



Quick Guide:

POOR ORGANISATIONAL JUSTICE

Poor organisational justice can occur when **workplace policies & processes, communications and/or interactions are carried out in an unfair or inconsistent way** (Referred to as *procedural, informational and interpersonal fairness* respectively). This can cause team members to feel excluded or discriminated against, which can lead to psychological injury if this experience is **severe, prolonged or frequent**.

A quick guide to managing the risk of poor organisational justice is summarised below, to help you understand how to spot and address this in your teams.

WHAT TO LOOK OUT FOR

Example signs of poor organisational justice include (but are not limited to):

INEQUITABILITY / INCONSISTENCY



- Allocating or enforcing policies inconsistently (E.g., *Not addressing misconduct or underperformance for some individuals*)
- Penalising team members for things they cannot control (E.g., *Lack of adequate training*)
- Unfair distribution of resources or opportunities (E.g., *Giving 'friends' first preference for work tasks*)
- Disrespecting team member privacy (E.g., *Having performance conversations in front of others*)

EXCLUSION



- Excluding relevant team members from decision making
- Not informing team members about workplace changes or priorities that affect them
- Not making reasonable adjustments to meet team member needs



POTENTIAL EFFECTS OF POOR ORGANISATIONAL JUSTICE

If instances of poor organisational justice are severe and/or occur frequently over time, it can increase the risk of:



Loss of trust in leaders and the workplace



Mental Illness such as anxiety and depression as team member wellbeing is impacted by inequitable treatment

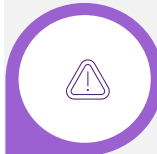


Interpersonal conflict or strained working relationships



Damage to organisational commitment and increased turnover

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

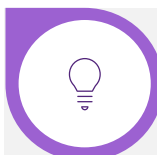
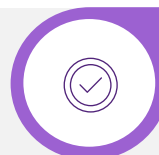


1. How **LONG** have issues been occurring?
2. How **OFTEN** are they occurring?
3. How much do these issues **IMPACT** your team members?

WHAT YOU CAN DO

Some actions you could take as a leader to help improve organisational justice:

- ▶ Use consistent and transparent methods to select, manage, review and reward all team members (E.g., *Merit / performance based*)
- ▶ Take the time to explain changes or decisions to team members, and answer questions if needed
- ▶ Double check that all relevant parties are in the room to make workplace decisions
- ▶ Keep team members in the loop by making workplace information timely, accessible and transparent
- ▶ Encourage team members to raise any concerns about fairness or safety, and protect them from discrimination if concerns are reported
- ▶ Make reasonable adjustments for team members to create an accessible workplace for everyone
- ▶ Work with team members to set clear and achievable work targets/goals to ensure that outcomes are within their control



GOOD PRACTICE

Managing organisational justice effectively is a continuous process and you should review your knowledge and the effectiveness of your actions regularly.

Keep these tips in mind:



Set the foundation for transparency by promoting a culture of communication, consultation and respect amongst your team members



Be an organisational justice role model. Make decisions, dispense information and interact with your team members in a fair and equitable way



Actively reflect on decisions made by you, your team and your workplace - Are there opportunities to promote greater fairness moving forward?



Critically review how personal information is handled by your team. As the default, manage personal information with care to ensure privacy