

# Workplace Wellbeing Hub

## Mental Health Risks: Checklist and Controls for Safety Professionals

### Overview

Mental health and psychosocial hazards such as stress, fatigue or conflict can directly impact safety by reducing focus, reaction time and decision making. This checklist helps safety managers and supervisors quickly spot risks, score severity and apply controls to protect workers. Use the checklist during audits or incident reviews to identify risks, assign actions and track follow-up. It complements, but does not replace, organizational policy, regulation or clinical advice.

### Definitions

- **Psychosocial Hazards:** Work-related factors that can cause psychological harm or impair safe performance, such as excessive workload, lack of control, poor social support, bullying, traumatic events or shift work.
- **Mental Health–Related Impairment:** A temporary or ongoing reduction in attention, reaction time, decision making or emotional regulation due to stress, mental distress, fatigue or side effects of mental health medications.
- **Reasonable Suspicion:** When a supervisor or co-worker observes specific behaviors or signs such as confusion, slurred speech, unsteady movement, strong odors or sudden mood changes that suggest a person may be impaired or unfit for duty. These observations should be documented and verified according to company procedures before taking action.



### Instructions

This checklist is meant to be used to assess individual-worker mental health risks. Check all that apply to the employee within the previous week for each domain, and use the scoring instructions below to assess risk level. Controls (immediate and sustainable) for each mental health risk domain are provided at the end of this document based on risk score(s).

### The checklist includes:

- **Core domains** that cover workload, fatigue, relationships and impairment
- **Simple 0–2 scoring** that guides whether to maintain, act soon or escalate urgently
- **Controls** that are divided into immediate (fix today–2 weeks) and sustainable ( $\leq 90$  days)
- **Industry addenda** that provide tailored guidance for industry-specific mental health risks in transportation, manufacturing and construction

### How to score each domain:

Check all that apply to the individual within the previous week, per domain. Tally up the score, copy scores to the Tally Sheet, and follow these threshold recommendations:

- **0 = controlled (no boxes ticked)**
- **1 = some signals (exactly 1 box)**
- **2 = frequent/serious (2+ boxes or any red flag★)**

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## Mental Health Risks – Checklist by Domain

### Job Demands and Pace

Check all that apply within the last week.

★ = red flag (automatic score of 2):

- ☐ Rushing/shortcuts observed
- ☐ Frequent interruptions/multitasking
- ☐ Backlogs or unrealistic quotas
- ☐ Near-miss tied to pace ★

**Score for this domain:** ☐ 0 (Controlled) ☐ 1 (Some signals) ☐ 2 (Frequent/serious)

### Work Schedule and Fatigue

Check all that apply within the last week.

★ = red flag (automatic score of 2):

- ☐ Overtime spikes
- ☐ Drowsiness/nodding off observed ★
- ☐ More than six consecutive shifts without a rest day

**Score for this domain:** ☐ 0 (Controlled) ☐ 1 (Some signals) ☐ 2 (Frequent/serious)

### Relationships and Behavior

Check all that apply within the last week.

★ = red flag (automatic score of 2):

- ☐ Incivility, teasing or yelling
- ☐ Bullying/harassment reports ★
- ☐ High levels of conflict seen with crew or team

**Score for this domain:** ☐ 0 (Controlled) ☐ 1 (Some signals) ☐ 2 (Frequent/serious)

### Substances/Medications and Fitness for Duty

Check all that apply within the last week.

★ = red flag (automatic score of 2):

- ☐ Slurred speech, odor or slowed reactions ★
- ☐ Disclosure of new prescription with impairment warnings
- ☐ Self-report of impairment ★

**Score for this domain:** ☐ 0 (Controlled) ☐ 1 (Some signals) ☐ 2 (Frequent/serious)

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## Industry Addenda (Use in addition to the core checklist)

### Transportation

Check all that apply within the last week.

★ = red flag (automatic score of 2):

- ☐ Hours-of-service alerts / log violations ★
- ☐ Time-pressure from dispatch/clients
- ☐ Drowsiness on pre-trip or mid-route ★
- ☐ Distraction
- ☐ Isolation on night routes / poor check-ins
- ☐ Aggressive public interactions / road-rage events



**Score for this domain:** ☐ 0 (Controlled) ☐ 1 (Some signals) ☐ 2 (Frequent/serious)

### Manufacturing

Check all that apply within the last week.

★ = red flag (automatic score of 2):

- ☐ Pace-based quotas causing frequent rushing outside of typical behavior
- ☐ Night/rotating shifts with error spikes ★
- ☐ Bullying/incivility online or between shifts
- ☐ Tools or material shortages driving workarounds
- ☐ Frequent reassignments to different lines/tasks within same shift
- ☐ Exposure to high-temp/noise areas without effective or periodic relief



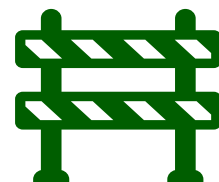
**Score for this domain:** ☐ 0 (Controlled) ☐ 1 (Some signals) ☐ 2 (Frequent/serious)

### Construction

Check all that apply within the last week.

★ = red flag (automatic score of 2):

- ☐ Working at heights / confined spaces without a buddy ★
- ☐ Heat stress and long shifts
- ☐ Subcontractor conflict or incivility
- ☐ Tight deadlines causing shortcuts or near-misses
- ☐ Recent trauma exposure (injury/fall/near-fatal) ★
- ☐ Impairment signs on site (alcohol, meds, fatigue, etc.) ★



**Score for this domain:** ☐ 0 (Controlled) ☐ 1 (Some signals) ☐ 2 (Frequent/serious)

## Scoring Instructions

1. Complete the four core domains (Job Demands and Pace, Work Schedule and Fatigue, Relationships and Behavior, Substances/Medications and Fitness for Duty)
2. If applicable, choose the appropriate industry addendum (Transportation, Manufacturing or Construction) that applies to your workplace
3. Score each domain (0 = controlled, 1 = some signals, 2 = frequent/serious or any ★ red flag)
4. Transfer scores to the tally sheet, add them up, and use thresholds below

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## Tally Sheet

Domain	Score (0/1/2)	Initial Action
Job Demands and Pace	_____	Coach/Controls/Escalate
Work Schedule and Fatigue	_____	Coach/Controls/Escalate
Relationships and Behavior	_____	Coach/Controls/Escalate
Substances/Medications and Fitness for Duty	_____	Coach/Controls/Escalate
Industry Risks: Transportation/Manufacturing/Construction	_____	Apply Immediate/Sustainable Controls
Total (out of 10)	_____	Low/Medium/High Threshold

## How to Apply Controls

Domain Score	Meaning	Immediate Action
<b>0 = Controlled</b>	No current concern	Maintain controls; spot-check in future audit
<b>1 = Some Signals</b>	Early warning	Apply <i>sustainable controls</i> (within 90 days)
<b>2 = Frequent/Serious</b> or ★ red flag	Elevated risk	Apply <i>immediate controls</i> (within 2 weeks) and review at next safety meeting

**After completing the checklist and tallying your total score, identify which domains scored 1 or 2.**

- Apply **immediate controls** (today–2 weeks) for any domain scoring 2
- Apply **sustainable controls** ( $\leq$  90 days) for any domain scoring 1
- Use the “Owner/Due/Notes” fields to assign accountability and track progress

Note: Controls are not one-size-fits-all; they should match the scope of the risk identified

Note: Total scores are optional and best used for tracking overall patterns or identifying workers needing additional support. Supervisors may tally total scores across workers to identify patterns or systemic issues. Total scores should not be used to make individual disciplinary or control decisions. Controls should be based on domain scores, not totals.

Total (out of 10)	Use for Supervisory Review
0–3	Stable pattern – Continue normal monitoring
4–6	Monitor trends – Multiple scores of 1 may indicate growing strain
7–10	Escalate – Consider cross-domain or systemic interventions

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## Mental Health Controls by Domain

### Job Demands and Pace

#### Immediate controls (today–2 weeks):

- ☐ Rebalance workload for the shift
- ☐ Insert micro-breaks / protected pauses
- ☐ Defer noncritical tasks today
- ☐ Add visual work-in-progress limits

#### Sustainable controls (≤ 90 days):

- ☐ Redesign quotas with worker input
- ☐ Add staffing/buffer time in Standard Operating Procedures
- ☐ Remove low-value steps/meetings
- ☐ Automate repetitive tasks

Owner: \_\_\_\_\_ Due: \_\_\_\_\_

Notes: \_\_\_\_\_

### Work Schedule and Fatigue

#### Immediate controls (today–2 weeks):

- ☐ Cap hours and add breaks / nap options
- ☐ Swap out of safety-critical tasks when drowsy
- ☐ Create a hydration/caffeine plan

#### Sustainable controls (≤ 90 days):

- ☐ Fatigue risk coaching or supervisor check-ins
- ☐ Optimize shifts/turnarounds
- ☐ Sleep health screening and/or training

Owner: \_\_\_\_\_ Due: \_\_\_\_\_

Notes: \_\_\_\_\_

### Relationships and Behavior

#### Immediate actions (today–2 weeks):

- ☐ Address the behavior privately and respectfully
- ☐ Ensure the person who reported is safe and supported; share how to get help
- ☐ Talk with the team to remind everyone of respectful conduct

#### Sustainable actions (within 90 days):

- ☐ Consistently apply workplace respect and anti-bullying policies
- ☐ Offer training on how to speak up or step in when others are mistreated
- ☐ Use clear and fair steps for addressing repeat issues

### Remember:

Safety professionals play a key role in connecting workers to company resources and benefits.

When psychosocial risks are identified, refer to:

- EAP or behavioral health benefits
- HR for accommodations or leave options
- Wellness or peer support programs
- Crisis hotlines or occupational health contacts

Integrating these supports ensures controls address both safety and wellbeing.

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Owner: \_\_\_\_\_ Due: \_\_\_\_\_

Notes: \_\_\_\_\_

## Substances/Medications and Fitness for Duty

### Immediate controls (today–2 weeks):

- ☐ Remove from safety-sensitive duty ASAP if there is reasonable suspicion,
- ☐ Follow fit-for-duty protocol
- ☐ Provide warm handoff to EAP/occupational health

### Sustainable controls (≤90 days):

- ☐ Create clear impairment policy reflective of diverse contributors of impairment
- ☐ Provide supervisor reasonable cause training
- ☐ Implement confidential reporting channels

Owner: \_\_\_\_\_ Due: \_\_\_\_\_

Notes: \_\_\_\_\_

## Industry-Specific Controls

### Transportation

#### Immediate actions (today–2 weeks):

- ☐ Adjust routes or schedules so drivers can stay within hours-of-service limits and take needed breaks
- ☐ Allow short naps, or assign a relief driver if someone is too tired to drive safely
- ☐ Pull a driver from duty right away if they appear drowsy
- ☐ Check cab setup such as seat, mirrors and lighting to reduce strain and glare
- ☐ Set up regular check-ins, and confirm radio or phone contact works
- ☐ Debrief the team and offer basic emotional support after any serious event

#### Sustainable actions (within 90 days):

- ☐ Improve route planning and delivery times to reduce rushing and stress
- ☐ Use simple fatigue-alert tools or coaching instead of a full fatigue-risk system
- ☐ Pair new or returning drivers with experienced mentors
- ☐ Provide training on how to stay calm and defuse tense situations with the public
- ☐ Use safety devices that alert others if a driver is in distress or not moving
- ☐ Encourage near-miss reporting and make appropriate changes

Owner: \_\_\_\_\_ Due: \_\_\_\_\_

Notes: \_\_\_\_\_

### Manufacturing

#### Immediate actions (today–2 weeks):

- ☐ Slow production briefly and add short breaks to prevent fatigue



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- ☐ Rotate tasks and post simple visual guides to reduce errors
- ☐ Immediately remove anyone who seems impaired from operating machinery
- ☐ Address conflicts calmly and privately; share how to report concerns
- ☐ Organize tools and materials to reduce delays and confusion
- ☐ Provide cooldown areas, hearing breaks or quick-recovery pauses

## **Sustainable actions (within 90 days):**

- ☐ Review quotas and staffing plans with input from workers
- ☐ Improve lighting, ventilation and noise control in work areas
- ☐ Simplify steps and add built-in safety checks to prevent mistakes
- ☐ Reinforce respect and anti-bullying policies; teach workers how to step in early
- ☐ Set up clear systems to keep tools and parts stocked and maintained
- ☐ Adjust shifts for better rest; offer sleep and fatigue awareness training

Owner: \_\_\_\_\_ Due: \_\_\_\_\_

Notes: \_\_\_\_\_

## **Construction**

### **Immediate actions (today–2 weeks):**

- ☐ Use the buddy system and regular radio check-ins to stay connected
- ☐ Add shaded rest areas, cooling breaks and plenty of water
- ☐ Address disrespectful behavior privately, and support anyone who reports it
- ☐ Build in extra time for tasks, and pause any high-risk work if conditions aren't safe
- ☐ Offer mental health first aid, and move workers away from tasks that may trigger distress
- ☐ Remove from safety-sensitive work and connect to help (EAP or other support) if there is reasonable suspicion

### **Sustainable actions (within 90 days):**

- ☐ Include a short “mental or social risk of the day” topic in toolbox talks
- ☐ Improve the jobsite setup with shade, water stations and rest areas
- ☐ Enforce a clear no-hazing policy, and train everyone on respectful behavior
- ☐ Set realistic project schedules, and rotate people off high-stress or high-risk tasks
- ☐ Create and practice a plan for responding to serious or traumatic incidents
- ☐ Maintain a clear impairment policy, and train supervisors on what warning signs to look for

Owner: \_\_\_\_\_ Due: \_\_\_\_\_

Notes: \_\_\_\_\_