

# 2025 PSYCHOSOCIAL SAFETY AWARDS FINALIST

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## CASE STUDY

Evaluating MindMuse Against the Code of Practice for Managing Psychosocial Hazards



## Context and Overview

Under the NSW Code of Practice, Persons Conducting a Business or Undertaking (PCBUs) have a primary duty of care to systematically manage psychosocial risks at work by identifying hazards, assessing risks, implementing controls, and reviewing their effectiveness. MindMuse is a digital platform designed to automate and streamline this end-to-end psychosocial risk management process for employers.

This case study evaluates how the MindMuse system aligns with the legal and practical expectations outlined in the Code of Practice, highlighting the key benefits it offers employers, as well as the gaps they must independently address to ensure full compliance and worker safety.

## Benefits and Alignment with the Code of Practice

### 1. Facilitating the Systematic Four-Step Risk Management Process

The Code of Practice mandates a four-step process: identifying hazards, assessing risks, controlling risks, and reviewing controls. MindMuse directly aligns with this requirement by digitising the identification, assessment, control recommendation, and review phases.

- **Rapid Hazard Identification & Assessment:** The Code requires PCBUs to systematically collect and review available workplace data. MindMuse facilitates this by utilising a mathematical HR data analysis tool that processes months of organisational data in seconds to identify patterns and hazards. It also automatically translates qualitative worker data to map the interrelationships between hazards, assigning appropriate risk, urgency, and exposure levels.
- **Evidence-Based Controls:** To assist with the "control" step, MindMuse automates literature reviews, analysing 80 to 100 academic papers in about 10 minutes to provide evidence-based recommendations presented in a simplified bow-tie model.

## **2. Meaningful Worker Consultation and Confidentiality**

The Code stipulates that PCBUs must consult with workers at each step of the risk management process, providing them with reasonable opportunities to express their views while protecting individual privacy and confidentiality.

- **Overcoming Survey Fatigue:** Traditional 1-to-5 scale surveys often fail to capture the qualitative depth of psychosocial hazards and result in "survey fatigue" due to slow feedback loops. MindMuse replaces these with digitised consultations that mimic in-person support.
- **Scale and Anonymity:** This digitised consultation provides **scale and anonymity while capturing deep qualitative data**, allowing employers to understand exactly why a hazard is occurring (e.g., feeling unheard in a meeting versus standard workload stress) without breaching confidentiality.

## **3. Promoting "Good Work Design" Over Reactive Interventions**

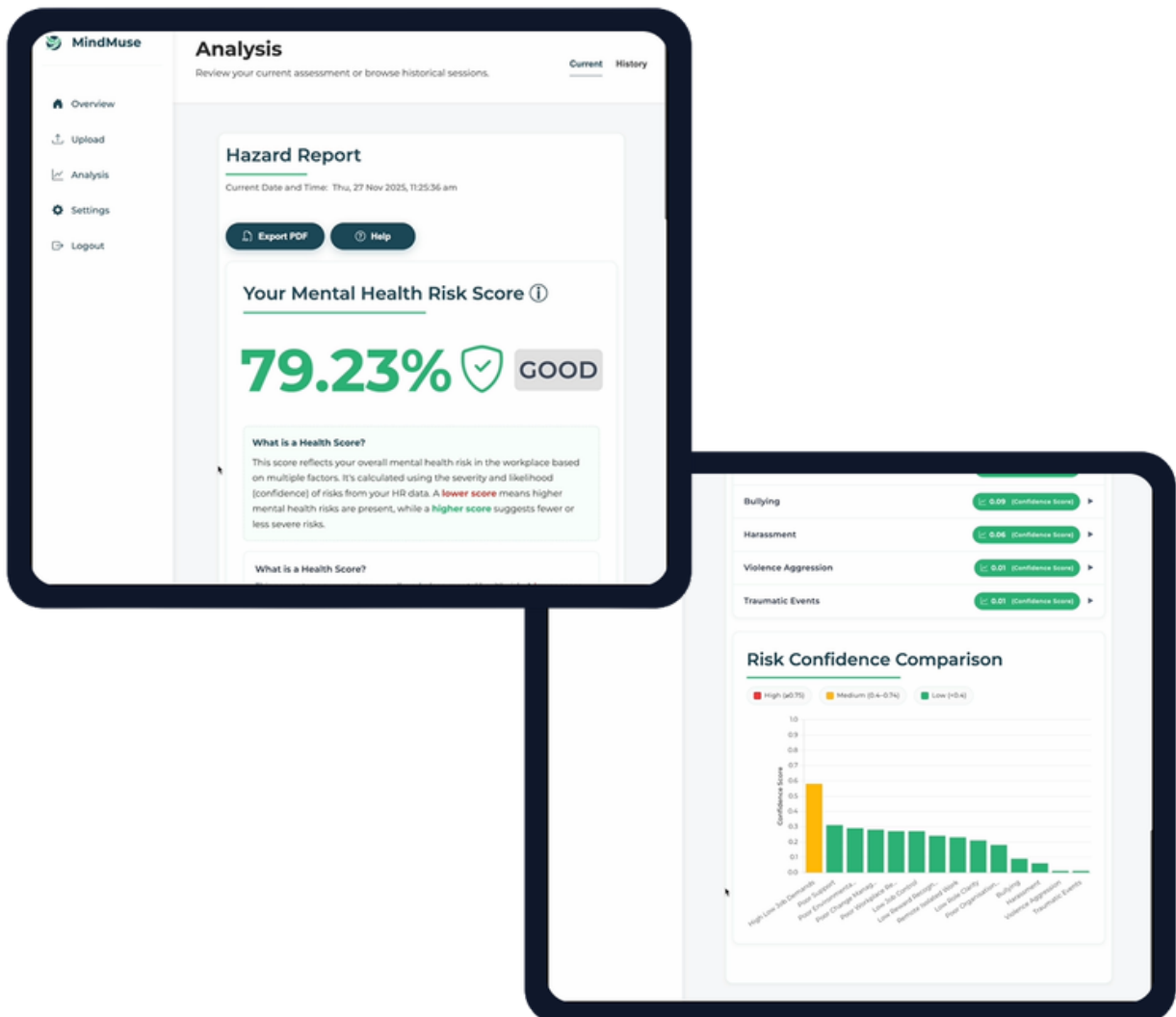
A core principle of the Code of Practice is that the most effective way to control psychosocial risks is at the source, by eliminating or minimising hazards through good work design rather than relying primarily on administrative controls or interventions.

- **Upstream Focus:** MindMuse is specifically built to act "upstream" to identify structural, environmental, and cultural hazards so preventative systems can be established.
- **Real-World Application:** When a veterinary clinic utilised MindMuse, the qualitative insights allowed the owner to shift away from purchasing generic training programs (an administrative control) and instead implement **immediate structural and work design changes**, such as fixing scheduling to allow staff to take toilet breaks and addressing customer aggression points.

## 4. Supporting Officer Due Diligence and Record-Keeping

The Code requires officers (like company directors) to exercise due diligence by actively staying up to date on WHS matters, ensuring adequate resources are allocated, and verifying that risk management processes are effective. Furthermore, maintaining a record of hazards and controls is highly recommended to demonstrate compliance to regulators.

- MindMuse provides a **centralised dashboard** for Work Health and Safety (WHS) committees and psychosocial leads to view hazard identification, assessments, and tailored reports that integrate with enterprise risk frameworks. This clear documentation heavily supports an officer's due diligence and record-keeping requirements.



# Gaps and Limitations for Employers

While MindMuse streamlines the identification and assessment process, employers must be aware of several gaps where the platform alone does not fulfill all Code of Practice obligations:

## 1. No Diagnostic Capabilities or Individual Mental Health Treatment

The Code outlines duties for responding to reports of psychosocial incidents and supporting a safe return to work for workers who have suffered psychological harm.

- **The Gap:** MindMuse explicitly **does not perform medical or mental health diagnostics** and is not pitched as a direct mental health treatment for treating individual employees. Employers must still establish and fund internal support systems, return-to-work programs, and Employee Assistance Programs (EAPs) to handle individualised psychological injuries or crises.

## 2. Restricted Manager Visibility

The Code requires that supervisors and managers are provided with adequate information and training to identify hazards and support their teams.

- **The Gap:** Due to the highly sensitive nature of the deep qualitative data collected by MindMuse, **managers "obviously can't see that much"** when they log into the system. Full dashboard access is restricted to WHS committees or specific leads. Employers must build secondary communication pathways to ensure frontline managers are still adequately informed about the hazards in their specific teams so they can provide the practical and emotional support required by the Code.

### 3. The Burden of Implementation Remains on the PCBU

MindMuse significantly reduces the time and cost barriers to starting a psychosocial safety journey—cutting compliance costs by 10 to 14 times.

- **The Gap:** A tool can identify a risk, but under the Code, **duties cannot be transferred**. The PCBU maintains the absolute legal obligation to actually implement the physical or structural control measures, provide the training, and continually monitor the workplace. If MindMuse identifies a complex hazard (like severe role overload), the employer must still do the hard organisational work of hiring more staff, renegotiating client deadlines, or overhauling job descriptions. Furthermore, MindMuse relies entirely on an employer's willingness to input existing HR data or actively engage their workforce to participate in the platform's digitised consultations.

**Psychosocial**  
safety.  
*Simplified.*

