & Davis (2011):

Gain control over the job.	Gain support from the supervisor.	Gain support from your colleagues.	Increase the psychosocial well-being.

08 Legislations & Standards

08.1 : Occupational Safety and Health Act 1994

08.2 : ISO 45003:2021 Occupational Health
and Safety Management

08   Legislations & Standards

08.1   Occupational Safety and Health Act 1994

01

Coverage of Act:

This Act shall apply to all places of work throughout Malaysia, including public services and statutory authorities, except for the work specified in the First Schedule of the Act.

02

Duty to Conduct Risk Assessment:

Section 18B of the Act stipulates that every employer, self-employed person or principal shall carry out a risk assessment in relation to the safety and health risks posed to any person who may be affected by their undertaking at the workplace. If the risk assessment indicates that risk control is required to eliminate or reduce the safety and health risk, the employer, self-employed person or principal shall implement such control.

03

Penalty:

Section 19 of the Act stipulates that any person who contravenes the provisions of Section 18B shall be guilty of an offence and liable to a fine not exceeding five hundred thousand ringgit.

04

No Action Against Person Carrying Out Occupational Health Service:

Section 28A of the Act shows the seriousness and protection by DOSH to any person who runs occupational health services. The section stipulates that no employer shall take any action against any person carrying out occupational health services and this may include PRisMA programme in the workplace.

> " If the risk assessment indicates that risk control is required to eliminate or reduce the safety and health risk, the employer, self-employed person or principal shall implement such control "

08.2   ISO 45003:2021 Occupational Health and Safety Management

ISO 45003:2021 provides guidelines within the framework of ISO 45001 for managing psychosocial risks in occupational health and safety management systems. It emphasizes the prevention of injuries and the promotion of employee's well-being by addressing psychosocial hazards stemming from organisational factors, social dynamics and various aspects of the work environment. These risks impact psychological health and safety as well as overall workplace well-being, with significant implications for both organisations and society at large.

09 Scope & Objectives
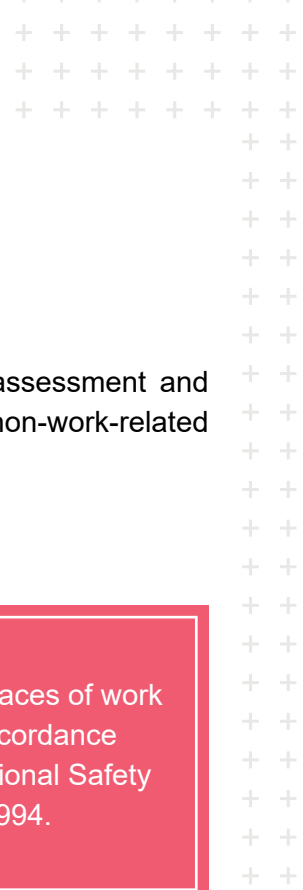
09 | Scope and Objectives

09.1   Scope & Objectives:

These guidelines are to be adopted by employers and employees as a guide for the assessment and management of psychosocial risks in the workplace. The guidelines do not cover non-work-related psychosocial risks.

The scope of these guidelines includes:

Providing organisational psychosocial risk assessment and management in the workplace.	Applicability to places of work in Malaysia in accordance with the Occupational Safety and Health Act 1994.

These guidelines aim to achieve the following objectives:

1	2	3
To provide guidance to employers on screening for psychosocial risks in the workplace.	To recommend actions for employers to control psychosocial risks in the workplace.	To establish a standardised format for recordkeeping and monitoring psychosocial health in the workplace.

09.2   Employer's Roles and Responsibilities

Employers shall conduct risk assessments as stipulated in the Act. They also should appoint Psychosocial Trained Person (PTP) to assist them to conduct PRisMA assessment.

09.3   Employee's Roles and Responsibilities

All employees must cooperate with the employer in all activities organised under PRisMA. They are also responsible for reporting any psychosocial issues in the workplace to the employer.

09.4 Psychosocial Trained Person (PTP)

Psychosocial Trained Persons (PTP) should undergo appropriate training. The appointed PTP should assist employers to conduct PRisMA based on the following processes:

1	**2**	**3**
Identifying psychosocial hazards in the workplace	Assessing existing control measures	Prioritising risk according to the findings
4	**5**	**6**
Managing the risks appropriately	Reassessing the risks and evaluating the effectiveness of risk management	Presenting the findings to the employer and maintaining records

The processes are outlined in these guidelines. The PTPs must maintain the confidentiality of all information and perform their duties with integrity.

09.5   PRisMA Tools

Several tools have been developed to achieve the objectives of PRisMA. They are:

PRisMA
Psychosocial Risk Assessment Tool

PRisMA
Employer Risk Management Checklist

PRisMA
Psychosocial Action Plan

09.5.1

PRisMA – Psychosocial Risk Assessment Tool

The PRisMA Psychosocial Risk Assessment Tool is a 26-item (LEO26) screening tool guided by the International Labour Organisation (ILO) documents and aligned with ISO 45003:2021 Occupational Health and Safety Management – Psychological Health and Safety at Work – Guidelines for Managing Psychosocial Risks. LEO26 assesses the likelihood that an employee's workplace environment and work activities impact their psychosocial health. It helps both employees and employers take appropriate actions. LEO26 has been validated and employs the cut-off value principle to determine risk levels (high or low) based on the obtained value.

09.5.2   PRisMA – Employer Risk Management Checklist

The PRisMA Employer Risk Management checklist consists of 23 points (EPC23) that guide employers in taking necessary actions based on their LEO26 score. The total LEO26 score is individually matched with the 23 points on the checklist. The EPC23 checklist is only required when the LEO26 score falls into the high-risk category (refer to the PRisMA flowchart). Employers use the checklist as a guide for managing psychosocial risk at the workplace. The PTP will use the information in matching LEO26 and EPC23 for risk prioritisation.

09.5.3   PRisMA – Psychosocial Risk Management Action Plan

The PRiMA table is a list of suggested actions for managing psychosocial risks in the workplace. This table contains seven themes arranged according to the LEO26 components: Job Control (JC), Work Demand (WD), and Job Support (JS).

The PRiMA themes are as follows:

Social Support | Working Environment | Job Matching | Training and Education

Transparency and fairness | Control | Workload
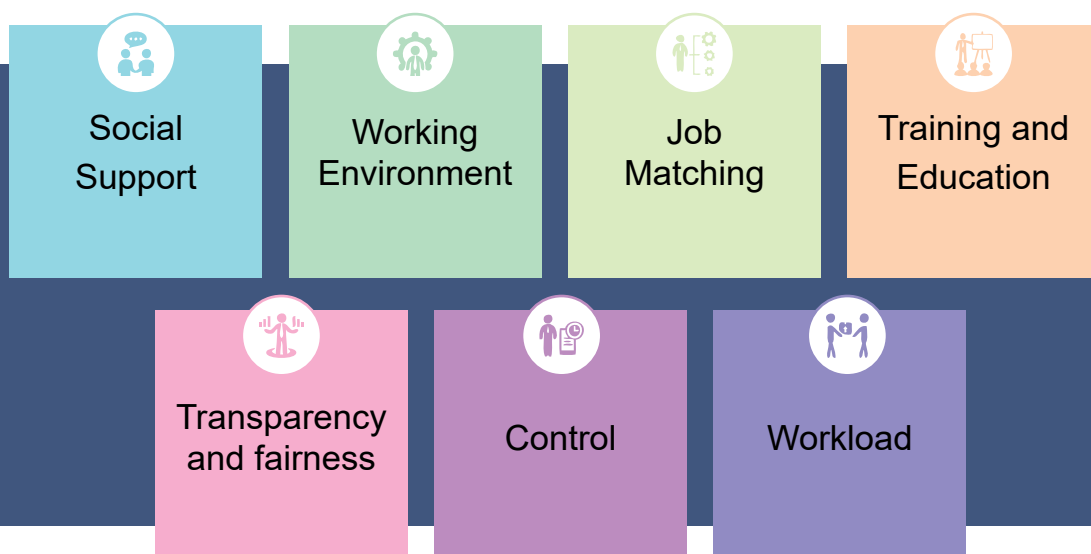
10 Asessment and Management Strategies

10.1 : PRisMA Process

10.2 : PRisMA Approach

10.3 : Application

10 Asessment and Management Strategies

10.1 PRisMA Process

Figure 2 illustrates the PRISMA process, which consists of six components:

PRisMA process **6** components	01	Identify Psychosocial Hazards using LEO26
	02	Assess Existing Control Measures Using EPC23
	03	Prioritise Risk by Matching LEO26 and EPC2
	04	Manage Risks According to Risk Prioritisation
	05	Reassess Risk
	06	Recordkeeping

10.2 PRisMA Approach

PRisMA guides employers in screening and managing psychosocial risks in the workplace. A proactive approach is the most effective way to address workplace risks. This approach involves taking preemptive measures to identify, assess and mitigate potential risks before they occur, rather than reacting to them afterward. Employers can implement the following steps as part of this proactive approach:

a. Employee survey
b. Job design review
c. Risk mapping
d. Policy review

However, some employers may choose to respond to risks only after they have occurred. This reactive approach can be detrimental to both employers and employees. Indicators of a reactive approach include:

1. High absenteeism and/or presenteeism rates.
2. High turnover rate.
3. Complaints from others.
4. Reports or notifications of psychosocial-related cases requiring new assessments.

> " proactive approach is the most effective way to address workplace risks.. "
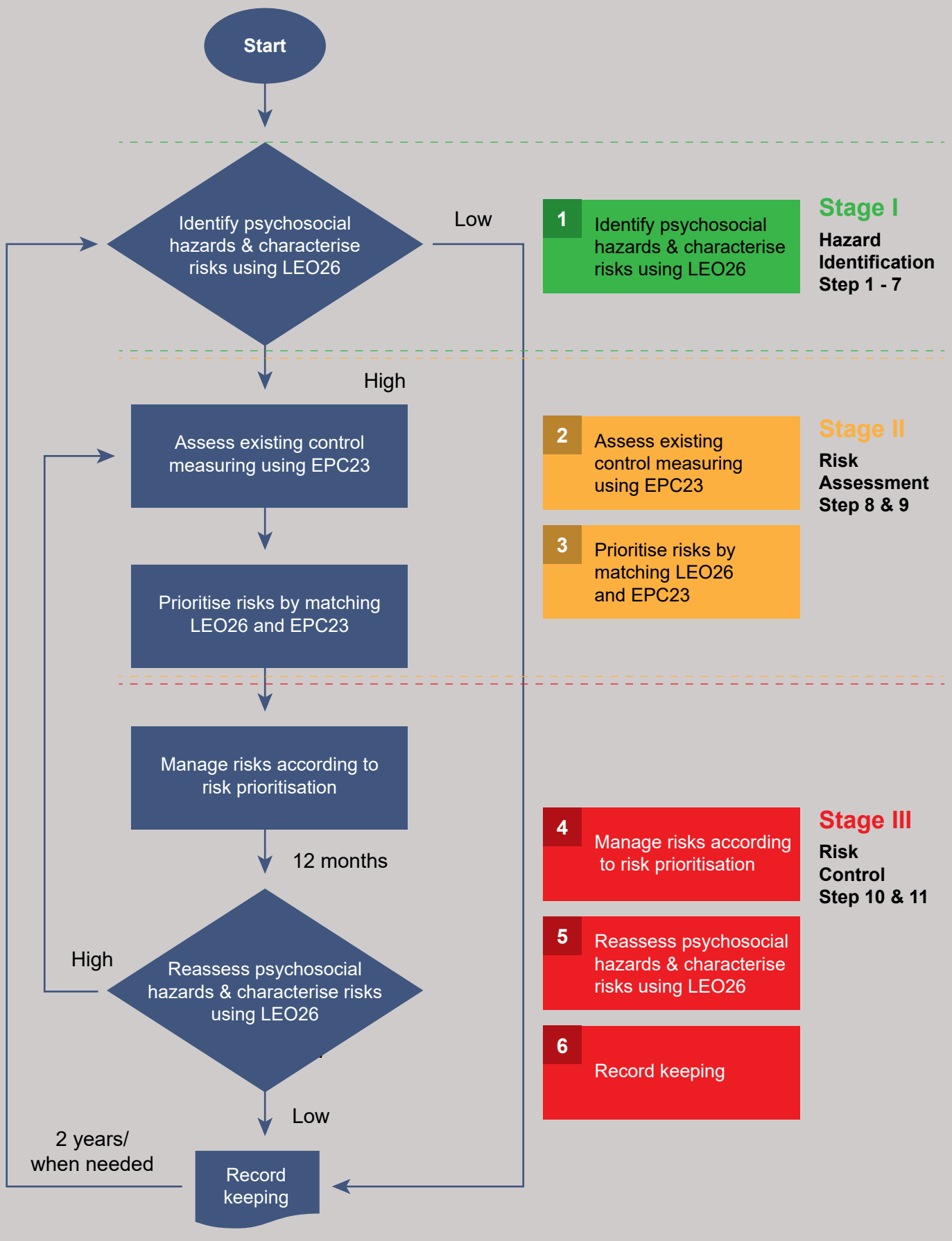
Figure 2: Flowchart of PRisMA Process

Properly selecting and implementing these approaches can enhance an employer's future value and productivity.

<div style="background:#3d4d6b;color:white;display:inline-block;padding:2px 8px;">**10.3**</div> **Application**

PRisMA risk assessment is used to categorise the level of psychosocial risks at the work unit levels. All work units need to be assessed, including management units such as, top management and middle management units. The assessment starts with assessing the psychosocial risk of the employees using the LEO26. The data is then consolidated by work unit such as division, section, area or other relevant clusters or groups. Each work unit, requires a separate risk assessment report. The employer can take appropriate actions if, during the PRisMA process, cases are identified that require the attention of other professionals, such as doctors, counsellors, industrial psychologists, occupational therapists and others.

<div style="background:#555;color:white;display:inline-block;padding:2px 8px;">**10.3.1**</div> **Stage I : Hazard Identification (Step 1-7)**

PRisMA hazard identification begins with comprehensive data collection from employees using LEO26. The LEO26 score guides the PTP in selecting appropriate actions for risk management activities. The following are the steps to determine the final organisational risk score:

1. **Identify Psychosocial Hazards**

    Step 1: Distribute LEO26 to All Employees at Targeted Work Units.
    The PTP and employer should make an early announcement to their employees about this programme. This is important to maximise the response rate from employees. Please refer to *Appendix 1* & *Appendix 7*.

    Step 2: Collect LEO26 from All Respondents.
    The PTP and employer may need to decide the reasonable optimal time to achieve 100% or the highest possible response rate from the population.

    Step 3: LEO26 Individual Score.
    Identifying individual risk statuses (JC, WD, and JS) is an important step in determining the organisational psychosocial risk status. The PTP will calculate the individual scores and record them based on the LEO26 components.

LEO26 Components	Score Range	Individual Score
Job Control (JC) Q1+Q2+Q3+Q7+Q8+Q9+Q10+Q11+Q12+Q14+Q16	11 – 55	Value 1
Work Demand (WD) Q4+Q5+Q6+Q25+Q26	5 – 25	Value 2
Job Support (JS) Q13+Q15+Q17+Q18+Q19+Q20+Q21+Q22+Q23+Q24	10 – 50	Value 3

Table 1: Individual Score Obtained According to LEO26 Components

Step 4: Individual With High-risk Status.

Identify individual risk status by comparing individual score with the RICoV value (Table 2 - Refer *Appendix 5* for more details).

LEO26 Components	Score Range	Individual Score	RICoV	Risk Status
Job Control (JC)	11 – 55	Value 1	≥15.5	**High**
Work Demand (WD)	5 – 25	Value 2	≥7.5	**High**
Job Support (JS)	10 – 50	Value 3	≤38.5	**High**

Table 2: Individual Risk Status Based on Individual Score and RICoV Value

Step 5: Total Individual with High-risk Status by Work Unit

Calculate the number of individuals from each work unit (separately) who have a high risk status (Table 3).

LEO26 Components	RICoV	Risk Status	Total Individuals with High-risk Status
Job Control (JC)	≥15.5	**High**	n
Work Demand (WD)	≥7.5	**High**	n
Job Support (JS)	≤38.5	**High**	n

Table 3: Total Individuals in Work Unit with High-risk Status

Step 6: Organisational Psychosocial Risk Score

The percentage of employees with high-risk status compared to the total number of employees in each work unit is calculated (Table 4).

LEO26 Components	Risk Status	Total Individuals with High-risk Status	Organisational Score (%)
Job Control (JC)	**High**	n	n/N%
Work Demand (WD)	**High**	n	n/N%
Job Support (JS)	**High**	n	n/N%

Table 4: Percentage of Employees within an Organisation with High-risk Status

Step 7: Organisational Psychosocial Risk Status.

The organisational risk score obtained in Step 6 is compared to the cumulative high risk percentage cut-off value of LEO 26 (Table 5 - Please refer to *Appendix 6* for more details).

LEO26 Components	Organisational Score (%)	LEO26 Cumulative High Risk Percentage Cut-off	Organisational Psychosocial Risk Status
Job Control (JC)	n/N%	50% and above	High
Work Demand (WD)	n/N%	25% and above	High
Job Support (JS)	n/N%	25% and above	High

Table 5: Final Organisational Psychosocial Risk Status

10.3.2 Stage II : Risk Assessment (Step 8 & 9)

PRisMA risk assessment involves data analysis between LEO26 and EPC23 scores. The PTPs will analyse the data and assess any existing control measures using EPC23. The work unit representative is responsible for completing the checklist. The following are the steps to determine the risk according to priority:

2. **Assess existing control measures using EPC23**

   Step 8: Assessment of Current Practice (where applicable)
   If any of the organisational risk statuses (JC, WD, or JS) is high, the PTP will proceed with assessing the current practice using EPC23. The EPC23 will be distributed to the work unit representative to be completed.

   • The PTP is responsible for confirming all evidence that the employer affirms as "**Yes**" under EPC23.
   • For "**No**" answers, proceed with the risk prioritisation process and refer to the PRiMA table.
   • The psychosocial risks need to be re-evaluated after 12 months or as needed.

   Refer to *Appendix 2* for the actual EPC document.

Risk Management (1 – 23)	Employer Practice Checklist 23 (EPC23)	Yes/No (√ / X)	Kindly Refer to PRiMA Table for ALL NO Answers
1	Ensure the psychosocial risks of employees are managed accordingly.		Social Support
2	Ensure transparency and fairness in complaint-handling procedures.		Transparency and Fairness
3	Ensure tasks are clearly defined.		Job Matching
4	Ensure work hours are predictable and reasonable.		Workload
5	Provide appropriate lighting, equipment, air quality and noise levels in the workplace.		Working Environment
6	Assign tasks according to the experience and competence of the employee.		Job Matching
7	Strengthen motivation by emphasizing the positive and useful aspects of work.		Social Support
8	Establish clear roles, and avoid role conflicts and ambiguity.		Job Matching
9	Provide job security as far as possible.		Working Environment

Risk Management (1 – 23)	Employer Practice Checklist 23 (EPC23)	Yes/No (√ / X)	Kindly Refer to PRiMA Table for ALL NO Answers
10	Create an infrastructure where supervisors are responsible for employees and maintain appropriate levels of communication.		Control
11	Ensure human resources and staffing levels are sufficient.		Control
12	Take ergonomic factors into account to limit stress on employees.		Working Environment
13	Ensure a good relationship between supervisors and employees.		Social Support
14	Ensure proper use of skills.		Job Matching
15	Encourage employees to discuss any conflicting demands between work and home.		Transparency and Fairness
16	Provide information on psychosocial risks and work-related stress and how to prevent them.		Training and Education
17	Match the job with the employee's physical and psychological skills and abilities.		Job Matching
18	Periodically assess the time requirements of a job and set a reasonable deadline/pace.		Workload
19	Allow employees to express input on how their work is carried out.		Transparency and Fairness
20	Provide adequate training to ensure employees' skills align with their jobs.		Training and Education
21	Foster positive relationships between employees.		Social Support
22	Maintain a workplace free from physical and psychological violence.		Working Environment
23	Provide psychosocial support for employees with mental health conditions.		Social Support

Table 6: Employer Practice Checklist (EPC23)

If **none** of the organisational risk status (JC, WD, and JS) is high, the PTP should reassess according to reactive criteria after two years or when needed.

3. Prioritise Risk by Matching LEO26 and EPC23

Risk management will be based on the total organisational risk score derived from LEO26. Analysis of LEO26 and EPC23 will provide appropriate recommendations for psychosocial risk management in the workplace. The implementation of the psychological risk management should be based on best practices and to ensure good occupational safety and health practices is adhered to at all times. When there is a conflict between the risk management measures and company's policy and procedures, there should be a discussion between the PTP and employer to identify the most appropriate control measures.

Risk control actions are categorised into short-term (1-6 months) and long-term (12 months). Employers should regularly monitor employees' psychosocial risks. In the process of monitoring psychosocial risk, employer's must ensure the confidentiality of all employees' information. Immediate assessments and support should be provided as necessary.

Step 9: Risk Prioritisation

For any Organisational Psychosocial risk status scores (JC, WD, JS) with a high-risk value (based on findings from Step 7), the PTP should match the LEO26 components and EPC23 responses for risk prioritisation.

- If there is a discrepancy between the LEO26 components and the EPC23 scores, priority in managing risk should be given to LEO26 components with high risk even when the corresponding EPC23 appears satisfactory (refer case study 2 for more details).

- It is important for the PTP to communicate this situation clearly to the employer.

LEO26 Components	Item	Risk Management (1 – 23)
Job Control (JC)	Work Environment	1
Job Control (JC)	Tools and Workspaces	5, 9, 12
Job Control (JC)	Career Progress	14, 17, 20
Work Demand (WD)	Balance Work and Daily Life	3, 15
Work Demand (WD)	Working Hours	4, 11, 18
Job Support (JS)	Role in the Organisation	6, 8, 19
Job Support (JS)	Relationship between Colleagues	7, 13, 21
Job Support (JS)	Organisational Culture	2, 10, 16, 22, 23

Table 7: Risk Management based on LEO26 Components and EPC23

With regard to the risk prioritisation, the PTP may choose and refer to the specific table as follows (depending on the risk status).

LEO26 Components	Item	Risk Management (1 – 23)
Job Control (JC)	Work Environment	1
Job Control (JC)	Tools and Workspaces	5, 9, 12
Job Control (JC)	Career Progress	14, 17, 20

Table 8: Specific Risk Management for Job Control (JC) based on LEO26 Components and the Corresponding Items on EPC23

LEO26 Components	Item	Risk Management (1 – 23)
Work Demand (WD)	Balance Work and Daily Life	3, 15
Work Demand (WD)	Working Hours	4, 11, 18

Table 9: Specific Risk Management for Work Demand (WD) based on LEO26 Components and the Corresponding Items on EPC23

LEO26 Components	Item	Risk Management (1 – 23)
Job Support (JS)	Role in the Organisation	6, 8, 19
Job Support (JS)	Relationship Between Colleagues	7, 13, 21
Job Support (JS)	Organisational Culture	2, 10, 16, 22, 23

Table 10: Specific Risk Management for Job Support (JS) Based on LEO26 Components and the Corresponding Items on EPC23

10.3.3 Stage III : PRisMA: Risk Control (Step 10 & 11)

Psychosocial risk management involves implementing strategies and measures to prevent, mitigate or manage risks that can impact employees' psychological and social well-being. It aims to create a supportive work environment that enhances mental health, job satisfaction and overall well-being. Further details on risk management will be discussed in the following section.

4. Manage Risks According to Risk Prioritisation

Step 10: Risk Management Plan of Actions
Once Step 9 is completed, appropriate management strategies can be proposed according to the PRiMA table (Table 11). The PTP will present the assessment results and outline the psychosocial risk management measures that need to be taken by the employer (JC, WD, and/or JS).

This includes:

Social Support	Workload	Control	Job Matching

Training and Education	Working Environment	Transparency and fairness

The PTP may refer to the psychosocial risk management plan of actions (PRiMA) table to summarise their process.

Circle all **NO** answer(s) of EPC23

Job Control (JC)	Work Demand (WD)	Job Support (JS)	Theme	Action	Re-marks
1		7 13 21 23	**Social Support**	1. To foster positive relationships between employees. 2. To maintain a workplace free from physical and psychological violence. 3. To ensure there is a good relationship between supervisors and employees. 4. To create an infrastructure where supervisors are responsible for employees and have an appropriate level of communication. 5. To encourage employees to discuss any conflicting demands between work and home. 6. To strengthen motivation by emphasizing positive and useful aspects of career. 7. To provide support on employees' welfare to ease daily work components such as flexible working hours, child care centres, marriage and family counselling, money management and others. 8. To encourage participation in social activities such as family day, sports day, festive season celebration, etc.	
5 9 12		22	**Working Environment**	1. To provide appropriate lighting, equipment, air quality and noise levels. 2. To avoid exposure to harmful agents. 3. Take ergonomic factors into account to limit stress on employees. 4. To address incivility in the workplace – internal and external. 5. To train employees to adapt to multiple working environments: physical, psychological, emotional, and social.	
14 17	3	6 8	**Job Matching**	1. To ensure jobs match the employee's physical and psychological skills and abilities. 2. To assign tasks according to experience and competence. 3. To ensure proper use of skills. 4. To ensure employees' roles and responsibilities are clearly defined.	

Job Control (JC)	Work Demand (WD)	Job Support (JS)	Theme	Action	Re-marks
20		16	**Training and Edu-cation**	1. To provide adequate training to ensure that skills and jobs are suitable for employ-ees. 2. To provide information on psychosocial risks and work-related stress and how to prevent them. 3. To conduct mental health awareness programmes such as emotional support, stress and anger management, and over-coming burnout at the workplace. 4. To introduce and provide proper job man-agement in the workplace. 5. To provide specific training such as psy-chosocial programmes, work-life balance workshops, resilience-building training. 6. To provide training that relates to employ-ees' real duty.	
	15	2 19	**Transpar-ency and Fairness**	1. To ensure tasks are clearly defined. 2. To provide clear roles, avoid role conflicts and ambiguity. 3. To provide job security as far as possible. 4. To provide adequate wages for work per-formed. 5. To ensure transparency and fairness in complaint-handling procedures.	
	11	10	**Control**	1. To ensure adequate resource levels. 2. To review current job process - rotate and rearrange if possible to improve produc-tivity. 3. To discuss with employees the opportunity to control the occupational activities and sub-activities according to employees' performance. 4. To provide opportunities for employees to manage their work, such as selection of location (home or office) and work pace. 5. Allow employees to express input on how their work is carried out. 6. To discuss with employees on how to be involved in decision -making (where appli-cable).	
	4 18		**Workload**	1. To continually assess time requirements and set reasonable deadlines. 2. To ensure that working hours are predict-able and reasonable.	

Table 11: PRiMA Table

Date of Assessment: _____   Date of Re-assessment: _____

Please refer to *Appendix 4*.

Upon completing the assessment, the PTP should submit the report to the employer within 30 days.

5. Reassess Risk

Step 11: Reassessment
The PTP will conduct a re-evaluation based on the PRisMA work processes:

- If any of the components of LEO26 (JC, WD, JS) has a high-risk score, the PTP should re-evaluate after 12 months or when needed.

- If none of the components of LEO26 (JC, WD, JS) has a high-risk score, the PTP should reassess according to reactive criteria after two years or when needed.

6. Recordkeeping

All records must be kept by the employer for audit purposes by DOSH and for the improvement process for at least seven (7) years or whichever is longer. The PTP must maintain confidentiality under the Personal Data Protection Act (PDPA) 2010.

Limitation

PRisMA is not a clinical diagnostic tool. It is used to identify workplace psychosocial risk factors or hazards. The screening data obtained, such as JC, WD, and JS, will provide guidance to employers and employees regarding psychosocial risks in the workplace. Factors outside of employment, such as non-work-related and personal factors, need to be assessed separately.
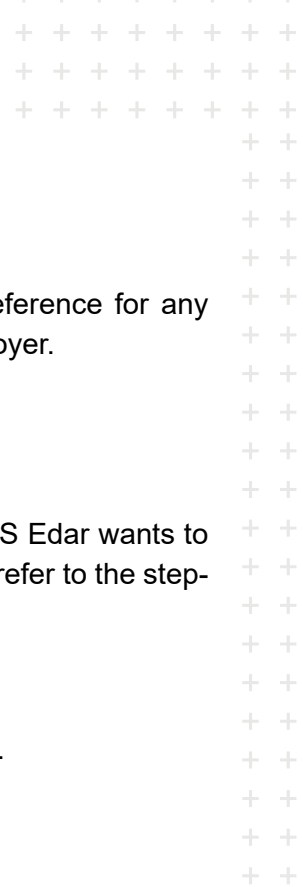
11 Case Study

11 Case Study

These guidelines will provide a basis for decision-making. The results can serve as a reference for any further actions. Below are examples of cases and actions that should be taken by the employer.

11.1 Case Study 1

EMAS Edar is a small packaging company that has 10 employees and one manager. EMAS Edar wants to take proactive steps to participate in the PRisMA programme. The PTP is recommended to refer to the step-by-step guide as follows:

1. **Identify Psychosocial Hazards**

    Example of risk indicator according to the established RICoV (based on 10 employees).

    Step 1: Distribute LEO26 to All Employees.
    Please refer to *Appendix 1*.

    Step 2: Collect LEO26 from All Respondents.
    Allow reasonable time for employees to return the assessment form.

    Step 3: LEO26 Individual Score.
    The PTP identifies the individual risk status (JC, WD, and JS) by calculating the individual scores obtained and recording them according to the LEO26 components.

LEO26 Components	Score Range	Individual Score Obtained (N=10)									
		1	2	3	4	5	6	7	8	9	10
Job Control (JC) Q1+Q2+Q3+Q7+Q8+Q9+Q10+Q11+Q12+Q14+Q16	11 – 55	16	18	18	30	30	46	55	14	13	12
Work Demand (WD) Q4+Q5+Q6+Q25+Q26	5 – 25	6	5	5	5	5	6	6	8	8	6
Job Support (JS) Q13+Q15+Q17+Q18+Q19+Q20+Q21+Q22+Q23+Q24	10 – 50	40	39	39	40	40	50	49	50	50	37

Table 12: Individual Score Obtained According to LEO26 Components

Step 4: Individual with High-risk Status.
The PTP identifies the individual risk status. Please refer to *Appendix 5*.

LEO26 Components	Score Range	Individual Score Obtained (N=10)										RICoV	Risk Status
		1	2	3	4	5	6	7	8	9	10		
Job Control (JC)	11 – 55	16	18	18	30	30	46	55	14	13	12	≥15.5	**High**
Work Demand (WD)	5 – 25	6	5	5	5	5	6	6	8	8	6	≥7.5	**High**
Job Support (JS)	10 – 50	40	39	39	40	40	50	49	50	50	37	≤38.5	**High**

Table 13: Individual Risk Status Based on Individual Score and RICoV Value

Step 5: Total Individual with High-risk Status.
The PTP calculates the total individual for each work unit falls under the high-risk category.

LEO26 Components	RICoV	Risk Status	Total Individual with High-risk Status
Job Control (JC)	≥15.5	**High**	7
Work Demand (WD)	≥7.5	**High**	2
Job Support (JS)	≤38.5	**High**	1

Table 14: Total Individual In Work Unit with High-risk Status

Step 6: Organisational Psychosocial Risk Score.
The PTP calculates the percentage value of all individuals with high-risk status.

LEO26 Components	Risk Status	Total Individual with High-risk Status	Organisational Score (%)
Job Control (JC)	**High**	7	70
Work Demand (WD)	**High**	2	20
Job Support (JS)	**High**	1	10

Table 15: Total Percentage of Organisational Score with High-risk Status

Step 7: Organisational Psychosocial Risk Status.
The PTP identifies the organisational risk status. Please refer to *Appendix 6*.

LEO26 Components	Organisational Score (%)	LEO26 Cumulative High Risk Percentage Cut-off	Organisational Psychosocial Risk Status
Job Control (JC)	70	50% and above	**High**
Work Demand (WD)	20	25% and above	Low
Job Support (JS)	10	25% and above	Low

Table 16: Final Overall Organisational Psychosocial Risk Status

2. Assess Existing Control Measures Using EPC23

Step 8: Assessment of Current Practice (where applicable).

Since the JC component for organisational psychosocial risk status is high, the PTP will proceed with EPC23. The PTP will distribute the EPC23 to the EMAS Edar packaging work unit representative. The PTP is responsible for collecting all evidence that the employer affirms as **"Yes"** under EPC23. Please refer to *Appendix 2.*

Step II PRisMA: Risk Management.

Psychosocial risk management for EMAS Edar packaging.

3. Prioritise Risk by Matching LEO26 and EPC23

Step 9: Risk Prioritisation

The PTP matches the LEO26 components and EPC23 responses for risk prioritisation.

LEO26 Components	Item	Risk Management (1 – 23)
Job Control (JC)	Work Environment	1
Job Control (JC)	Tools and Workspaces	5, 9, 12
Job Control (JC)	Career Progress	14, 17, 20
Work Demand (WD)	Balance Work and Daily Life	3, 15
Work Demand (WD)	Working Hours	4, 11, 18
Job Support (JS)	Role in the Organisation	6, 8, 19
Job Support (JS)	Relationship Between Colleagues	7, 13, 21
Job Support (JS)	Organisational Culture	2, 10, 16, 22, 23

Table 17: Risk Management based on LEO26 Components and EPC23

Since the EMAS Edar packaging organisational psychosocial risk status for JC is high, the plan of actions will be selected accordingly.

LEO26 Components	Organisational Score (%)	LEO26 Cumulative High Risk Percentage Cut-off	Organisational Psychosocial Risk Status
Job Control (JC)	70	50% and above	**High**

Table 18: Specific High Risk Organisational Psychosocial Risk Status (JC)

Since the EMAS Edar packaging organisational psychosocial risk status for JC is high, the plan of actions will be selected accordingly.

4. Manage Risks According to Risk Prioritisation

Step 10: Risk Management Plan of Actions.
The PTP presents the assessment results and outlines the psychosocial risk management measures that need to be taken by the employer. The selection for plan of actions will be focused on JC components only.

LEO26 Components	Item	Risk Management (1 – 23)
Job Control (JC)	Work Environment	1
Job Control (JC)	Tools and Workspaces	5, 9, 12
Job Control (JC)	Career Progress	14, 17, 20

Table 19: Specific Risk Management based on LEO26 Components and EPC23 (JC)

The PTP may refer to the psychosocial risk management plan of actions (PRiMA) table to summarise their plan of actions. Please refer to *Appendix 4*.

Upon completing the assessment, the PTP must submit the report to the employer within 30 days.

5. Reassess Risk

Step 11: Reassessment.
The PTP will reassess the workplace based on the PRisMA work processes.

6. Recordkeeping

All records must be kept by the employer for DOSH audit purposes and for the improvement process for at least seven (7) years or whichever is longer. The PTP must maintain confidentiality under the Personal Data Protection Act (PDPA) 2010. Please refer to *Appendix 3*.

EMAS Edar Packaging Case Report Example

Name of Department/unit : EMAS Edar Packaging

Total number of Staff : .... 10 ....   Number of Staff Assessed : .... 10 .... %   Participation : .... 100 .... %

WORKPLACE PSYCHOSOCIAL RISK REPORT

LEO26 Components	Organisation-al Score (%)	LEO26 Cumulative High-Risk Percentage Cut-Off	Organisational Psychosocial Risk Status*		LEO26 Items	Circle all No answer(s) of EPC23**
Job Control (JC)	(70%)	(50% and above)	Low	(High)	• Work environment • Tools and workspaces • Career progress	1, 5, 9, 12 (14), 17, 20
Work Demand (WD)	20%	25% and above	(Low)	High	• Balance work and daily life • Working hours	3, 15, 4, 11, 18
Job Support (JS)	10%	25% and above	(Low)	High	• Role in the organisation • Relationship between colleagues • Organisational culture	6, 8, 19 7, 13, 21 2, 10, 16, 22, 23

*Circle where is appropriate.
**Refer to the PRiMA table (JC, JS & WD).

Comment   : The PTP as identified component (14) (No) that needs an immediate attention. Improvement action plans will be discussed with the management team.

Name & PTP Reg. No. : Aris Masuri B. Ismail Isa: DOSH PTP-001/24

Signature   : Aris Isa
Date   : 7th July 2024
Official Stamp   :

EMAS Edar Packaging Case Report Example

Psychosocial Risk Management Plan of Actions (PRiMA) Matrix.

Circle all No answer(s) of EPC23

Job Control (JC)	Work Demand (WD)	Job Support (JS)	Theme	Action	Remarks
1		7 13 21 23	**Social Support**	1. To foster positive relationships between employees. 2. To maintain a workplace free from physical and psychological violence. 3. To ensure there is a good relationship between supervisors and employees. 4. To create an infrastructure where supervisors are responsible for employees and have an appropriate level of communication. 5. To encourage employees to discuss any conflicting demands between work and home. 6. To strengthen motivation by emphasizing positive and useful aspects of career. 7. To provide support on employees' welfare to ease daily work components such as flexible working hours, child care centres, marriage and family counselling, money management, and others. 8. To encourage participation in social activities such as family day, sports day, festive season celebration, etc.	
5 9 12		22	**Working Environment**	1. To provide appropriate lighting, equipment, air quality, and noise levels. 2. To avoid exposure to harmful agents. 3. Take ergonomic factors into account to limit stress on employees. 4. To address incivility in the workplace – internal and external. 5. To train employees to adapt to multiple working environments: physical, psychological, emotional, and social.	
(14) 17	3	6 8	**Job Matching**	1. To ensure jobs match the employee's physical and psychological skills and abilities. 2. To assign tasks according to experience and competence. 3. To ensure proper use of skills. 4. To ensure employees' roles and responsibilities are clearly defined.	1. *Job matching analysis.* 2. *Job promotion.* 3. *Job matching analysis.* 4. *Written job scope and job review.* 5. *Others...*

EMAS Edar Packaging Case Report Example

PRiMA Table

Psychosocial Risk Management Plan of Actions (PRiMA) Matrix.

Circle all No answer(s) of EPC23

Job Control (JC)	Work Demand (WD)	Job Support (JS)	Theme	Action	Remarks
	11	10	**Control**	1. To ensure adequate resource levels. 2. To review current job process - rotate and rearrange if possible to improve productivity. 3. To discuss with employees the opportunity to control the occupational activities and sub-activities according to employees' performance. 4. To provide opportunities for employees to manage their work, such as selection of location (home or office) and work pace. 5. Allow employees to express input on how their work is carried out. 6. To discuss with employees on how to be involved in decision -making (where applicable).	
	4 18		**Workload**	1. To continually assess time requirements and set reasonable deadlins. 2. To ensure that working hours are predictable and reasonable.	
EMAS Edar Packaging Case Report Example					

Date of assessment: ......7th June 2024...... **Date of Re-assessment:** ....

Table 20: Case study: Psychosocial Risk Management Plan of Actions (PRiMA) Table

11.2 Case Study 2

KGB Company is a multinational printing company in Kuala Lumpur. The company has a total of 500 employees in three work units: the booking unit (100 employees), the digital unit (200 employees), and the distribution unit (200 employees). In line with its responsibilities, the company has proactively enrolled in the PRisMA programme. Employers have conducted screenings for all employees at both premises.

The PTP must follow the PRisMA process as above for each work units.

LEO26 Compo-nents	Organi-sational Score (%)	LEO26 Cumulative High-Risk Percentage Cut-Off	Organisa-tional Psy-chosocial Risk Status*		LEO26 Items	Circle all No an-swer(s) of EPC23**
Job Control (JC)	(80%)	(50% and above)	Low	**High**	• Work environment • Tools and workspaces • Career progress	1, 5, 9, 12 14, (17), 20
Work Demand (WD)	20%	25% and above	(Low)	**High**	• Balance work and daily life • Working hours	3, 15, 4, 11, 18
Job Support (JS)	10%	25% and above	(Low)	**High**	• Role in the organisation • Relationship between colleagues • Organisational culture	6, 8, (19) 7, 13, 21 2, 10, 16, 22, 23

*Circle where is appropriate.
**Refer to the PRiMA table (JC, JS & WD).

KGB Company Packaging Case Report Example

Table 21: Case Study 2 – Result Summary Example – Booking Unit

Priority Plan of Action: Refer to JC (high risk) and list of actions under number 17 (No) answer from EPC23. Second priority is taking action according to number 19 (No) answer from EPC23. Please refer to *Appendix 3* and *Appendix 4*.

LEO26 Compo-nents	Organi-sational Score (%)	LEO26 Cumulative High-Risk Percentage Cut-Off	Organisa-tional Psy-chosocial Risk Status*		LEO26 Items	Circle all No answer(s) of EPC23**
Job Control (JC)	40%	50% and above	(Low)	**High**	1. Work environment 2. Tools and workspaces 3. Career progress	1, 5, 9, 12 14, 17, 20
Work Demand (WD)	(30%)	(25% and above)	Low	**High**	1. Balance work and daily life 2. Working hours	3, 15, 4, (11), 18
Job Support (JS)	10%	25% and above	(Low)	**High**	1. Role in the organisation 2. Relationship between colleagues 3. Organisational culture	6, 8, 19 7, 13, 21 2, 10, 16, 22, 23

*Circle where is appropriate.
**Refer to the PRiMA table (JC, JS & WD).

KGB Company Packaging Case Report Example

Table 22: Case Study 2 – Result Summary Example – Digital Unit

Priority Plan of Action: Refer to WD (high risk) and list of actions under number 11 (No) answer from EPC23. Please refer to *Appendix 3* and *Appendix 4*.

LEO26 Compo-nents	Organi-sational Score (%)	LEO26 Cumu-lative High-Risk Percent-age Cut-Off	Organisa-tional Psy-chosocial Risk Status*		LEO26 Items	Circle all No answer(s) of EPC23**
Job Control (JC)	30%	50% and above	(Low)	**High**	1. Work environment 2. Tools and workspaces 3. Career progress	(1,) 5, 9, 12 14, 17, 20
Work Demand (WD)	10%	25% and above	(Low)	**High**	1. Balance work and daily life 2. Working hours	3, 15, 4, 11, (18)
Job Support (JS)	(25%)	(25% and above)	Low	**High**	1. Role in the organisation 2. Relationship between colleagues 3. Organisational culture	6, 8, 19 7, 13, 21 2, 10, 16, 22 (23)

*Circle where is appropriate.
**Refer to the PRiMA table (JC, JS & WD).

> **KGB Company Packaging Case Report Example**

Table 23: Case Study 2 – Result Summary Example – Distribution Unit

Priority Plan of Action: Refer to JS (high risk) and list of actions under number 23 (No) answer from EPC23. The second priority is taking action according to number 1 and number 18 (No) answer from EPC23.

Please refer to *Appendix 3* and *Appendix 4*.

All records must be kept by the employer for audit purposes by DOSH and for the improvement process for at least seven (7) years or whichever is longer. The PTP must maintain confidentiality under the Personal Data Protection Act (PDPA) 2010.

11.3 Case Study 3

Sri Chempaka Bulan is a small government agency that consists of 500 employees, who work under five different work units as follows:

- Filing
- Finance
- Audit – the source of the complaints
- Housekeeping
- Student affairs.

A few weeks ago, the management received a complaint from the audit department regarding poor productivity and high absenteeism among some employees. This is not the first time such a complaint has been received, yet no action has been taken previously. Unfortunately, the issue has now gone viral and attracted public attention, including at the ministerial level. As a result, the employer has no choice but to proceed with the PRisMA programme. The PTP may decide whether to address the issue with the audit department alone or with all five departments. It is recommended that the PTP follow the step-by-step guide provided above.

11.4 Case Study 4

My employer already has an existing psychosocial health management programme at work. What should I do?

Proposal:
Employers with established programmes that are on par with PRisMA, can continue the existing practice OR may choose to adopt these guidelines.

12 References

1. ILO 2009 a. Emerging risks and new patterns of prevention in a changing world of work, Geneva: International Labour Office

2. ILO 2009b. Technical backgrounder on the problematic diseases in the proposed list to replace the list annexed to the List of Occupational Diseases Recommendation, 2002 (No. 194); Meeting of Experts on the Revision of the List of Occupational Diseases (Recommendation No. 194) (Geneva, 27–30 October 2009)

3. ISO 45003:2021 - Occupational health and safety management — Psychological health and safety at work — Guidelines for managing psychosocial risks Published (Edition 1, 2021)

4. Karasek, R. A., & Theorell, T. (1990). Healthy work: Stress, productivity and the reconstruction of working life. New York: Basic Books.

5. Treiber, L. A., & Davis, S. N. (2011). The role of 'workplace family' support on employee health, exhaustion and pain. Community, Work & Family, 15(1), 1–27. https://doi.org/10.1080/13668803.2011.580123

6. World Health Organisation. Comprehensive Mental Health Action Plan 2013–2030. Geneva: WHO; 2021. Licence: CC BY-NC-SA 3.0 IGO https://iris.who.int/bitstream/handle/10665/345301/9789240031029-eng.pdf?sequence=1

Likelihood of Environment & Occupational Exposure Scale towards Psychosocial Risk at the Workplace (LEO26)

Company Name   : ....
Classification*   : ....
Assessment Date   : ....

kindly refer to industrial classification according to MSIC 2008: A – U

Name of Current Department/Unit   : ....

Years of Working Experience in Current Department/Unit:

Numbers of Year	Please Tick (/)
1 – 5 years	
6 – 10 years	
11 – 15 years	
16 – 20 years	
more than 20 years.	

Employees category (according to the job structures in the organisation): e.g.: management, executive, operation: ....

Please read each statement and circle 1, 2, 3, 4, or 5, to indicate how much the statement applies to your work over the past six months. There are no right or wrong answers. Do not spend too much time on any one statement.

The rating scale is as follows:

1	**2**	**3**	**4**	**5**
Never	Seldom	Sometimes	Often	Always

1.	My work is boring.	1	2	3	4	5
2.	My work lacks variety.	1	2	3	4	5
3.	My work is meaningless.	1	2	3	4	5
4.	I am required to work long hours.	1	2	3	4	5
5.	My working hours are not flexible.	1	2	3	4	5
6.	My working hours are unpredictable.	1	2	3	4	5
7.	My work area is poorly maintained.	1	2	3	4	5
8.	My work equipment is poorly maintained.	1	2	3	4	5
9.	My work equipment is inadequate.	1	2	3	4	5
10.	My work area is not safe.	1	2	3	4	5
11.	I am not comfortable working in my work area.	1	2	3	4	5
12.	My career development opportunity is unfair.	1	2	3	4	5
13.	I am given the opportunity to achieve my full potential.	1	2	3	4	5
14.	I do not have the chance to develop my skills.	1	2	3	4	5
15.	My role in the organisation is clear.	1	2	3	4	5
16.	I receive conflicting instructions to perform my work.	1	2	3	4	5
17.	I have a good relationship with my co-workers.	1	2	3	4	5
18.	I have a good relationship with my superior.	1	2	3	4	5
19.	I receive good support from my co–workers.	1	2	3	4	5
20.	I receive good support from my superior.	1	2	3	4	5
21.	I have the opportunity to receive feedback from my superior.	1	2	3	4	5
22.	I am able to voice out concerns to my superior.	1	2	3	4	5
23.	My superior is open to suggestions from employees.	1	2	3	4	5
24.	My top management cares about employees' well-being.	1	2	3	4	5
25.	I have to sacrifice my personal time due to my work commitments.	1	2	3	4	5
26.	I miss social activities due to my work commitments.	1	2	3	4	5

Thank you for your cooperation.

Employer Practice Checklist (EPC23)	*Appendix 2*

As an employer, I ....

Risk Management (1 – 23)	Employer Practice Checklist 23 (EPC23)	Yes/No (√ / X)	Kindly Refer to PRiMA Table for ALL NO Answers
1	Ensure the psychosocial risk of my employees is managed accordingly.		Social Support
2	Ensure transparency and fairness in complaints handling procedures.		Transparency and Fairness
3	Ensure tasks are clearly defined.		Job Matching
4	Ensure work hours are predictable and reasonable.		Workload
5	Provide appropriate lighting, equipment, air quality, and noise levels in the workplace.		Working Environment
6	Assign tasks according to experience and competence.		Job Matching
7	Strengthen motivation by emphasizing the positive and useful aspects of work.		Social Support
8	Establish clear roles, and avoid role conflicts and ambiguity.		Job Matching
9	Provide job security as far as possible.		Working Environment
10	Create an infrastructure where supervisors are responsible for employees and have an appropriate level of communication.		Control
11	Ensure human resources and staffing levels are sufficient.		Control
12	Take ergonomic factors into account to limit stress on employees.		Working Environment

Risk Management (1 – 23)	Employer Practice Checklist 23 (EPC23)	Yes/No (√ / X)	Kindly Refer to PRiMA Table for ALL NO Answers
13	Ensure there is a good relationship between supervisors and employees.		Social Support
14	Ensure proper use of skills.		Job Matching
15	Encourage employees to discuss any conflicting demands between work and home.		Transparency and Fairness
16	Provide information on psychosocial risk and work-related stress and how to prevent them.		Training and Education
17	Match the job with the employee's physical and psychological skills and abilities.		Job Matching
18	Periodically assess the time requirements of a job and set a reasonable deadline/pace.		Workload
19	Allow employees to express input on how their work is carried out.		Transparency and Fairness
20	Provide adequate training to ensure skills and jobs are appropriate for employees.		Training and Education
21	Foster positive relationships between employees.		Social Support
22	Keep the workplace free from physical and psychological violence.		Working Environment
23	Provide psychosocial support for employees with mental health conditions.		Social Support

PRisMA Reporting Form

Name of Department/Unit : ....

Total Number of Staff : .... Number of Staff Assessed : .... % Participation : .... %

WORKPLACE PSYCHOSOCIAL RISK REPORT

LEO26 Components	Organisation-al Score (%)	LEO26 Cumulative High-Risk Percentage Cut-Off	Organisational Psychosocial Risk Status*		LEO26 Items	Circle all No answer(s) of EPC23**
Job Control (JC)	..........%	50% and above	Low	High	• Work environment • Tools and workspaces • Career progress	1, 5, 9, 12 14, 17, 20
Work Demand (WD)	..........%	25% and above	Low	High	• Balance work and daily life • Working hours	3, 15, 4, 11, 18
Job Support (JS)	..........%	25% and above	Low	High	• Role in the organisation • Relationship between colleagues • Organisational culture	6, 8, 19 7, 13, 21 2, 10, 16, 22, 23

*Circle where is appropriate.

**Refer to the PRiMA table (JC, JS & WD).

Comment : ....
....

Name & PTP Reg. No. : ....
Signature : ....
Date : ....
Official Stamp :

Circle all NO answer(s) of EPC23

Job Control (JC)	Work Demand (WD)	Job Support (JS)	Theme	Action	Remarks
1		7 13 21 23	**Social Support**	1. To foster positive relationships between employees. 2. To maintain a workplace free from physical and psychological violence. 3. To ensure there is a good relationship between supervisors and employees. 4. To create an infrastructure where supervisors are responsible for employees and have an appropriate level of communication. 5. To encourage employees to discuss any conflicting demands between work and home. To strengthen motivation by emphasizing positive and useful aspects of career. 6. To provide support on employees' welfare to ease daily work components such as flexible working hours, child care centres, marriage and family counselling, money management, and others. 7. To encourage participation in social activities such as family day, sports day, festive season celebration, etc. 8. To encourage participation in social activities such as family day, sports day, festive season celebration, etc.	
5 9 12		22	**Working Environment**	1. To provide appropriate lighting, equipment, air quality, and noise levels. 2. To avoid exposure to harmful agents. 3. Take ergonomic factors into account to limit stress on employees. 4. To address incivility in the workplace – internal and external. 5. To train employees to adapt to multiple working environments: physical, psychological, emotional, and social.	
14 17	3	6 8	**Job Matching**	1. To ensure jobs match the employee's physical and psychological skills and abilities. 2. To assign tasks according to experience and competence. 3. To ensure proper use of skills. 4. To ensure employees' roles and responsibilities are clearly defined.	

Job Control (JC)	Work Demand (WD)	Job Support (JS)	Theme	Action	Remarks
20		16	**Training and Education**	1. To provide adequate training to ensure that skills and jobs are suitable for employees. 2. To provide information on psychosocial risks and work-related stress and how to prevent them. 3. To conduct mental health awareness programmes such as emotional support, stress and anger management, and overcoming burnout at the workplace. 4. To introduce and provide proper job management in the workplace. 5. To provide specific training such as psychosocial programmes, work-life balance workshops, resilience-building training and others. 6. To provide training relevant to employees' actual duty.	
	15	2 19	**Transparency and Fairness**	1. To ensure tasks are clearly defined. 2. To provide clear roles, avoid role conflicts and ambiguity. 3. To provide job security as far as possible. 4. To provide adequate wages for the work performed. 5. To ensure transparency and fairness in complaint-handling procedures.	
	11	10	**Control**	1. To ensure adequate resource levels. 2. To review current job processes - rotate and rearrange if possible to improve productivity. 3. To discuss with employees the opportunity to control their occupational activities and sub-activities based on employees' performance. 4. To provide opportunities for employees to manage their work, such as selection of location (home or office) and work pace. 5. Allow employees to express input on how their work is carried out. 6. To discuss with employees how they can be involved in decision -making (where applicable).	
	4 18		**Workload**	1. To continually assess time requirements and set reasonable deadlines. 2. To ensure that working hours are predictable and reasonable.	

Date of assessment: ....   **Date of Re-assessment:** ....

LEO26 Components	Score Range	Individual Score	RICoV	Risk Status
Job Control (JC)	11 – 55	Value 1	≥15.5	**High**
Work Demand (WD)	5 – 25	Value 2	≥7.5	**High**
Job Support (JS)	10 – 50	Value 3	≤38.5	**High**

ROC analysis was used as an established method to identify cut-off scores. These scores are specific values on questionnaires that distinguish between subjects with and without disorders. The optimal cut-off score is defined as the point on the ROC curve, which is the furthest from the diagonal line, where the Youden index reaches its maximum. To achieve a good balance between false-positive and false-negative decisions, the cut-off score that maximises the Youden index (Y = sensitivity + specificity – 1) was selected. This approach ensures the cut-off is neither too lenient nor too stringent, making it practical for field application and effective decision-making. The cut-off was determined using raw scores from the LEO survey, based on respondent data provided by DOSH, and was established by comparing it to the JCQ questionnaire.

LEO26 Cumulative Percentage and Risk Indicator Table | *Appendix 6*

LEO26 Components	Organisational Score (%)	LEO26 Cumulative High Risk Percentage Cut-off	Organisational Psychosocial Risk Status
Job Control (JC)	n/N%	50% and above	**High**
Work Demand (WD)	n/N%	25% and above	**High**
Job Support (JS)	n/N%	25% and above	**High**

From 2010-2019, the industry was classified according to the Malaysia Standard Industrial Classification (MSIC) 2008 as follows:

Codes	Descriptions
A	Agriculture, Forestry and Fishing
B	Mining and Quarrying
C	Manufacturing
D	Electricity, Gas, Steam And Air Conditioning Supply
E	Water Supply; Sewerage, Waste Management and Remediation Activities
F	Construction
G	Wholesale and Retail Trade, Repair of Motor Vehicles And Motorcycles
H	Transportation and Storage
I	Accommodation and Food Service Activities
J	Information and Communication
K	Financial and Insurance /Takaful Activities
L	Real Estate Activities
M	Professional, Scientific and Technical Activities
N	Administrative and Support Service Activities
O	Public Administration and Defence, Compulsory Social Activities
P	Education
Q	Human Health and Social Work Activities
R	Arts, Entertainment and Recreation
S	Other Service Activities
T	Activities of Households As Employers
U	Activities of Extraterritorial Organisations And Bodies

14 List of Contributors

Thank you to the Department of Occupational Safety and Health (DOSH) for trusting the team of consultants and researchers from Universiti Teknologi MARA (UiTM) to complete this task. A special note of appreciation to the management of UiTM and the faculty for their permission and approval to carry out this negotiation project. The consulting team would also like to express gratitude to the invited panel and all individuals who were directly or indirectly involved in the preparation of this report.

No.	Name	Position	Organisations
1.	Dewililah Sapriah Yosof	Technical Specialist III Occupational Health Nurse	National Institute of Occupational Safety and Health (NIOSH)
2.	Ahmad Zaidin Othman	Case Manager	Social Security Organisation (SOCSO)
3.	Zulkefli Ismail	Occupational Safety and Health Officer	Badanbas Sdn Bhd
4.	Ts. Dr. Nur Azma Amin	Senior Lecturer	Universiti Kuala Lumpur
5.	Haji Sulaiman Selamat	Deputy Chief Psychological Officer	UiTM Puncak Alam
6.	Ts. Dr. Mohd Zubairy Shamsudin	Assistant Professor Human Factors & Ergonomics / Occupational Safety and Health	Kulliyyah Allied Health Sciences, International Islamic University, Kuantan
7.	Dr. Shawaludin Husin	Occupational Health Doctor	MSOSH & Klinik Noridah
8.	Prof. Dr. Krishna Gopal Rampal	Professor, Occupational Health	Universiti Cyberjaya
9.	Dr. Hanif Farhan Mohd Rasdi	Senior Lecturer Vocational Rehabilitation & Driving Rehabilitation	Universiti Kebangsaan Malaysia, Kuala Lumpur
10.	Mohd Shaharudin Saud	"Head of Quality, Safety and Occupational Health Division"	UiTM Puncak Alam
11.	Ts. Dr. Siti Kartina Abdul Karim	Senior Lecturer/Head of School	UiTM Sarawak
12.	Farul Adli Roslin	Occupational Safety and Health Officer	Pembangunan Ladang Hassan Sdn. Bhd.
13.	Tengku Dr. Intan Baizura Tengku Jamaluddin	Senior Clinical Lecturer	UiTM Sungai Buloh
14.	Lenty Ketit Anak Janting	Assistant Medical Officer	Rajah Charles Brooke Memorial Hospital
15.	Rosmawati Fiee	Occupational Health Nurse	Occupational Health Division
16.	Ts. Siti Hajijah Ismail	Assistant Science Officer	UiTM Sarawak
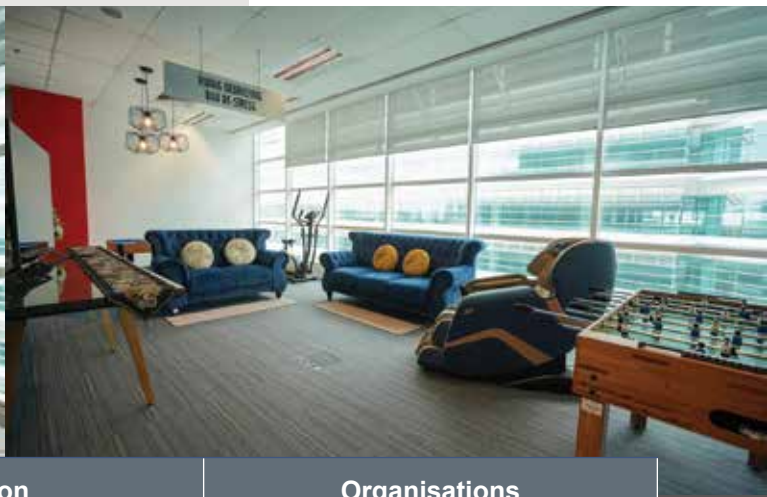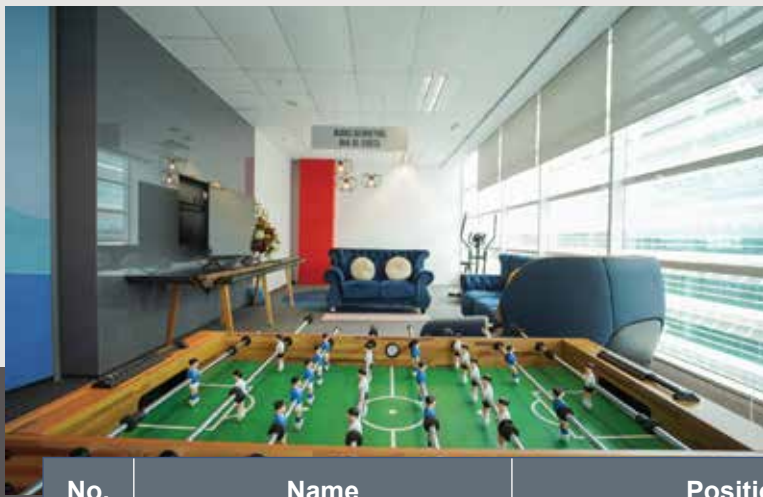
No.	Name	Position	Organisations
17.	Dr. Lim Chun Shen	Medical Officer	Sarawak Heart Centre
18.	Dr. Joyoki Chen @ Joyce Chen	Medical Officer	Samarahan Division Health Office
19.	Dr. Rohani Mat Bah	Public Health Physician	Sarawak State Health Department
20.	Ishak Y Polli	Area Commander	St. John Ambulans Malaysia Kawasan Lahad Datu
21.	K. S. Gobinath Kunalan	Occupational Health Medical Officer	Ministry of Health, Malaysia
22.	Yuhanna Lipahnus	Sustainability Clerk	Masih Jaya Sdn. Bhd.
23.	Kashim Othman	"Safety, Health, Environment & Compliance Manager"	Acacia Forest Industries Sdn Bhd.
24.	Dr. Diana Katiman	Medical Lecturer	UiTM Sungai Buloh
25.	Aina Shamsuriah Asbullah	Accounts Executive	Bersatu Integrated Logistics Sdn. Bhd.
26.	Tan Khern Wee	Assistant Civil Engineer	Pasukan Projek Khas 2, JKR Malaysia
27.	Cyril Jinusie	Industrial Hygiene & Occupational Health (IHOH) Manager	PETRONAS Carigali Sdn Bhd (Sabah Asset)
28.	Lt (B) Mohd Hafiez Mat Husni	TLDM Security & Safety Manager, Occupational Safety and Health	JSK Mantanani Island Resort
29.	Jeremy Sherween Zabala	Technician	Sherman Services and Supply
30.	Hermansa Mansur	Occupational Safety and Health Officer	MAKIN TEGUH Sdn. Bhd.
31.	Ts. Rudy Petrus@ Mustapha	Occupational Safety and Health Officer	Sedafiat Sdn. Bhd.

No.	Name	Position	Organisations
32.	Azlit Singh Gill A/L Ravinder Singh	Regional Consultant OSHE	TM Technology Services Sdn Bhd., Kota Kinabalu, Sabah
33.	Mohd. Isa Husin	Occupational Safety, Health & Environment Manager	Sabah Energy Corporation Sdn. Bhd.
34.	Dr. Tiong Min Lee	Deputy Hospital Director	Hospital Sentosa.
35.	Huzainah Amshari Yuman	Safety and Health Officer	BHIC Submarine Engineering Services Sdn. Bhd.
36.	Marratul Pakan	Sustainability Manager	Masih Jaya Sdn. Bhd.
37.	Prof. Dr. Anselm Su Ting	Occupational Health Doctor	Universiti Malaysia Sarawak
38.	Dr. Amei Farina Abd Rashid	Medical Consultant (Aviation)	Aurelius Hospital Negeri Sembilan
39.	Patrick Dahalan	Safety & Health Manager	Vee Seng Group
40.	Dr Isabella Chia Yih Chyuan	Occupational Health Medical Officer	Sarawak State Health Department
41.	Dr Bong Yii Change	Occupational Health Doctor	Sarawak Energy Berhad
42.	Dr Wayne Fernandes Wennedy	Occupational Health Doctor	Sarawak State Health Department
43.	Arni Natalia Arpa	Research Officer	Sabah Forestry Department
44.	Exnikol Jaikol	Safety and Health Officer	Sedafiat Sdn. Bhd.
45.	Sulaiman Harun	HSE & Sustainability Officer	Malsa Corporation Sdn. Bhd. (Beluran)
46.	Mardhiah Jamaluddin	Admin Executive	"Koperasi Pembangunan Tanah Sungei Kelayak Berhad "

Focus on the **solution** not the problem