

HR Observation and Review Sheet

The Responsible Use of Organisational Authority — for HR, people-and-culture and supervisors

Use this sheet to record baseline concerns, observe whether behaviour changes, and test whether controls work. Completion of the course is not evidence that risk is controlled.

Spirit Led Institute · The Responsible Use of Organisational Authority. Educational tool only — not legal advice, not a finding about any individual, and not a substitute for fair investigation or WHS risk assessment. Institute frameworks are not SafeWork NSW or statutory terminology; SafeWork NSW does not endorse this course.

Details

Manager / role	
Reviewer	
Course completed (date)	
90-day plan agreed (date)	

1. Baseline concerns

Describe concerns as observed behaviour and impact — not personality or presumed intent.

Concern (behaviour)	Source / how known	Worker impact	Organisational impact

2. Observation matrix

Area	Evidence of improvement	Indicators requiring further review	Baseline	30d	60d	90d
Support requests	Requests acknowledged; clear help, delegation or timeframe; workers ask earlier	Workers still avoid asking; diminishing or sarcastic responses reported				
Challenge / disagreement	Disagreement visible in meetings; challengers remain included	Exclusion, coldness or changed treatment after challenge				
Accountability	Specific acknowledgement; own contribution named; correction follows	Deflection, counter-accusation, reframing reporter as the problem				
Conflict resolution	Timely participation; documented agreements; follow-through	Avoidance; repeated delays; workarounds persist				
Responsiveness	Fewer follow-ups; decisions dated; alternate decision-maker used	Repeated chasing; decisions pending indefinitely				
Valuing contribution	Expertise sought before decisions; contributions credited	Advice treated as interference; judgement replaced by compliance				
Reporting	Concerns reach leadership earlier; alternate routes work	Reporting stops without evidence of change; route runs through the manager				

3. Worker and organisational impact review

Worker impacts observed (stress, caution, withdrawal, documentation, help-seeking, vigilance):

Organisational impacts observed (communication, errors, complaints, absenteeism, turnover, lost knowledge):

4. Long-term risk

Stage	Present?	Notes
1 Adaptation		
2 Self-protection		
3 Reduced candour		
4 Relational fragmentation		
5 Loss of psychological safety		
6 Disengagement		
7 Exit		
8 Cultural transmission		
9 Organisational blind spots		

Stability does not prove health. Fewer complaints may mean people have stopped expecting change.

5. Faith-based relational crossover review

Do the manager and affected workers overlap in church, family, school or community settings? Describe.

Could consequences of the working relationship travel into those settings (Relational Crossover Effect / Belonging Cost)? Note without presuming retaliation.

Would moving roles or leaving employment actually contain the harm?

Are pastoral or spiritual responses accompanying — not replacing — risk assessment, fair review and safe reporting?

6. Checkpoints

Checkpoint	Date	Evidence reviewed	Agreed next actions
30 days			
60 days			
90 days			

7. Final review questions

Question	Yes / Partly / No	Evidence
Can workers ask the manager for help without being diminished?		
Can workers disagree and remain included?		
Can the manager receive feedback without deflection or relational consequences?		
Are conflicts progressing?		
Has reliance on Human Buffers and workarounds reduced?		
Are responses and decisions more reliable?		
Is difficult information reaching leadership earlier?		
Are workers contributing judgement rather than merely complying?		
Can reporting and review continue if the manager is implicated or does not engage?		
Has the organisation tested whether controls work?		

Official sources: Work Health and Safety Act 2011 (NSW); Work Health and Safety Regulation 2025 (NSW); SafeWork NSW, Code of Practice: Managing psychosocial hazards at work; SafeWork NSW psychosocial hazard guidance (poor support, conflict or poor workplace relationships, poor procedural justice).