



Psychosocial Hazard Quick Guide

LOW JOB CLARITY

Low job clarity can occur when team members **feel unsure about their role duties or responsibilities due to limited, inconsistent or changing information**. This can create confusion and/or uncertainty for team members, which may lead to psychological injury if these experiences are **severe, prolonged or frequent**.

A quick guide to managing the risk of low job clarity is summarised below, to help you understand how to spot and address low job clarity in your teams.

WHAT TO LOOK OUT FOR

Look out for risk of low job clarity across a few key factors:

THE TEAM



- Team members report to multiple supervisors and/or have overlapping responsibilities/tasks with others
- Team roles, responsibilities or reporting structures seem to change constantly or are confusing (e.g. *uncertainty over who is accountable for what*)
- Work standards and expectations often shift with little or no consultation with team members

THE WORK



- Team members frequently ask about or are unsure of their role priorities
- Information about tasks or priorities is often conflicting, incomplete or missing entirely (e.g. *lack of deadlines*)
- Team priorities seem to change often or differ from person to person



POTENTIAL EFFECTS OF LOW JOB CLARITY

If instances of low job clarity are severe and/or occur frequently over time, they can increase the risk of:



Mental stress and anxiety from uncertainty about one's responsibilities and expectations



Reduced productivity (e.g. *missed deadlines*)



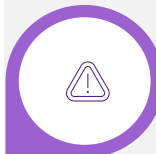
Lower morale/engagement if team members feel demotivated or disconnected from their roles



Increased costs if resources and time are not being used effectively

When considering the level of risk for this hazard in your team or workplace, remember to ask yourself:

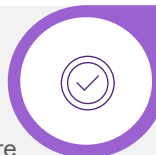
1. How **LONG** have issues been occurring?
2. How **OFTEN** are they occurring?
3. How much do these issues **IMPACT** your team members?



WHAT YOU CAN DO

Some actions you could take as a leader to help address the risk of low role clarity:

- ▶ **Review team and role expectations** to ensure clear reporting, responsibilities and accountabilities for your team members
- ▶ **Make sure that team members have the right environment and resources** for their roles (e.g. *place teams in the same space*)
- ▶ **Adjust tasks** if they frequently create confusion, cause conflict or result in errors
- ▶ **Create clarity** regarding reporting lines (e.g. *share organisational charts*)
- ▶ **Establish a process or guidelines** to identify and escalate when job clarity concerns arise (e.g. *standing agenda item in team meetings*)
- ▶ **Take the time to provide clear instructions** when setting work tasks or assigning responsibilities
- ▶ **Encourage feedback** from team members about their role responsibilities to identify opportunities for greater clarity
- ▶ **Provide a rationale** when assigning tasks



GOOD PRACTICE

Managing role clarity is an ongoing process and you should review your knowledge and the effectiveness of your actions regularly.

Keep these tips in mind:



Set the tone by clarifying role responsibilities and scope during team member inductions and training



Document a standard for what is expected from team members through clear position descriptions or operating procedures



Keep a look out for instances of task duplication, errors, missed deadlines or team conflict – these may indicate low job clarity in your team



Check in with team members regularly to make sure they understand their expectations and raise any concerns early