

# Mentally HEALTHY WORKPLACES



Government  
of South Australia

*Hello* The South Australian Public Sector is committed to mentally healthy workplaces where people feel supported so that they can be fully engaged in delivering for the SA community. The Mentally Healthy Workplaces (MHW) Framework and this Toolkit presents information and resources for all public sector agencies to use to create workplaces that promote their people's mental health at work and to support those experiencing a mental illness.

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# Call to action

from the Commissioner for Public Sector Employment, Erma Ranieri.

Collectively building a culture of care in the South Australian Public Sector.

I firmly believe that our public sector's strength comes from our people.

It's our people – and their shared commitment and collective energy – that help us deliver excellent services for our diverse community. That's why building a culture of care in our South Australian Public Sector workplaces that contributes to our mental health and wellbeing, and is free of stigma is essential.

I am pleased to present the **SA Public Sector Mentally Healthy Workplaces Framework, Toolkit and Checklist**, which have been developed by my Office in consultation with South Australian Public Sector agencies. It provides practical tools and information to help ensure our workplaces are promoting mental health and supporting those experiencing a mental illness.

We know that as many as one in five Australians experience a mental illness in a year and that 45 percent of us will experience a mental illness in our life ([Australian Institute of Health and Welfare Australia's Health 2018](#)).

Last year, I invited all South Australian Public Sector employees to participate in the inaugural **I WORK FOR SA - Your Voice Survey** to tell us about what matters in their workplaces. The responses told us that mental health and wellbeing are critical issues in our workplaces. They also told us that harassment and bullying is a perceived problem and can impact on our people's engagement and wellbeing at work.

The **I WORK FOR SA – Your Voice Action Plan 2019-20**, which responds to what people have told us in this survey, is now underway. This plan provides a whole of government approach to maximise wellbeing at work, help the sector to perform at its best and ensure we are an employer of choice that positively serves our community.



**Erma Ranieri**

Commissioner For Public Sector Employment

## This **Mentally Healthy Workplaces**

**Framework and Toolkit** supports the plan by drawing on world-leading research to provide evidence-based resources for all leaders and for professional practitioners in fields including Human Resources, Work Health and Safety, Injury Management and Organisational Development.

The MHW Toolkit provides an important foundation for our agencies to use to educate people about what constitutes a mentally healthy workplace where mental health is fostered, people with a mental illness are supported and harassment and bullying are absent.

It is intended to be used by SA Public Sector agencies to support current wellbeing strategies.

I encourage you and your teams to use the Mentally Healthy Workplaces Checklist at the start of each section (also in its entirety in the [Resources](#) section), to identify what parts of the Toolkit are most useful to you. The Mentally Healthy Workplaces Checklist will help you recognise what your agency is already doing and identify where there might be opportunities to do more.

**I am passionate about supporting the mental health of our people and I encourage you to use the Mentally Healthy Workplaces Framework and Toolkit to make a difference in your workplace.**

As Commissioner for Public Sector Employment, I will:

-  Work to protect and promote our people's mental health so they can give their best to the service of the SA community through their work in the SA Public Sector.
-  Continue to educate myself on mental health in the workplace and support the education of our people so that we can reduce stigma and support our people's mental health.
-  Work with other Public Sector leaders to create an organisational culture that supports the mental health of our people.
-  Recognise and respond to risks to mental health with the aim of preventing harm to our people.
-  Encourage and support our people to seek help for mental illness early, so we can support their recovery and enable our people to stay at or return to work.



**Erma Ranieri**

Commissioner For Public Sector Employment

# INTRODUCTION

**How** to use this Toolkit to create mentally healthy workplaces in our agencies and build a culture of care is explained in this section.



## About the SA Public

# MENTALLY HEALTHY WORKPLACES TOOLKIT

## What is a Mentally Healthy Workplace?

**Mentally Healthy Workplaces are workplaces where people feel that their mental health is promoted and supported so that they can be fully engaged in their work.**

A mentally healthy workplace sees both mental and physical health and safety as equally important at work (adapted from [Return To Work SA](#)).

A mentally healthy workplace is one that:

- ▶ Promotes workplace practices that support positive mental health
- ▶ Eliminates and minimises psychological health and safety risks through identifying, assessing and responding to psychosocial hazards
- ▶ Builds the knowledge, skills and capabilities of employees to be resilient and thrive at work
- ▶ Is free of stigma and discrimination
- ▶ Supports the recovery of employees returning after a physical or psychological injury.

(From [Work Health and Safety Queensland](#), Queensland Government 2018)

## What is the SA Public Sector Mentally Healthy Workplaces (MHW) Framework?

The [MHW Framework](#) outlines the areas all SA Public Sector agencies should consider to create workplaces that promote good mental health, support employees experiencing a mental illness and fulfil the objects and principles of being an employer of choice and the *Public Sector Act 2009*.

It is consistent with other frameworks such as Return to Work SA, Beyond Blue – Heads Up and other research-based models.

The MHW Framework is supported by the MHW Toolkit which provides more detailed information about each of the areas as well as links to further resources.

## Does the MHW Framework apply to me?

Yes, the MHW Framework is applicable to all people employed by the South Australian Sector.

## Do SA Public Sector agencies have to use this MHW Framework?

**This MHW Framework is evidence-based and has been developed in consultation with representatives from the SA Public Sector to provide a comprehensive view of the key elements in creating mentally healthy workplaces.**

The MHW Framework therefore presents a minimum standard expected of a mentally healthy workplace. SA Public Sector agencies may need to consider additional actions to address their specific needs.

Some agencies may already have a framework in place to support the mental health of their people. It is recommended that these agencies assess their frameworks to ensure they cover the same areas as the MHW Framework and are consistent with its messages.

The MHW Toolkit provides a useful suite of resources of relevance to all agencies regardless of whether they are using the MHW Framework or an alternative framework.

## Who is the MHW Toolkit aimed at?

**The MHW Toolkit is aimed at SA Public Sector leaders, managers and anyone interested in supporting mentally healthy workplaces.**

People with responsibilities in work, health and safety, injury management, human resources, learning and development, leadership and people management, change management and organisational development will find that the MHW Framework and MHW Toolkit provide advice and resources on areas of their work and can assist them to meet some of their objectives.

While most of the information in the MHW Toolkit is targeted at leaders, managers and people with roles in the areas listed above, there are also tips and advice for all leaders and individuals seeking to improve their own or others' mental health in the workplace.

## How can SA Public Sector agencies use the MHW Toolkit?

**The MHW Toolkit supports the implementation of the MHW Framework with practical information and resources that can be used to support the promotion of employee mental health at work.**

The MHW Toolkit is divided into sections for ease of use and navigation. The Toolkit does not need to be read from start to finish but is designed for the user to tap into the section they need. The sections correspond with each of the five key areas of the Framework **Critical Success Factors, Raise Awareness, Build the Positives, Prevent Harm and Manage Risk, and Intervene Early and Support Recovery.**

It is recommended that the **Critical Success Factors** section be prioritised first to support the successful implementation of the MHW Framework. The other sections can be accessed in an order that suits the users needs and priorities although particular consideration should be given to **Prevent Harm and Manage Risk** to ensure legislative responsibilities are being met and teams are working from a foundation of psychological safety in their workplace.

Each section begins with a simple checklist which agencies can use to identify the areas they need to focus on.

Collectively, the checklists comprise the comprehensive [Mentally Healthy Workplaces Checklist](#), which is found in the Resources section of the Toolkit.

In addition, the Resources section contains supplementary material for agencies including a draft presentation for executives and a statement of commitment to supporting employee mental health that can be signed by an agency's leadership.

Agencies can use the MHW Toolkit to develop new, or expand upon existing, strategies to support the mental health of people in their workplaces.



## How can leaders and agencies use the MHW Checklist?

It is recommended that the [MHW Checklist](#) is used to identify what your agency already has in place to support the mental health of its employees and where there are gaps. The MHW Checklist can be found in the Resources section of the MHW Toolkit and allows agencies to assess the implementation level of their current activities.

Since the Critical Success Factors provide the foundation for the successful implementation of the Framework, it is recommended that users start with this section of the MHW Checklist first and address any gaps in this section as an early priority. Strong agency support and planning is essential to addressing gaps identified in the rest of the Framework.

Beyond the Critical Success Factors, there are a range of ways to prioritise how to address gaps including starting with:

- ▶ Raising awareness of mental health issues in the workplace
- ▶ Identifying an action that can be achieved relatively easily and quickly (a quick 'win')
- ▶ Prioritising the actions that will have the largest impact in terms of number of employees affected or
- ▶ The actions that will address the areas of highest risk.

Remember, it is also important to recognise what is being done well and to reinforce and monitor these activities to maintain their ongoing effectiveness.

## How will leaders and agencies report on their use of the MHW Framework?

The Office of the Commissioner for Public Sector Employment (OCPSE) will ask targeted questions about the MHW Framework to SA Public Sector agencies as part of the State of the Sector reporting requirements.

The intent is to determine actions agencies have taken to support the mental health of their employees as recommended in the MHW Framework, MHW Toolkit and MHW Checklist.

The questions will recognise that agencies will be at different stages in their work to create mentally healthy workplaces and that they might be using other comparable frameworks or approaches.

The MHW Checklist is intended to support agencies in their own assessment, planning and monitoring activities. Agencies are not required to submit the MHW Checklist results to the OCPSE.

SA Public Sector agencies will also be expected to report their actions within the reporting of Work Health and Safety Programs in their Annual Reports.

## Where can I get more information?

For more information please email [ocpsewhsim@sa.gov.au](mailto:ocpsewhsim@sa.gov.au)

# Mentally HEALTHY WORKPLACES FRAMEWORK

## Purpose

To create mentally healthy workplaces that support employees through their public sector career.

An integrated approach is critical to ensuring a strong, confident, resilient and agile workforce. This framework is founded on both the South Australian Public Sector Values and Behaviours Framework, the Code of Ethics and the objects and principles of the [Public Sector Act 2009](#).

## Critical Success Factors

- 1 Leadership commitment
- 2 Collaborative approach
- 3 Central coordination
- 4 Shared mental health objectives
- 5 Plan of action at multiple levels of the agency
- 6 Commitment of resources
- 7 Measurement of improvements

Develop strategies, policies and procedures that address risks to mental health and evaluate their effectiveness

Ensure work health and safety management systems protect and support mental health and systematically manage risks

Develop organisational culture that reduces stigma, supports mental health and enhances engagement at work

Work environments support mental health

Design roles and work environments that better protect mental health

### Raise Awareness

Build understanding and capability to support mental health

### Prevent Harm and Manage Risk

Mental health risks are reduced

### Intervene Early and Support Recovery

Increase the capability of our people to recognise and respond to mental illness, reduce stigma and support people to seek help early

Mental illness is recognised and responded to

Provide appropriate support services that enable employees with a mental illness to stay at or return to work



IWORK FOR SA

YOUR VOICE SURVEY

# Critical SUCCESS FACTORS

*First* and foremost, leaders and key stakeholders in an agency should understand what they will be required to do to successfully implement the MHW Framework.



## CHECKLIST

## Critical SUCCESS FACTORS

There are **seven Critical Success Factors** that agencies need to have in place to be able to successfully implement a planned and effective approach to establishing a mentally healthy workplace for all employees.

- 1. Demonstrate leadership commitment**  
The leadership team have made a visible commitment to creating a mentally healthy workplace in writing and face to face with employees
- 2. Take a collaborative approach to positive mental health**  
Ongoing communication and consultation occur with employees at all levels during the creation, implementation and evaluation of the agency's strategy and plan to improve workplace mental health
- 3. Establish a central group to guide strategy development and monitor implementation**  
It is clearly identified who is responsible for developing, implementing and monitoring the strategy and plan, and this group should include a sponsor from the agency's leadership team and an appropriate range of expertise from within the agency

- 4. Determine and work towards achieving shared mental health objectives**  
A strategy has been developed and endorsed by the leadership team to support mental health that articulates the shared priorities and objectives of the agency based on analysis of existing data and consultation with employees
- 5. Create a plan of action at multiple levels of the agency**  
A clear plan to support mental health in the workplace exists which provides the details on how the strategy will be achieved, priority areas and actions at multiple levels of the agency (e.g. agency, team and individual)
- 6. Commit resources**  
The agency has committed sufficient resources to implement the plan
- 7. Measure improvement**  
A baseline measure of employee wellness has been taken to monitor improvement over time

Advice and resources for addressing any gaps identified in the checklist are available in the Critical Success Factors section.

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# 1 Demonstrate leadership commitment

**An agency's leadership team has an essential role in creating and maintaining an organisational culture that expects, promotes and supports mentally healthy workplaces.**

The leadership team's role includes championing the mental health of its people and modelling the behaviours of care for self and others. Making a visible commitment to supporting the mental health of employees is important. A Statement of Commitment for leaders which can be signed and promoted is available in [Resources](#).

Beyond making the commitment, to successfully implement the framework, the leadership team must endorse and retain oversight of and accountability for the agency meeting the goals they set. If the agency does not already have a practical approach to improving mental health, developing an agency plan is a good place to start.

There are several strategies that can be used to seek leadership commitment to creating a mentally healthy workplace. Some options include:

- ▶ Developing a business case focusing on the specific priorities for the agency (eg. costs associated with psychological injury claims or sick leave, or positioning as an employer of choice)
- ▶ Reminding leaders of their legal obligations under the WHS Act to manage psychosocial hazards
- ▶ Demonstrating the [return on investment](#) of a mentally healthy workplace
- ▶ Demonstrating the link between creating a mentally healthy workplace and the SA Public Sector Values and Behaviours Framework, Code of Ethics and agency values
- ▶ Using case studies to show how other workplaces have developed mentally healthy workplaces

A presentation that covers the key arguments can be downloaded in [Resources](#) and adapted for delivery to the leadership team.

## As a leader, how can I show my commitment to mental health at work?

**Demonstrating commitment is different to saying you are committed to mental health at work. So, how can a leadership team show their commitment to the mental health of their employees?**

### **Write it down by...**

adding caring for the mental health of employees into the strategic plan or making a public commitment in writing. Print and sign the [Statement of Commitment](#) in Resources and display the document visibly in your agency and on the Intranet.

### **Include indicators...**

on the wellbeing of employees in leadership performance agreements.

### **Assign specific actions...**

to develop a mentally healthy workplace to members of the leadership team.

### **Talk often about mental health...**

at presentations, meetings and other opportunities that arise. If you or a person close to you has experienced a mental illness, consider sharing your experience to normalise discussing mental health at work.

### **Communicate zero tolerance...**

for discriminatory or disrespectful behaviour and actively call out negative behaviour when witnessed.

### **Ask employees how they are...**

rather than asking how specific work or projects are going. Try asking "How is your day going?" or "How are you today?"

### **Use regular informal performance discussions...**

to proactively ensure employees are receiving adequate feedback and recognition, clarification about their roles and appropriate support.

### **Attend meetings...**

where the agency's plan to improve mental health at work is being discussed.

### **Encourage and participate...**

in mental health awareness raising such as Mental Health First Aid Training, resilience and mindfulness training, and public awareness events such as RU OK Day.

### **Support and participate...**

in activities that promote wellness and mental health through increasing physical exercise, nutrition and sleep quality.

## 2 Take a collaborative approach to positive mental health

**Achieving a mentally healthy workplace is a shared responsibility and requires consultation and collaboration between a range of people with different skills and perspectives.**

The participation of employees from all levels and functions in the agency is particularly important in:

- ▶ Developing the plan
- ▶ Confirming the focus and priorities in the plan
- ▶ Determining local team actions that support the plan
- ▶ Reviewing the success of the plan.

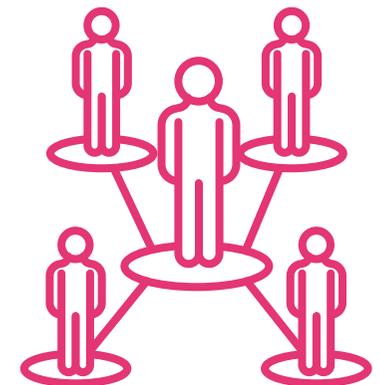
Participation ensures increased ownership of the strategy and a greater likelihood that the plans will accurately reflect what needs to be done to develop mentally healthy workplaces. Different ways to involve employees in developing a mentally healthy workplace are provided in all sections of this MHW Toolkit, however it is a key focus of [Prevent Harm and Manage Risk](#).

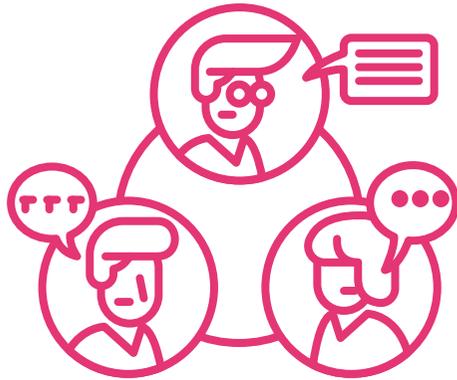
## 3 Establish a central group to guide strategy development and monitor implementation

**The development, implementation and review of an effective strategy to improve mental health requires cooperation between functions (for example, leadership, health and safety, organisational development and human resources) as well as input from managers and employees to ensure its relevance.**

The group should preferably be led by a member of the agency's leadership team who acts as a champion or sponsor of the strategy and as a visible sign of the agency's commitment.

If the agency is smaller (e.g. under 50 employees) an individual may be tasked with responsibility for developing and implementing the strategy, but leadership should remain actively involved.





Who needs to be  
involved?

## Developing a positive culture of care is the key to creating a mentally healthy workplace.

**Harnessing all the available expertise and perspectives of a range of employees will improve the chances of success.**

Expertise might reside in a range of areas across the organisation, or it may need to be developed in individuals through professional development. It may also be sourced through recruitment or by contracting in specific expertise.

It is important that agencies identify who has the expertise to lead, coordinate and monitor their actions to create mentally healthy workplaces and then allocate responsibilities accordingly.

**Consider how input into the plan can be sought from the following areas and teams:**

- ▶ **Leadership** – setting strategy, demonstrating support and ensuring resources.
- ▶ **Human Resources** – knowledge of psychosocial hazards across the organisation, impact of hazards on the employees and the business and opportunities to build positive workplace culture and redesign work.
- ▶ **Organisational Development** – knowledge of and ability to build positive workplace culture through workplace interventions.
- ▶ **Work Health and Safety** - knowledge of psychosocial hazards through hazard, incident and accident reporting mechanisms and options to reduce risks. Understanding of WHS legislation and supporting mechanisms.
- ▶ **Injury Management** – knowledge of workers compensation legislation and understanding of injured workers' concerns about the workplace.
- ▶ **Health Promotion** – knowledge of healthy worker interventions that improve mental health.
- ▶ **Equity, Diversity and Inclusion** – knowledge of interventions to improve inclusion in the workplace and build a positive culture.
- ▶ **Training and Development** - knowledge of training methods and programs to support agency interventions.

## 4 Determine and work towards achieving shared mental health objectives

Having clear objectives relating to the mental health of employees that are supported by leadership and embraced by employees is key to ensuring that the actions taken are appropriate and worthwhile.

Mental health objectives can relate to both:

- ▶ **Reducing costs** associated with mental illness or poor to mental health in the workplace i.e. fewer worker compensation claims, less sick leave and reductions in poor performance.
- ▶ **Realising benefits** of having employees who experience improved mental health at work from higher engagement, improved productivity and performance, and increased retention.

Preventing harm and managing risks to employees' mental health in the workplace is a critical priority. Only when leaders can understand factors negatively impacting their employees, can they start to address them and meet their legal and ethical responsibilities in providing a safe workplace. See [Prevent Harm and Manage Risk](#) for more information on how to identify and manage psychosocial hazards and risks in the workplace.

For more information on ways to realise the benefits of promoting better mental health at work, see [Build the Positives](#).

## 5 Create a plan of action at multiple levels

To create a mentally healthy workplace, each agency requires a plan that highlights priorities and associated actions, timeframes and responsibilities.

This plan should align with or may form part of other agency plans such as a Strategic Plan or Work Health Safety and Injury Management Plan.

It is likely that your agency will need to include actions that are targeted at three distinct levels; **the agency level, the team level and the individual level.**

Research has shown that interventions at the agency level usually have the greatest impact on mental health in the workplace and are therefore critical to creating a mentally healthy workplace.

An example plan outlining the objectives of an agency and actions targeted at different levels of the agency is provided in [3.1 Critical Success Factors Information Sheet – Example MHW Action Plan](#).

## CASE STUDY



### **'The wellbeing of Department of Treasury and Finance employees is integral to the success of the department.'**

The wellbeing of DTF employees is a key focus area driven from the top. Taking a holistic approach to wellbeing, DTF has embedded initiatives that “support our people’s wellbeing within and outside of the workplace”, says David Reynolds, Chief Executive DTF. The Strategic Plan clearly articulates that people are considered as the department’s greatest assets.

To achieve this commitment, in March 2019 DTF launched a *Wellbeing for Our People Program*. From the beginning, it was clear that this program was a little different and focused on building trust, support and empowerment at work.

**“We didn’t want to call it a wellbeing strategy – it’s different to all other strategies we have. It’s being developed for our people, hence why we titled it a program for our people”** says David.

Leanne Hext, Manager Organisational Development who designed the *Wellbeing for our People Program* took the approach of focusing on *Mind-Body-Purpose-Place*. It was designed to be very flexible, enabling integrated activities at the organisational, team and individual level, ensuring that all people in the organisation, no matter where they work, have an opportunity to participate.

Some actions in the plan might not traditionally be seen as wellbeing activities, but actions such as *Leaving and arriving loudly* highlights the commitment of the organisation to flexible work arrangements that support people’s mental health.

## 6 Commit resources

**The evidence is clear that committing to improving mental health at work makes financial sense.**

For every dollar invested in creating a mentally healthy workplace, the average return is \$2.30 in benefits to the organisation.<sup>1</sup> These benefits typically take the form of improved productivity through reduced absenteeism and presenteeism (reduced productivity at work as a result of coming to work unwell), and lower numbers of compensation claims.

This return on investment can be significantly higher in large public sector organisations and where multiple actions to support the mental health of employees are implemented. It is expected that agencies commit resources to improve mental health at work commensurate with their risk profile.

Developing a [Business Case](#) to demonstrate the benefits of mental health initiatives can assist in convincing a leadership team of the benefits and having appropriate financial resources committed to in the budget.

To estimate the return on investment visit the HeadsUp (Beyond Blue)

[ROI calculator](#).

## 7 Measure improvement

**Regular program evaluation enables high level reporting, ongoing improvement of the approach to supporting the mental health of employees and ensures accountability.**

Evaluation practices should include:

- ▶ A benchmark measure of employees' mental health obtained through employee surveys prior to introduction of the strategy which can be repeated for the purpose of tracking and monitoring. See Information Sheet [3.2 Critical Success Factors Information Sheet-Measuring success when developing a mentally healthy workplace](#) for more ideas.
- ▶ The identification of SMART (specific, measurable, attainable, relevant and time-bound) goals to ensure that the measurements are meaningfully linked to the strategy's objectives and can realistically be attained and used
- ▶ Generating data that improves understanding of mental health and wellbeing in the agency
- ▶ Regular tracking and monitoring of selected measures
- ▶ Auditing policies and procedures to monitor the effectiveness of actions being taken that include the ability to modify actions to achieve continuous improvement
- ▶ Providing the leadership team with data-driven reports that enable evidence-based decision making.

And finally...

The Critical Success Factors in this section are the foundation for successfully implementing the MHW Framework. Spend time ensuring the Critical Success Factors are in place before implementing the elements of the MHW Framework detailed in the remaining sections of the toolkit.

<sup>1</sup> Price Waterhouse Coopers, Heads Up, 2014

# Raise AWARENESS

**Building** a common understanding of mental health and mental illness reduces stigma, helps people to recognise signs of mental illness in themselves and others and gives people the skills to respond appropriately.



## CHECKLIST

## Raise AWARENESS

- Mental health awareness training programs are evidence based, promote recovery, encourage supportive conversations and include prevention of suicide
- The number of employees trained to respond to mental health disclosures and emergencies represents the size and risk factors of the agency
- Senior leaders have participated in training and understand the link between workplace factors and positive mental health
- Managers have developed skills in talking to employees about mental health and understand available workplace responses (e.g. referral pathways and reasonable adjustments to work)
- All employees have the opportunity to learn about common mental illnesses to reduce the stigma and improve empathy around mental illness
- All employees have an awareness of where and how to seek help for their mental health
- Information about warning signs for suicide, how to get help and what to do in the event of a suicide to support others (postvention strategies) is available for employees
- Employees in key roles defined by the agency (e.g. Health and Safety Representatives, first aid, peer support officers, contact officers) have developed skills in responding to mental health emergencies using an appropriate model e.g. Mental Health First Aid Training.

Advice and resources for addressing any gaps identified in the checklist are available in the Raise Awareness section.

## Many people experience mental illness

The Australian Institute of Health and Welfare's Australia's Health 2018 report states that 45 percent of us will experience a mental illness in our life and 20 percent of us will experience a common mental disorder in any year.

## What you can do

### Leaders

Make talking about and supporting mental health a part of workplace culture so that it's 'how we do things around here'.

### Managers

Lead a team that can talk openly and learn more about mental health and mental illness in the workplace.

### Employees

Learn more about mental health and mental illness so you can support your own and others' wellbeing.

## Let's talk about mental health

People often think that mental health is a private matter that should not be raised or spoken about. This is not true and can contribute to the stigma surrounding mental health and prevent people from seeking the support they need.

[R U OK?](#) and [Beyond Blue](#) provide advice and inspiration for checking in on anyone you might be concerned about.

To learn more about mental illness see [4.1 Raising Awareness Information Sheet - Facts about mental illness](#).

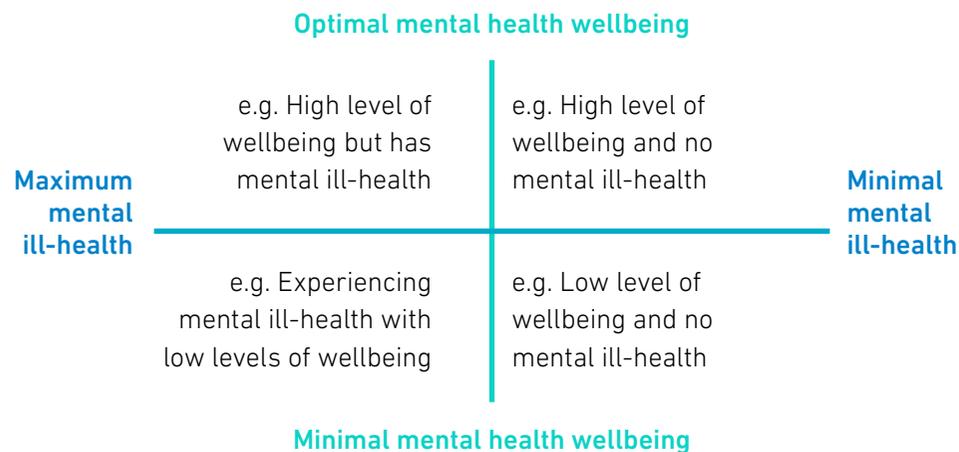


## Deliver evidence-based mental health education programs

To build mentally healthy workplaces agencies need to start with educating their people about mental health and mental illness and why it is important for every workplace to support the mental health of its people.

Invest in high quality education programs that explain the full spectrum ranging from positive mental health and wellbeing to mental illness, as shown by the Dual Continuum below. Effective programs recognise that it is normal for people to experience different levels of mental health throughout their life, irrespective of whether they have a diagnosable mental illness.

**FIGURE 1: Optimal mental health and wellbeing**



The dual-continuum model of mental health. (Adapted from Tudor, Jay et al, 2017)

Education programs need to achieve a balance across:

- ▶ Assisting people who are well to maintain positive mental health by growing their knowledge of self-care and resilience skills
- ▶ Developing awareness of how to recognise mental illness in themselves or in others
- ▶ Encouraging empathy for those experiencing mental illness.

See [4.2 Raise Awareness Information Sheet - Mental health education program options](#) for suggestions.

### Increase your awareness about mental health

**One easy way to increase your own and other's knowledge of mental health at work is to promote relevant videos as recommended viewing. These could be shared via email or watched at a team meeting followed by a team discussion.**

Heads Up offers [videos developed by Beyond Blue](#) as free resources that are a great starting point to raise awareness. These quality resources are available to download and can be imported into an agency's Learning Management System.

Alternatively this [six-part series of short videos](#) created by Employers Mutual Limited (EML) and The Shannon Company takes an engaging and fun look at workplace culture and what employers and employees can do to reduce the risk of harm.

## Educate employees in suicide prevention and appropriate responding

**“Whilst suicide is a rare event, the effects are profound with the grief and loss being felt deeply through the community. Suicide cuts lives short and leaves scars. Those bereaved by suicide experience social losses, health and mental health issues and are more at risk of suicide themselves.”**

[South Australian Suicide Prevention Plan 2017-2021.](#)

Suicide remains one of the most difficult subjects for discussion, yet **suicide prevention** in the context of work is a critical aspect of a mentally healthy workplace. Mental health and suicide literacy education reduces stigma and raises awareness of suicide prevention including identification of early warning signs and appropriate responses that can be made to support employees who are at risk of suicide.

It is important to consider whether the agency has a high risk of occupational suicides due to the presence of specific risk factors including exposure to trauma (e.g. first responders to emergencies), cultural background, gender and age of employees. However, regardless of the risk profile of employees, all agencies should ensure employees are aware of suicide warning signs and how to respond to someone showing these signs.

Information on suicide warning signs and assisting people at risk of suicide is covered in many comprehensive mental health programs such as Mental Health First Aid. [Warning signs](#) and [advice on what to say](#) can be found on the Beyond Blue website and [Sane Australia](#) has a guide to practical steps that can be taken to help someone who is thinking about ending their life.

Agencies should ensure employees are aware of where to find this type of information (e.g. providing relevant links on their intranet) so employees can readily access it if they are concerned about themselves, a colleague or client.

## Seeking self-help for suicidal thoughts

**Sometimes we face challenges that are too hard to deal with alone and finding the right support can help get us through. The [Black Dog Institute](#) provides a list of important numbers that can be called upon anytime for immediate help if you or someone you know is considering ending their life.**

Creating a suicide safety plan can be used to remind you or someone you are supporting of reasons to live and people you can talk to. The [Beyond Now app](#), available through Beyond Blue, is a tool that can be used to create a suicide safety plan through the web or by downloading the app.

## Postvention Strategies

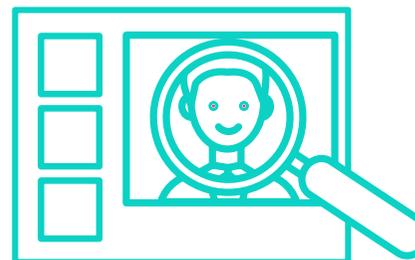
**Suicide postvention programs are a workplace response after a suspected, attempted or suicide death has occurred. They are designed to support those who are bereaved or impacted by the suicide and who may be at increased risk of suicide themselves.**

The aim of the postvention process is to support and debrief people affected by suicide and to help them to cope with the loss they have experienced.

Effective postvention support programs can be formally established in agencies, particularly larger agencies or where the risk of experiencing suicide is higher. Alternatively, where a formal program is not in place, it is important that information is available to all employees who are impacted or affected by suicide in the workplace as soon as practically possible.

This information can take many forms depending on the situation in which the suicide takes place but should always include contact information for access to further support such as [Employee Assistance Programs \(EAP\)](#), mental health support hotlines such as [Lifeline](#) and specialised postvention support agencies such as [Standby](#), [Living Beyond Suicide](#) or the [Indigenous Critical Response Service](#).

## CASE STUDY on Suicide Postvention



**The South Australian Department for Education has comprehensive [Suicide Postvention Guidelines](#) that provide employees with a framework to assist in supporting their school communities in responding to a suspected, attempted or suicide death.**

These guidelines were published in 2016 and aim to remove the 'taboo' around talking about suicide. They recognise that openness about suicide is important for the protection of mental health of those who are impacted.

The guidelines include recommendations on 'what to say' immediately, within 24 hours, 48-72 hours, during the first month and longer term. It also includes sample scripts, letters and other resources.

The Department for Education guidelines are a useful model for other agencies that are developing postvention guidelines.

# Build THE POSITIVES

Creating a culture of care where people feel supported, are consistently respectful towards each other and are positively engaged in their work, can enhance mental health and help to lessen the impact of stressors in the workplace.



## CHECKLIST

## Build THE POSITIVES

- A climate survey (e.g. I WORK FOR SA - Your Voice Survey or a local agency survey) is used to identify areas of workplace culture that need to be improved and plans are implemented to address these areas
  - Leadership and management training are available and teach leadership practices that support mental health and wellbeing
  - Leaders and managers practice supportive leadership with their employees
  - Managers have regular day to day interactions with employees to provide ongoing feedback as well as formal performance discussions
  - Teams are supported and encouraged to build positive co-worker relationships, to understand each other's strengths and skills, to work collaboratively and to support one another
  - Respectful behaviours that are consistent with the [Code of Ethics for the SA Public Sector](#) are understood by all employees and regularly discussed amongst the team
  - Role descriptions or job and person specifications are regularly reviewed to ensure the job demands are reasonable and following the principles of good work design (e.g. before recruitment and through the performance review process)
  - Recruitment methods are used to assess personal competencies relevant to the position to ensure job-person fit
  - Flexible working arrangements are actively promoted and uptake is monitored
  - The impact of planned changes on employees is identified prior to the implementation of change and appropriate actions to support employees are embedded in the change plan
  - Extra psychological support is made available to employees during organisational change and the impact on individuals with a known mental health condition is considered
  - A process is used to identify and implement workplace actions that can support and encourage employees to improve their physical health and wellbeing (such as healthy eating, physical activity and improving sleep)
  - Mindfulness, wellbeing and resilience programs are considered to support employees to navigate challenges more effectively
- Advice and resources for addressing any gaps identified in the checklist are available in the Build the Positives section.

# What you can do

## Leaders

Develop a positive organisational culture with well-designed jobs and supportive relationships that promote good mental health.

## Managers

Be clear about what the team needs to achieve and assist the team in prioritising and managing workload effectively. Get to know the individuals in your team and lead by example with care and respect for all.

## Employees

Behave respectfully towards others and make connections with others in the team. Participate in physical and mental wellness programs that promote good health.

## Positive organisational cultures support and enhance mental health at work

Climate surveys, such as the [I WORK FOR SA – Your Voice Survey](#), provide valuable information on areas of organisational culture that support employees' mental health and areas that could be improved. Managers can review any existing climate survey data for their area to identify what could be improved to build a more positive culture in their team.

Mentally healthy workplaces display organisational cultures where:

- ▶ The purpose of the agency is clear and meaningful to employees
- ▶ Resources are aligned with key deliverables and workloads actively monitored and managed
- ▶ Leadership behaviours are consistent with the [Code of Ethics for the SA Public Sector](#)
- ▶ Employees are clear on the work required of them and how it links to the purpose of the agency
- ▶ Processes for recruitment, promotion, professional development, and other entitlements, are fair and equitable
- ▶ Expectations about respectful behaviours are clearly articulated and upheld
- ▶ Employees are not fearful of having a different opinion
- ▶ Dispute resolution processes encourage concerns to be resolved early
- ▶ Conversations about performance and wellbeing are held regularly, encourage the provision of ongoing feedback, recognition and role clarity
- ▶ Unsatisfactory performance and disrespectful behaviour is addressed respectfully and support is given to improve performance.

## Develop supportive leaders and managers at all levels of the agency

**Leaders are the key to a positive organisational culture.**

Building the capability of leaders across all levels of management is essential. Development should focus on positive, proactive leadership practices that have been demonstrated to reduce employees' stress and improve performance.

Effective leaders:

- ▶ Walk the floor, taking time out regularly to get to know their team
- ▶ Do what they say they will do, building trust and respect with their employees
- ▶ Show calmness and adaptability during change
- ▶ Have clear expectations and provide frequent feedback on performance
- ▶ Know their employees' strengths, capabilities, motivations and interests and match these to their work whenever possible
- ▶ Acknowledge individual contributions as well as team performance
- ▶ Behave respectfully and take timely action over others' disrespectful behaviour
- ▶ Monitor and manage workloads
- ▶ Understand individuals' needs and promote work-life balance
- ▶ Notice early warning signs when employees are struggling and supportively check-in with them
- ▶ Approach and have difficult conversations with employees with appropriate sensitivity.

See the [Leadership](#) and [Performance Management and Development](#) sections

of the OCPSE website for further information about developing leadership capability and effective performance management.

### Managers

*Am I a supportive manager?*

To understand how a supportive leader behaves in the workplace and assess your own strengths and gaps, complete the best practice [Health Safety Executive self-assessment](#) of your management competencies. If you identify leadership behaviours you need to develop consider speaking to the Human Resources or Organisational Development team in your agency.

## Develop supportive teams

**Team members can create a network of support for employees and lead to increased job satisfaction and improved mental health.**

Building positive relationships between team members and effective and collaborative team work can take time, but the benefits go beyond mental health to improved performance and reduction in costs associated with absenteeism and turnover. See [5.1 Build the Positives Information Sheet – Developing supportive teams](#) for actions managers can take to build supportive teams.

## Good work design

**Good work design means that roles have been designed to have defined tasks and responsibilities and that the demands of the role are balanced with the resources provided.**

Well-designed roles have opportunities for autonomy and for learning and development. Conversely, poorly designed roles can negatively impact mental health. Good work is well designed from the beginning and is regularly reviewed. The [Royal Australasian College of Physicians](#) released a consensus statement in 2017 recognising the benefits of good work for physical and mental health.

For more information on good work design see [Safe Work Australia](#) and listen to the talk on [Good work design and applying it to psychosocial risks](#). A summary of factors to consider when designing or redesigning jobs is provided in [5.2 Build the Positives Information Sheet – Good work for mental health](#).

## Manage change effectively and

## support employees through change

**Organisational change can have a significant impact on the mental health of employees due to the uncertainty it can create around employment conditions and financial security.**

In planning for a change, agencies need to identify who will be impacted by the change, how they will be impacted, what their likely fears and concerns will be and how they can best be supported. Ensuring the impacted groups have an opportunity to voice their concerns and have appropriate support available to them may assist with supporting their mental health. Effective change management requires appropriate and meaningful participation and consultation with employees during all the stages of change from planning to implementation and review.

Open and frequent communication throughout the change process is essential using a variety of communication methods. Specialised consultation and support should be provided to employees with a known mental illness or who managers believe are likely to be at risk during times of change.

Where rapid change is required there may be a need for increased support to employees such as an on-site [Employee Assistance Program](#) where a counsellor is made available at the workplace for specified periods.

Visit the OCPSE [Change Management Toolkit](#) for more information. To assess whether you are looking after your employees well during a change, complete the [ComCare Self Assessment Tool](#).

## Promote positive physical and mental wellbeing

**There is a strong correlation between physical and mental health.**

It is difficult to be mentally healthy when physical health is poor as a result of lifestyle risk factors such as poor diet, lack of physical activity, smoking and/or harmful or hazardous use of alcohol or other drugs.

There is a growing body of evidence that physical activity can improve wellbeing and that good nutrition positively influences the prevention and management of numerous mental illnesses. Positive mental health therefore requires attention to both mental and physical health.

Agencies, leaders and teams who deliberately and actively engage in activities supporting healthy lifestyle choices (e.g. walking groups, standing desks, access to healthy food choices) are most likely to see the benefits of wellness programs aimed at improving physical health.

The evidence-based [SA Health Healthy Workplaces Model](#) approach developed by SA Health offers an integrated, systematic framework to support both physical and mental health while recognising the influence of personal, organisational and environmental factors in the effective implementation and sustainability of wellness outcomes.

## Wellbeing, resilience and mindfulness programs

**There are many wellbeing, mindfulness and resilience programs that can educate employees on positive changes they can make in their life, tools they can use, and skills they can practise.**

Look for evidence-based programs that have been evaluated for sustained changes in individuals' behaviours and wellbeing.

Programs aiming to improve wellbeing and resilience are often based on positive psychology. Positive psychology is a relatively new branch of psychology that shifts the focus from mental illness to the promotion of wellbeing and the creation of a life that includes regular experiences of meaning and purpose, pleasure, engagement with the present, positive relationships with others and a sense of accomplishment.

Positive psychology recognises that challenges are inevitable in life but through a growing body of research has shown that there are some strategies and skills that allow people to navigate these challenges more effectively. Resilience programs aim to develop these skills in people to enable them to cope and 'bounce back' from setbacks more readily.

# WHAT CAN I DO TO IMPROVE my own mental health?

Daily individual actions to improve mental health are important for all people.

SA Health promotes the **“5 ways to wellbeing”** as a guide to developing healthy habits in everyday life.

This advice is suitable for all people wanting to improve their wellbeing. These are:



Being active



Connecting with others



Taking notice of the world around you



Continuous learning



Giving to others

# Prevent HARM AND MANAGE RISK

*Proactively* identifying psychosocial hazards to mental health in the workplace and controlling the risk they pose, prevents harm and is a key component of creating a mentally healthy workplace.



## CHECKLIST

## Prevent HARM AND MANAGE RISK

- The agency recognises psychosocial hazards and mental health risks as part of their Work, Health Safety and Injury Management system
  - The agency is clear about who will coordinate information on identifying psychosocial hazards (e.g. a committee or a specific individual)
  - Psychosocial hazards are identified using multiple sources of data and prioritised for action
  - Employees and teams are involved in identifying psychosocial hazards, assessing mental health risks, possible solutions, and the effectiveness of actions taken
  - Controls for risks to mental health are implemented considering the hierarchy of controls
  - Processes are available to report hazards to mental health early and confidentially
  - Risks to mental health consider the workforce and their likely challenges based on factors such as gender, age and cultural background
  - Responses to psychosocial hazards identify that a positive workplace culture and resources that support employees to perform their roles significantly reduce the risk of harm
  - Responses to psychosocial hazards consider factors at the agency, team and individual levels
  - The agency has embedded cultural safety into their WHS and HR management systems
- Advice and resources for addressing any gaps identified in the checklist are available in the Prevent Harm and Manage Risk section.

# What you can do

## Leaders

Understand psychosocial hazards to mental health, assess the risks in the agency and ensure there is a plan to protect mental health by systematically reducing the risks.

## Managers

Identify psychosocial hazards and control risks to reduce stress for you and your team.

## Employees

Recognise psychosocial hazards in the work environment. Take steps to control risks by discussing options with colleagues and managers and contributing to change.

## The agency's Work Health and Safety (WHS) management system must protect both physical and mental health

Under [WHS legislation](#) agencies need to consult with employees to identify psychosocial hazards to mental health in the workplace and respond to this.

The response needs to include assessing the risks associated with any hazards identified and putting in place controls and measures aimed at reducing these risks. These measures then need to be monitored and reviewed by the agency to determine their effectiveness. Recognising psychosocial hazards in the WHS policy and ensuring there is a plan in place to manage risks to employees' mental health is the place to start.

## What are psychosocial hazards?

**Risks arise when job demands outweigh the resources.**

[Psychosocial hazards](#) differ to physical hazards to health and safety which are often visible and relatively easier to identify, assess and manage. The [Job Demands – Resources Model](#) describes the psychosocial demands of work that are potentially risks to mental health when not balanced with sufficient resources to enable an employee to meet these demands. Resources available to an employee can be both work-based and personal resources. For more information on psychosocial risks see [6.1 Prevent Harm and Manage Risk Information Sheet – Common psychosocial hazards](#).

## SIGNS OF stress

### It is important for managers and colleagues to recognise outward signs of stress.

Employees showing signs of stress is the most obvious sign that psychosocial hazards could be present and poorly controlled in a workplace.

Stress is the resulting harm from risks to mental health that are not eliminated or well controlled. Stress itself is not a risk to be managed, rather it is important to identify the specific psychological hazards that are causing the stress.

[6.1 Prevent Harm and Manage Risk Information Sheet – Team conversations \(guide for managers\)](#) provides advice on how managers can have a conversation with their team about underlying causes of stress in their team.

[5.1 Build the Positives Information Sheet – Developing supportive teams \(information for managers\)](#) suggests actions managers can initiate to help build supportive teams that promote mental health and reduce stress on employees.

### Commonly recognised signs of stress can include one or more of the following:



Concentration or memory difficulties



Fatigue



Poor attendance (absenteeism or late arrival)



Emotional reactions - being withdrawn, irritable, argumentative or tearful



Reduced performance - loss of motivation, commitment and confidence or reduced output



Change in appetite e.g. eating more or less



Complaints of headaches, dizziness, aches or other physical symptoms



Alcohol or drug use

# MANAGING PSYCHOSOCIAL RISKS – A RISK MANAGEMENT APPROACH FOR AGENCIES AND TEAMS

**The following process describes the steps agencies should consider for managing their psychosocial risks and the role managers can play identifying psychosocial risks with their teams.**

Before you start, decide who is responsible for identifying psychosocial hazards at the agency level and how they will communicate with teams.

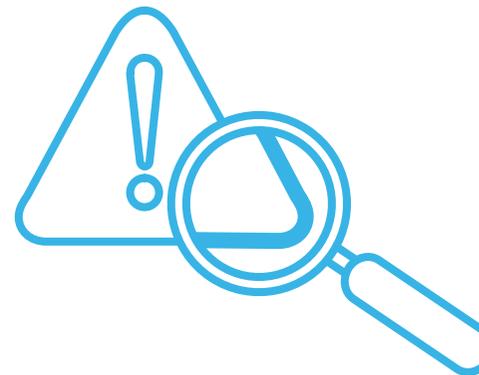
If you are working in a small agency (e.g. less than 50 employees, a school or small health unit) you may choose to complete this process following the steps for teams rather than agencies to identify hazards. See [6.2 Prevent Harm and Manage Risk Information Sheet – Team conversations \(guide for managers\)](#).

## 1 Identifying hazards

**Agencies are legally required to address hazards at the agency, team and individual levels, so engagement at all levels of the agency is crucial.**

While data can help to indicate possible hazards, people working in the agency are in the best position to know what the psychosocial hazards are. Sources of information about psychosocial hazards include:

1. WHS committee/HSRs/Wellbeing committee: An initial discussion to determine what the people working in health and safety think are the most likely psychosocial risks. See [6.1 Prevent Harm and Manage Risk Information Sheet – Common psychosocial hazards](#).
2. Available data: Review to identify possible risks. See [6.3 Prevent Harm and Manage Risk Information Sheet – Source of data to identify psychosocial hazards](#).
3. Managers and employees: Ask managers to collect information from employees on the presence of psychosocial hazards through team meetings or a simple survey. See [6.2 Prevent Harm and Manage Risk Information Sheet – Team conversations \(guide for managers\)](#).



## 2 Assess the level of psychosocial risk and decide what's most important

**After identifying all the psychosocial hazards, you might have a long list.**

Each hazard will have a different level of psychosocial risk associated with it. Assessing the risks of psychosocial hazards is a new field of research and there are few proven tools that can provide clear advice on risk levels and acceptable exposure to psychosocial hazards.

It is recommended that you select one or two of your identified psychosocial hazards to focus on in the first instance.

There are several ways to decide what is the most important hazard to address first. You can consider:

- ▶ **Consequences for mental health:** The resulting impact of each hazard on mental health
- ▶ **Frequency:** How often the hazard is likely to occur in the workplace
- ▶ **Impact on productivity:** What employees want to focus on and will give the most support for
- ▶ **Relevance to the business:** What best aligns with current workplace plans and activities.

Hazards that are in the workplace frequently and have the potential to create the most harm are likely to be the highest priority, however there might also be a hazard that can be addressed easily and will therefore be an easy 'win', which can help to gain more employee support and engagement.

## 3 Create an action plan to control psychosocial risks

**Wherever possible, psychosocial hazards should be eliminated.**

Well-designed roles and systems of work performed in a supportive environment with appropriate and sufficient resources are the most effective way to control risk. See [Build the Positives](#). Education on mental health, wellbeing and resilience skills should not be relied on as a first response to control psychosocial risks.

Create an action plan to control the psychosocial risks considering:

- ▶ When, where and how the hazard occurs and why it occurs
- ▶ Why this hazard has not been addressed previously and if there are any barriers to addressing this hazard now
- ▶ The groups and individuals who will need support addressing the hazard in order to address it successfully
- ▶ The available agency experts (e.g human resources, work health and safety, organisational development) and decide if you need external support to manage this hazard
- ▶ What those affected by the risk think will work and if unique team or individual-based solutions are needed.

For useful advice on addressing common psychosocial risks in the workplace refer to Worksafe Queensland's guide to [Preventing and managing risks to work-related psychological health](#).

## 4 | Implement the action plan

Communicate the plan of action with all employees impacted by this psychosocial risk which includes:

- ▶ Stating that this risk will be the current focus of supporting their mental health at work and preventing harm
- ▶ Describing clearly the change that the workplace is aiming to achieve and the benefits to the workplace and the employees of addressing this risk
- ▶ Describing how the hazard will be addressed and timeframes
- ▶ Ensuring the expectations of employees are understood and they can participate in the process and provide feedback on the plan.

**Implement and monitor the plan including:**

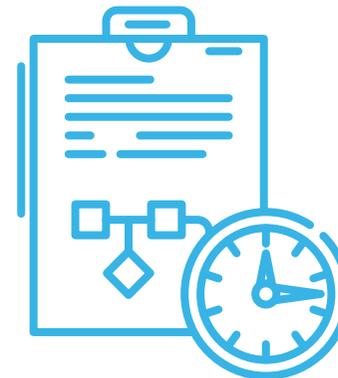
- ▶ Providing support to implement the actions to address the risk which could include training, coaching and financial resources.
- ▶ Continuing to seek feedback from the impacted groups and individuals about the risk and the effectiveness of the actions being taken
- ▶ Identifying any new barriers that arise and address them
- ▶ Allowing time and consistent effort for the changes to stick.

## 5 | Review the action plan

Review the plan, communicate outcomes and recognise contributions.

Set a review date for the plan and the actions that are being undertaken so that you can assess whether they are having the intended impact on the risks they are targeting.

Sources of information on the effectiveness of the actions can include data, direct feedback from employees and repeated surveys to compare results to baseline data. Recommendations for proceeding with the actions or amending them to improve their effectiveness can be informed by this review. Communicate the outcomes of the actions with employees and recognise the efforts of all those involved in addressing the risk.



## Other considerations when preventing harm and managing risks to mental health in the workplace

### Make it easy for employees to report hazards and incidents.

A feature of positive organisational culture is that employees feel safe to report psychosocial hazards to mental health. It needs to be an easy and accepted practice to report risks to mental health through formal incident and hazard reporting mechanisms.

Sometimes mandatory fields that must be completed in formal reporting systems can raise concerns for employees that their confidentiality will not be protected, and this can stop people from reporting. This is particularly important in cases of bullying and harassment where multiple parties, including line managers, may be involved and alternatives to formal reporting should be available.

Often employees do not report an incident as they have resolved the issue themselves and do not realise that hazard and incident reports can provide useful information on trends and common hazards. Consider whether there needs to be increased education about the importance of reporting psychosocial hazards and incidents and the processes and protections that are in place for employees.

If employees are uncomfortable raising concerns regarding harassment or bullying with their line managers they should be encouraged to use one of the following avenues:

- ▶ Human Resources
- ▶ Another manager or executive in an outside agency
- ▶ Employee Assistance Program

### Reducing risks to mental health at every stage of the employee lifecycle.

Key stages of the employee lifecycle can bring about exposure to certain psychosocial hazards. Human resources and managers can consider taking actions to reduce psychosocial risk at these stages including:

- ▶ **Recruitment:** Provide accurate details of tasks required in the role to help candidates decide if they are a good fit to the role requirements. In particular, highlight any known psychosocial hazards such as exposure to trauma. Ensure candidates know the values and culture so they can consider how they fit with their own values.
- ▶ **Selection and pre-employment:** Psychological and/or psychometric assessment may be valuable for roles with high psychological or emotional demands.
- ▶ **Performance development and management:** During performance and development conversations, discussing the alignment of personal and agency values and the employee's strengths and responsibilities can help managers and employees make decisions about whether individuals are in a role or undertaking tasks that are a good fit for them. It's also good to review workloads frequently and assists employees to prioritise tasks.
- ▶ **Retention:** At major milestones encouraging flexible work arrangements and various leave options can support employees who are starting a family, or experiencing illness, added caring responsibilities or other external pressures. When promoting employees consider what additional stresses this may place on the employee and offer additional transition training and support.

## Consider the demographic profile.

Knowing your workforce profile, helps you to recognise just how likely it is that employees may be struggling with poor mental health and the additional impact that exposure to psychosocial hazards may have on their mental health. Mental illness is more prevalent in certain age group and is most prevalent 18 to 24 year olds. Rates of certain mental illnesses also vary by gender. For example, more women than men suffer from anxiety and more men than women suffer from substance abuse. In addition, some cultural groups may experience more mental illness, for example Indigenous Australians are nearly three times more likely to be psychologically distressed than non-Indigenous Australians.

Beyond Blue presents [useful statistics](#) regarding mental health and a range of demographic variables.

## Don't forget environmental factors may create risks to mental health.

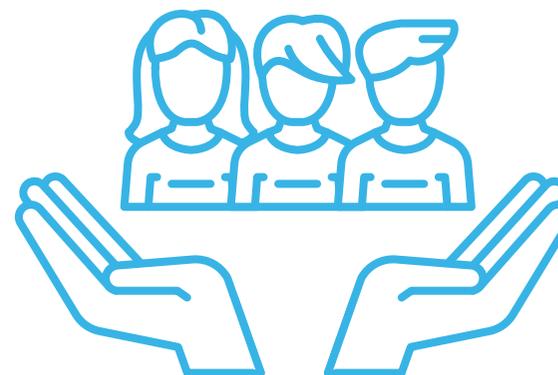
Environmental factors may create risks to mental health and need agency commitment and attention to resolving them. Consider:

- ▶ Eliminating or reducing physical and environmental hazards that might create hazards to mental health e.g. noise, vibration, dirt
- ▶ Building work environments that support good mental health e.g. natural light, ventilation, climate control, logical layouts
- ▶ Designing work environments to reduce the risk of psychosocial hazards e.g. good ergonomic design of barriers to reduce the risk of occupational violence.

## Embed cultural safety.

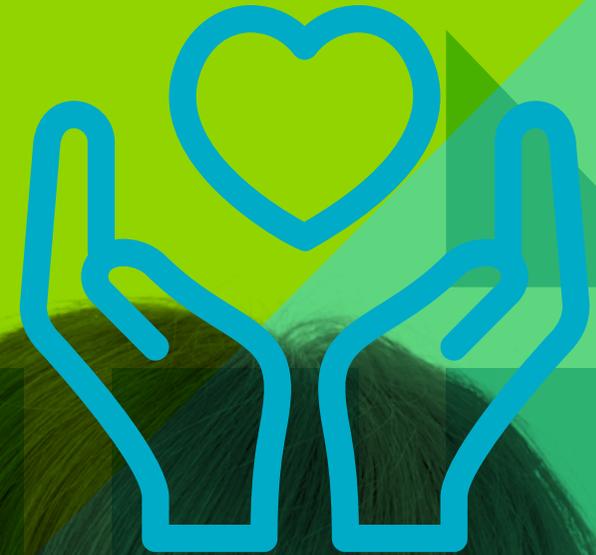
Cultural safety refers to creating environments that are spiritually, socially and emotionally safe for all employees. It recognises employees have diverse backgrounds and beliefs and that this diversity brings great benefit to our workplace that needs to be supported in the absence of stigma, prejudice and discrimination.

Culturally unsafe practices and behaviours can pose risks to mental health and, if not dealt with, may lead to injury. Agencies should embed cultural safety into their existing WHS and HR policies and procedures so that employees are able to identify culturally unsafe behaviours and understand how to support cultural safety in the workplace.



# Intervene EARLY AND SUPPORT RECOVERY

*Encourage* people to seek support and assistance with mental health concerns early by addressing stigma relating to mental illness in the workplace and increasing people's capability to recognise and respond supportively to mental illness.



**CHECKLIST***Intervene* **EARLY AND SUPPORT RECOVERY**

- Agency policies support disclosure of mental illness and enable employees experiencing a mental illness or mental health issue to make reasonable adjustments that support their ability to be at work
- Support to employees with a mental illness considers the coordinated involvement of Work Health Safety, Human Resources, Injury Management and other relevant areas
- Teams showing signs of distress are recognised and provided with support
- An Employee Assistance Program (EAP) service is provided, its full range of services are widely advertised and employees are encouraged to and can access it when needed
- Managers understand their responsibility to respond to claims of harassment and bullying and take action
- The agency has clearly defined roles for supporting employees internally (e.g. peer support officers, HR, Return To Work) and clear pathways for referral to external parties
- The agency recognises the demands on people in these support roles and provides support and training for them to fulfill these roles
- Managers are aware of how to make appropriate referrals to healthcare practitioners
- Employees understand the options available to them if they believe they are being harassed or bullied and feel supported to take action

Advice and resources for addressing any gaps identified in the checklist are available in the Intervene Early and Support Recovery section.

## Many people with ongoing mental illness sustain normal, productive working lives

Stigma about mental illness and the lack of capability amongst employees to recognise and support people experiencing a mental illness can prevent employees from disclosing illness and seeking support or assistance when it is needed.

Inclusive workplaces attract a more diverse workforce and better reflect our values and the South Australian community we serve. More information on reducing stigma is available in the [Raise Awareness](#) section.



## What you can do

### Leaders

Ensure everyone understands that mental illness is common, treatable and can be discussed openly. Support employees to seek help and stay at work whenever possible.

### Managers

Know how to recognise the signs of mental illness and offer support to employees who you are concerned about.

### Employees

Seek help early to support your own mental health and encourage others to do the same.

## Privacy and confidentiality

Like other health or personal issues, it is an employee's choice whether to disclose information about a mental illness (although there is a requirement to disclose relevant information during the recruitment process if asked).

Employees are more likely to disclose they have a mental illness if:

- ▶ They are confident that what they say will be treated with respect and in confidence
- ▶ They believe their manager and colleagues will support them and respond appropriately
- ▶ They are confident that harassment and discrimination will not be tolerated by the agency.

When an employee discloses a mental illness, information must be kept confidential and private unless they are at risk of harming themselves or others (e.g. at risk of suicide, [domestic violence](#) or [potential harm to children & risk to children](#)).

Information provided can only be used for the purposes for which it was disclosed, such as making reasonable adjustments to work. Check with the employee if they would like you to share any information with their colleagues or other supports in the workplace and do not share this information without their informed consent.

Reference: Working together: Promoting mental health and wellbeing at work. Comcare, Australian Government 2019.

## Demonstrating support

**Leaders and managers have a responsibility to recognise and respond to signs of mental illness.**

Section 4 of this MHW Toolkit, [Raise Awareness](#) provides information on starting a conversation with someone about their mental health.

If the employee indicates that there is no need for concern, ensure they know that 'the door is always open' should they want to speak later and follow up with them again in the future if the concern remains.

When an employee chooses to disclose a mental illness they should be made aware what options are available, including:

- ▶ Advice on who an employee can disclose this information to
- ▶ That information will be confidential (and any exclusions to this)
- ▶ Information on internal supports, for example peer support, and external supports such as Employee Assistance Program (EAP) and medical support
- ▶ Practical supports that will be considered in the workplace including reasonable adjustments to work or use of leave.

## Practical support

**There are practical ways a workplace can respond immediately to an employee who discloses a mental illness.**

Firstly, ask employees what support they need, support employees to make decisions that are best for them and, if possible, create a clear plan together. Do not assume to know what would be best for the employee.

Whenever possible employees with a mental illness should be supported to remain in the workplace or to return to work with appropriate support.

Encourage the employee to seek help to recover if they are not already doing so. Employee Assistance Programs (EAP) are in place in most SA Public Sector agencies which enable employees to access a specific number of counselling sessions that are paid for by the agency. More information about EAP is provided below.

Other options may be more suitable for more complex issues. A [Mental Health Care Plan](#) can be provided by a General Practitioner to enable easier access to support from a health professional such as a psychologist and the ability to receive Medicare rebates for services. Visiting a General Practitioner should be encouraged as an important means of support and ongoing monitoring.

Provision of available leave is also an option to support someone suffering from mental illness. However this needs to be weighed up against the benefits of the person remaining at work. Reasonable adjustments should be considered to remove barriers that may prevent someone from fulfilling their role. See [7.1 Intervene Early and Support Recovery Information Sheet - Reasonable adjustments](#) for suggestions.

Most importantly, employees need to be made aware of the services and options

available to them if they choose to access them. Remember to check that the person has accessed support and consider how they can be encouraged and helped to take action.

## My colleague is off work with a mental illness

What should I do?

**Firstly, it's important to determine if the colleague has disclosed that they have a mental illness. If they have disclosed their illness, then think about how you would respond to another colleague who was off work sick.**

If the standard practice is to send a card, a bunch of flowers or follow up by text then make sure you do the same. Don't be offended if you do not get a response. Making a gesture that you sympathise with them is important and shows that you are thinking of them.

If the colleague has not disclosed their illness, gestures of support need to be done with appropriate sensitivity as to not invade their privacy. Regardless, when your colleague returns from sick leave make a point of welcoming them back and indicating that you are glad to see them back at work.

## CASE STUDY



### SA Health – JAMS: Helping match jobs to employees' capacity

SA Health developed the [Job Analysis System \(JAMS\)\\*](#) to help safely match job requirements to employee capacity and to promote fitness for work.

The JAMS system consists of a bank of tasks that have been analysed for their physical and psychological demands and can be combined to build a job analysis. Job

analysis reports have been created for common roles across SA Health and are used to provide information to prospective employees as well as helping to return people to work after a work or non-work-related injury. Together with SA Health's process map for the management of [non-work related disabilities\\*](#), the JAMS process provides useful information on what tasks a person can do, instead of focusing on disability.

\* Accessible to SA government agencies only



## Effective Employee Assistance Programs

**Employee Assistance Programs (EAP) are best known as workplace funded confidential counselling services that provide employees, and in many cases their immediate family members, with professional counselling sessions.**

As well as counselling services, EAPs provide on-site critical incident responses when traumatic events occur at work.

Employees can also be encouraged to use EAP proactively to develop skills and strategies that may prevent harm occurring from workplace stressors. Examples include resilience skills or coaching in having difficult conversations in the workplace.

All individuals with responsibility for employees should ensure they are aware of who provides EAP services for their agency and how to contact them.

Agencies should regularly invite representatives from their EAP into the agency to provide information sessions on the suite of services provided e.g. counselling sessions, critical incident response, manager assist, training and mediation.

Regular open and public interactions between the EAP, the agency and employees normalises the use of EAP services and helps employees feel comfortable asking for assistance.



## Internal Peer Support Programs

**Appropriately trained contact officers can be used in conjunction with support from managers, human resources and other services.**

Contact officers may be known by various names including peer support officers, grievance officers or mental health first aid officers.

Contact officers are existing employees with additional training and defined responsibilities who can be contacted by employees for support and advice. As they work in the workplace that they support, they will be familiar with the nature of work and likely mental health risks.

Therefore, they are able to develop rapport with people who are upset or stressed, who have experienced crisis or trauma at work or who are experiencing mental illness.

It is important that contact officers know to encourage employees to seek professional support when needed.

It is not appropriate to use contact officers as a replacement for professional services such as psychologists, counsellors or medical professionals.

Defining the roles and expectations of contact officers is important as well as the options available for further support and referrals.

## Support teams showing signs of stress

Just like individuals, groups of people can show signs of stress.

Teams experiencing stress are likely to show signs of low morale such as arguments, declining performance and high sick leave and turnover. In extreme cases incidents of bullying or harassment can occur as a sign of a deterioration of relationships within teams.

For guidance on how to develop supportive teams see [5.1 Build the Positives Information Sheet – Developing supportive teams](#).

## Manage harassment and bullying

Harassment and bullying negatively impact the mental health of individuals who are subject to it, and potentially the employees who witness it.

It is important to understand the following definitions of harassment and bullying.

**Harassment:** Workplace harassment entails offensive, belittling or threatening behaviour directed at an individual or group of South Australian Public Sector employees. The behaviour is unwelcome, unsolicited, usually unreciprocated and usually, but not always, repeated. Reasonable management action carried out in a reasonable way is not workplace harassment.

**Bullying:** A worker is bullied at work if, while at work, an individual or group of individuals repeatedly behaves unreasonably towards the worker, or group of workers of which the worker is a member, and that behaviour creates a risk to health and safety. This does not apply to reasonable management action carried out in a reasonable way.

Workplace harassment and bullying is more than a conflict between individuals. It is often a systemic problem that arises in the context of a poor workplace culture that manifests as conflict between people. Identifying what is creating this poor workplace culture (the potential precedents to bullying) is the key to understanding why this behaviour is happening in the workplace and how to stop it. Precedents can include any of the psychosocial hazards described in Section 6 [Prevent Harm and Manage Risk](#).

Harassment and bullying are best managed by taking steps to prevent it in the first place or stop it long before it undermines an individual's mental health. The most effective way to do this is by addressing the psychosocial hazards causing it and fostering a culture in which negative behaviour is not tolerated. A positive and supportive culture, as described in Section 5 [Build the Positives](#), will reduce the likelihood of harassment and bullying happening in the workplace.

All members of a workplace, including managers, play a role in preventing and managing harassment and bullying at work. If you do witness or experience harassment or bullying in the workplace there are a number of things you can do.

For more practical guidance on how an agency can prevent and respond to bullying see the Safe Work Australia guide [Guide for Preventing and Responding to Workplace Bullying](#).

# I THINK I'M BEING BULLIED – what can I do?

**Firstly, understand what bullying is – a definition is given on page 49 of this toolkit. If you believe you are being bullied, there are a range of avenues available to you depending upon the unique circumstances of your situation and how safe you feel in raising and addressing the issue.**

## **Raise your concerns with the person directly**

If you feel comfortable the most direct approach can be the most effective. Try respectfully raising your concerns with the other person and ask them to consider the impact their behaviour has on you. The [DESC model](#) (Describe, Express, Specify desired outcome and Consequences of continuing) is a simple approach to planning your conversation. It may help to practice what you are going to say with another person to check that you are being balanced. Remember if you take this direct approach you need to be prepared for the other person to have a different perspective to you and to listen to their opinion.

## **Discuss with Human Resources**

It can help to talk the situation through with a confidential, impartial advisor. They can also provide more information about the other options available.

## **Raise the issue with your manager**

Your manager is there to support you in resolving the issue. The more information you provide, the easier it is for your manager to assist so make sure you provide specific examples of the behaviour you have experienced. If your direct manager is the person demonstrating bullying behaviour, you should raise the matter a more senior manager or Human Resources.

## **Facilitated conversations**

Mediation or facilitated conversations may be suitable options

recommended by your manager or others to help resolve an issue. Some agencies have in-house expertise to provide mediations, while others may choose to use their EAP or a private consultant

## **Lodge a formal complaint or grievance**

Agencies have processes in place to raise formal complaints and grievances. Depending upon the circumstances this may include an investigation into the complaint and subsequent determination of whether it can be proven or not. While some people will find a formal process helpful, it is important to remember that formal complaint systems rarely manage the emotional component of the complaint.

## **Contacting an external party**

In situations where an issue has been formally raised and remains unresolved, you may contact [SafeWorkSA](#) to query whether a WHS Inspector should investigate.

If the matter may be seen as misconduct, it may be appropriate to report under the Public Interest Disclosure Act (2018). More information is available on the [Office for Public Integrity](#) website

Further information can be found in the Safe Work Australia guide [Dealing with Workplace Bullying \(a worker's guide\)](#). This guide also includes information for a person accused of workplace bullying.

## Supporting recovery during workers compensation claims for mental illness

All public sector agencies have access to return to work and claims specialists who will understand the importance of managing psychological claims using best practice guidelines.

It is their responsibility to determine and manage these claims in accordance with legislation.

The process to determine a workers' compensation claim can be arduous and it is management's responsibility to support any employee who submits a claim.

Managers supporting employees effectively while a claim is being determined can sometimes be the difference between the employee having a few days leave and a long and complex claim. A common complaint of injured employees is that they are not kept informed of what is going on and that they feel that this makes their condition worse. An empathic acknowledgement that someone is struggling at work is not an admission of financial responsibility for a claim.

## Supporting recovery during leave and when returning to the workplace

Regardless of whether an absence from the workplace is from a compensable or non-compensable illness, managers can support their employees by:

- ▶ Staying in regular contact with their employee and asking them how they are
- ▶ Believing their illness is real regardless of whether you think work is the primary cause
- ▶ Asking what the person needs and what the workplace can do to help the person return to work
- ▶ Considering whether adjustments can be made (e.g. duties or location) on a temporary basis to reduce their stress and help them manage their illness
- ▶ Supporting and normalizing returning to work by welcoming them back to the workplace and ensuring others treat them with care and respect.

If there is a conflict between the employee and their immediate manager, it is important that there is a nominated contact person in the work area for the employee to communicate with (in addition to the return to work and claims specialists). Remember the intent is for the employee to successfully return to work, so the better the relationships between the employee and the workplace representatives, the easier this process will be.

## Facilitate the employment of people with a mental illness

**Diverse and inclusive workplaces provide greater representation of the communities they serve and benefit from a wider range of viewpoints to inform the services delivered to those communities.**

The Public Sector is committed to increasing the employment of people living with a disability, including people experiencing mental illness. The *Disability Discrimination Act 1992* requires that consideration is given to making reasonable adjustment to work and to workplaces to accommodate individual needs.

## I'm concerned about my mental health

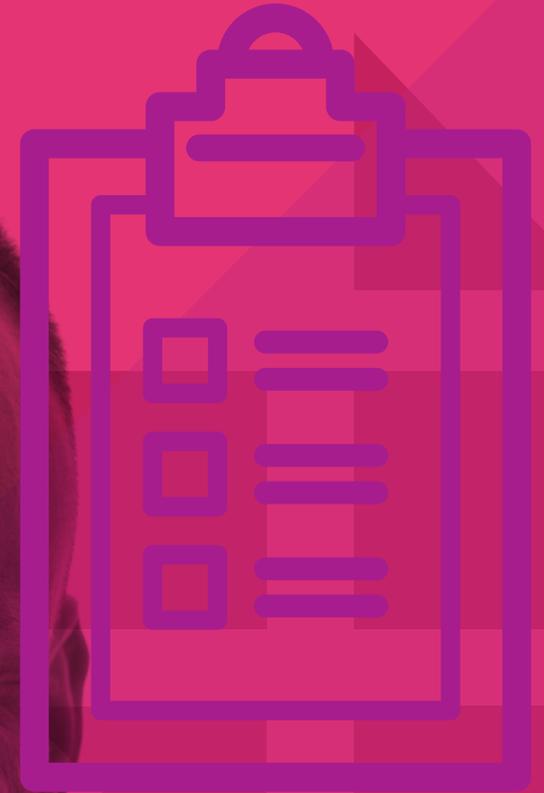


**If you are concerned or curious about your own mental health the [Black Dog Institute](#) provides a number of quick and simple self-tests and treatment programs that you can access on your mobile, tablet or desktop computer to better understand and tackle any challenges you might face.**

It's important to recognise that these tests are not a substitute for accessing medical support.

# Resources

*This* section contains resources to support the implementation of the SA Public Sector Mentally Healthy Workplaces Framework.



## Statement of Commitment for SA Public Sector agencies

A Statement of Commitment for SA public sector agencies can be downloaded here. The Statement of Commitment can be signed by workplace leaders and promoted as part of making a visible commitment to creating mentally healthy workplaces in the public sector.

 [GO TO DOWNLOAD](#)

## Mentally Healthy Workplaces (MHW) Checklist

The MHW Checklist can be downloaded here and used by agencies to identify what parts of the MHW Toolkit are most useful to you. The MHW Checklist will help agencies recognise what is already being done in their workplace to support employees' mental health and identify where there might be opportunities to do more.

 [GO TO DOWNLOAD](#)

## Presentation template for making the case for Mentally Healthy Workplaces to leadership teams

A short presentation that covers the key points in making the case for creating mentally healthy workplaces in the SA Public Sector can be downloaded here.

This presentation can be tailored to meet the needs of the audience and has been left blank to enable agencies to use their own templates.

 [GO TO DOWNLOAD](#)

## SA Public Sector Mentally Healthy Workplaces (MHW) Framework 'What Can I Do?' poster

This poster can be printed and displayed in SA Public Sector agencies to spread the key messages about what every employee can do to contribute to creating mentally healthy workplaces across the sector.

 [GO TO DOWNLOAD](#)

# Information Sheets

The following information sheets have been referenced within the MHW Toolkit and provide further information about common issues.

## 3. Critical Success Factors

- ▶ [3.1 Example MHW Action Plan](#)
- ▶ [3.2 Measuring success](#)

## 4. Raise Awareness

- ▶ [4.1 Facts about mental illness](#)
- ▶ [4.2 Mental health education program options](#)

## 5. Build the Positives

- ▶ [5.1 Developing supportive teams to reduce stress \(guide for managers\)](#)
- ▶ [5.2 Good work for mental health](#)

## 6. Prevent Harm and Manage Risk

- ▶ [6.1 Common psychosocial hazards](#)
- ▶ [6.2 Team conversations \(guide for managers\)](#)
- ▶ [6.3 Identifying psychosocial hazards](#)

## 7. Intervene Early and Support Recovery

- ▶ [7.1 Reasonable adjustments](#)



# Further reading

**This Toolkit has been developed based on the work of various researchers and organisations. The Government of South Australia extends a thank you to these authors. The following resources are suggested as an opportunity to learn more about the theory and practice of developing mental healthy workplaces.**

Australian Human Rights Commission (2010).

*Workers with mental illness: A practice guide for managers.*

[humanrights.gov.au/our-work/disability-rights/publications/2010-workers-mental-illness-practical-guide-managers](http://humanrights.gov.au/our-work/disability-rights/publications/2010-workers-mental-illness-practical-guide-managers)

Australian Public Service Commission & Comcare.

*Working together: Promoting mental health and wellbeing at work.*

[www.comcare.gov.au/static/mental\\_health/files/assets/basic-html/index.html#1](http://www.comcare.gov.au/static/mental_health/files/assets/basic-html/index.html#1)

Cotton, P & Hart, P (2003).

*Occupational well-being and performance: A review of organisational health research.* Australian Psychologist, 38, 118-128.

Cotton, P & Hart, P (2011).

*Positive psychology in the workplace.* InPsych, April.

Heads Up - Beyond Blue.

*Better mental health in the workplace*

[headsup.org.au/home](http://headsup.org.au/home)

Heads Up – Beyond Blue & PWC (2014).

[Creating a mentally healthy workplace: Return on investment analysis.](#)

Heads Up – Beyond Blue.

*Good practice framework for mental health and wellbeing in first responder organisations.*

[headsup.org.au/docs/default-source/resources/good-practice-guide-first-responders\\_bl1675\\_acc\\_std.pdf?sfvrsn=e4b02c4d\\_8](http://headsup.org.au/docs/default-source/resources/good-practice-guide-first-responders_bl1675_acc_std.pdf?sfvrsn=e4b02c4d_8)

Kerr, R, McHugh, M & McCrory, M (2009). *HSE*

*Management Standards and stress-related work outcomes.*

Occupational Medicine, 59, 574-579.

Keyes, C & G Westerhof (2010).

*Mental illness and mental health: The two continua model across the lifespan.*

Journal of Adult Development, 17, 110-119.

LaMontagne, A, Keegel, T & Smith, P (2014). *Workplace mental health:*

*Developing an integrated intervention approach.*

BMC Psychiatry, 14(1), 1-11.

Safe Work Australia (2019). *Work-related psychological health and safety.*

*A systematic approach to meeting your duties.*

[www.safeworkaustralia.gov.au/doc/work-related-psychological-health-and-safety-systematic-approach-meeting-your-duties](http://www.safeworkaustralia.gov.au/doc/work-related-psychological-health-and-safety-systematic-approach-meeting-your-duties)

Workplace Health and Safety Queensland (2018).

*Mentally healthy workplaces toolkit.*

[worksafe.qld.gov.au/\\_\\_data/assets/pdf\\_file/0009/146385/mentally-healthy-workplaces-toolkit.pdf](http://worksafe.qld.gov.au/__data/assets/pdf_file/0009/146385/mentally-healthy-workplaces-toolkit.pdf)

Workplace Health and Safety Queensland (2019).

*Preventing and managing risks to work-related psychological health.*

[worksafe.qld.gov.au/\\_\\_data/assets/pdf\\_file/0006/91149/managing-work-related-stress.pdf](http://worksafe.qld.gov.au/__data/assets/pdf_file/0006/91149/managing-work-related-stress.pdf)

# Useful websites

## [publicsector.sa.gov.au](http://publicsector.sa.gov.au)

- The Office for the Commissioner for Public Sector Employment (OCPSE) website for policies, guidelines and programs applicable to SA Public Sector agencies.

## [beyondblue.org.au](http://beyondblue.org.au)

- Beyond Blue for information and support for mental health and wellbeing including advice to help yourself and others, free e-learning and hard copy resources.

## [blackdoginstitute.org.au](http://blackdoginstitute.org.au)

- The Black Dog Institute is dedicated to understanding, preventing and treating mental illness through providing clinical services, health professional training and community, workplace and school education programs and supporting research.

## [headsup.org.au](http://headsup.org.au)

- Developed by Beyond Blue and supported by the Mentally Healthy Workplace Alliance, Heads Up offers individuals and organisations tools and advice to create more mentally healthy workplaces.

## [heartonmysleeve.org](http://heartonmysleeve.org)

- Heart on my sleeve is a social movement on the internet dedicated to helping those experiencing, or supporting others, with mental health challenges. Their mission is 'to humanise mental health, one heartfelt story at a time'.

## [hse.gov.uk/stress](http://hse.gov.uk/stress)

- Health and Safety Executive (UK) are internationally recognised as leaders in advising organisations about how to manage and prevent work-related stress. The website has useful information, tools and case studies organisations can access for free.

## [mhfa.com.au](http://mhfa.com.au)

- Mental Health First Aid is a two-day training course that teaches people the skills to help someone whose mental health they're concerned about. MHFA Australia and researchers at the Population Mental Health Group at the University of Melbourne have developed free guidelines on what constitutes best practice first aid that can be accessed from the MHFA site.

## [ruok.org.au](http://ruok.org.au)

- R U OK? is a suicide prevention charity with an aim to encourage and support people to start conversations with one another about mental health and checking in with people they may be concerned about. The website provides advice and resources to support people to have these conversations and promotes R U OK? Day which is a national day of action reminding everyone to ask "Are you OK?" and to remember to always support people who may be struggling.

### [sane.org](https://www.sane.org)

- SANE Australia is a national mental health charity working to support Australians affected by complex mental illness through mental health awareness, online peer support and information, stigma reduction, specialist helpline support, research and advocacy.

### [safeworkaustralia.gov.au](https://www.safeworkaustralia.gov.au)

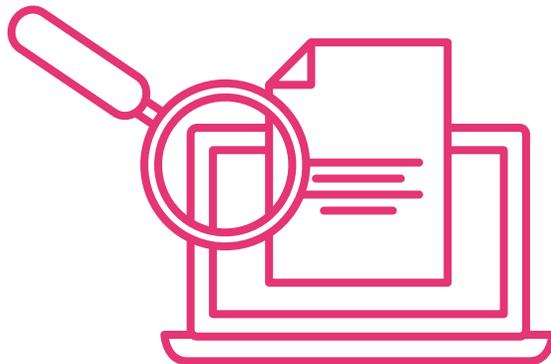
- Safe Work Australia is an Australian government statutory body established in 2008 to develop national policy relating to WHS and workers' compensation. The website has useful information and guidance on topics including bullying, good work, and identifying and responding to psychosocial risks.

### [standbysupport.com.au](https://www.standbysupport.com.au)

- Stand By Support is an Australian postvention suicide support program to assist anyone impacted by suicide, including workplaces. Free telephone and face to face is currently available to people in Country South Australia. The website has a range of useful resources on topics such as returning to work and ideas for self-care.

### [superfriend.com.au](https://www.superfriend.com.au)

- SuperFriend supports organisations to build positive, supportive and thriving workplaces through a suite of workplace solutions including resources such as their widely-used Building Thriving Workplaces: Guidelines and Actions which comprises practical and evidence-based strategies for creating mentally healthy and thriving workplaces.



## 3.1 Critical Success Factors Information Sheet Example MHW Action Plan

The following example plan is for descriptive purposes only and is to provide guidance for WHS or HR professionals. It does not have detailed targets or time frames that would be in a fully developed plan.

Across this agency our key priorities for the year are:

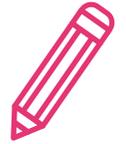
- 1 Our people will recognise signs of stress in themselves and others and be able to start conversations with each other to check on wellbeing.
- 2 We will increase the amount of day to day feedback employees receive on their performance so they know when they are doing a good job and know how they can improve.
- 3 We will address workload as a key hazard, identify peaks in our workload and look at ways to balance the load across the agency.
- 4 We will work to improve our conflict resolution skills as an agency so disagreements are resolved early.

Measures we will use to track our progress include:

- ▶ Tracking data from the 2018 I WORK FOR SA – Your Voice Survey against future I WORK FOR SA – Your Voice Surveys
- ▶ Percentage of managers and employees trained in Mental Health First Aid
- ▶ Percentage of employees with performance reviews completed in previous six months
- ▶ Percentage of managers trained in conflict resolution
- ▶ Monitoring our agency “Pulse” survey data on the usefulness of performance conversations, levels of feedback and comfort raising issues or concerns with their direct manager
- ▶ WHS data on psychosocial hazards reported
- ▶ Data on resolution of internal grievances.

## Example MHW Action Plan

# Raise AWARENESS



**Agency objective:** Improve everyone's understanding of mental illness and mental health.

### Agency actions

- ▶ Train our leaders in mental health awareness
- ▶ Visible and active commitment by the leadership team to support the mental health of employees at work through presentations, blogs, and a public commitment to supporting our people's mental health
- ▶ Train one WHS employee as a Mental Health First Aid Instructor for the agency

SAMPLE  
ONLY

### Team actions

- ▶ Increase the capability of managers across the agency to support people's mental health (including their own) through training on responding to employees disclosing or showing signs of mental illness

SAMPLE  
ONLY

### Employee actions

- ▶ Train 5% of employees in Mental Health First Aid
- ▶ Ensure all employees know the support options available to them if they are concerned about their mental health

SAMPLE  
ONLY

## Example MHW Action Plan

# Build THE POSITIVES



**Agency objectives:** Ensure all employees have regular and useful feedback on their work performance and are clear about their role and performance expectations. Build collaborative and supportive co-worker relationships and positive morale.

### Agency actions

- ▶ Communicate expectations on performance feedback
- ▶ Review our performance management tools to ensure that regular feedback is promoted, employees have a clear understanding of expectations and that specific feedback on performance is given
- ▶ Implement a recognition awards ceremony for the agency

SAMPLE  
ONLY

### Team actions

- ▶ All teams have access to team building activities coordinated through organisational development
- ▶ Managers receive training on people management and supportive leadership
- ▶ Managers receive guidance on options for providing day to day feedback to employees
- ▶ All team members have three monthly formal performance management discussions
- ▶ Teams identify how they can provide regular specific feedback to one another
- ▶ Nominate employees or a team for the recognition awards

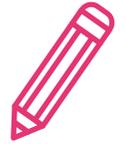
SAMPLE  
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### Employee actions

- ▶ Employees to request feedback and actively participate in team building activities and the performance management process
- ▶ Nominate colleagues for the recognition awards

## Example MHW Action Plan

# Prevent HARM AND MANAGE RISK



**Agency objective:** Address our biggest psychosocial risk (workload) so that we reduce the risk to individuals and teams.

### Agency actions

- ▶ Conduct a business process improvement review in identified divisions to determine peaks and troughs in workload
- ▶ Redesign work to reduce time pressure or mental demands
- ▶ Review timesheets and leave to see where employees are working irregularly long hours and not able to take regular leave
- ▶ Support Human Resources and manager training in job design and resource planning.

SAMPLE  
ONLY

### Team actions

- ▶ Managers to work collaboratively with their teams to identify workload issues, ensure employees are comfortable discussing these, provide guidance on prioritisation and provide this information to leadership level
- ▶ Rotate difficult tasks amongst team members
- ▶ Identify any skill gaps that could improve management of workload
- ▶ Undertake job design and resource management training

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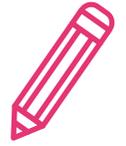
### Employee actions

- ▶ Employees to speak up about persistent workload issues
- ▶ Access opportunities for professional development to improve skills
- ▶ Provide personal skills training e.g. mindfulness to support employees
- ▶ Identify efficiency and effectiveness ideas to managers.

SAMPLE  
ONLY

## Example MHW Action Plan

# Intervene EARLY AND SUPPORT RECOVERY



**Agency objective:** Improve our ability to manage conflicts.

### Agency actions

- ▶ Update our conflict resolution policy and procedure
- ▶ Promote early honest discussions and mediation as dispute resolution options

SAMPLE  
ONLY

### Team actions

- ▶ Train managers in conflict resolution and options for using external mediation services
- ▶ Support employees who seek to resolve conflict proactively
- ▶ Ensure early intervention following incidents that may cause harm to team members mental health, such as conflict or critical incidents

SAMPLE  
ONLY

### Employee actions

- ▶ Train employees to know how to have a difficult conversation
- ▶ Employees are aware of the Employee Assistance Programs (EAP), resilience programs and initiatives to improve their physical health that are available in the agency

SAMPLE  
ONLY

## 3.2 Critical Success Factors Information Sheet

### Measuring success

To measure success and track progress, it is important to know where the organisation and its people are starting from. The following options can be used individually or in combination to track your agency's performance in creating a mentally healthy workplace over time.

#### I WORK FOR SA - Your Voice Survey sector-wide data

The [I WORK FOR SA – Your Voice Survey](#) provides useful information about how employees within a workgroup or agency perceive their workplace as well as an opportunity to discuss the survey results with employees and get their perspectives and ideas. Items in the “Employee Wellbeing” theme relate to mental health at work and can be examined at the agency and divisional/work group level.

#### Workplace surveys of wellbeing e.g. Health Safety Executive Indicator Tool, People at Work survey, agency “Pulse” surveys or internal climate surveys

Workplace surveys of wellbeing can help by asking specific questions related to mental health and wellbeing which can then be used as baseline indicators. The [Health and Safety Executive Indicator Tool](#) or the [People At Work](#) survey are free options that can be used to check in on how employees are coping. Alternatively, many agencies have “Pulse” or internal climate surveys in place that can be tailored to ask specific wellbeing questions.

#### Individual measures of wellbeing

Measures of individual wellbeing such as measures of resilience may provide information on the current wellbeing of individual employees. When using an individual wellbeing measure, it is important to consider how confidentiality will be maintained, how people will access their personal results and what will be put in place to support employees who are struggling.

#### Workplace injury and incident reports

The number of workplace incidents causing mental stress can be used as a baseline indicator. Be aware though that many people decide not to report mental stress at work and that sometimes raising awareness about mental health at work can cause an initial increase in incident reporting.

#### Workers' compensation data

Workers' compensation data provides useful information on frequency of injury, causes and costs of injuries that result in workers' compensation claims. Note that only injuries where work is the major contributing factor will result in an accepted claim and therefore be reported.

#### Sick leave/Absenteeism

Trends in use of leave can provide information on how individuals and work groups are coping. Whilst this information needs to be interpreted cautiously (eg. a bad flu season can cause an overall increase in sick leave) it can be an additional source of data to examine.

## 4.1 Raise Awareness Information Sheet

### Facts about mental illness

**There are many ways to raise awareness about mental health, mental illness and creating a mentally healthy workplace. Often the place to start is to ensure employees know the facts about these topics and that common myths are dispelled.**

**MYTH:** People who develop a mental illness never recover

**FACT:** There are now very effective treatments for mental illnesses with most people having large improvements or recovering completely. Many people who experience even a major mental illness episode will live full and productive lives. Mental illness is often temporary.

**MYTH:** People with mental illness are dangerous

**FACT:** People with mental illness are very rarely dangerous or violent. It is more likely that they will be subject to violence themselves. This is one of the most damaging myths.

**MYTH:** There is nothing the workplace can do to help someone with mental illness

**FACT:** There is a lot workplaces can do to support someone with mental illness and work can be an important part of a person's recovery. Information in the MHW Toolkit provides suggestions on what can be done to support people with a mental illness.

**MYTH:** Mental illness is a form of 'weakness'

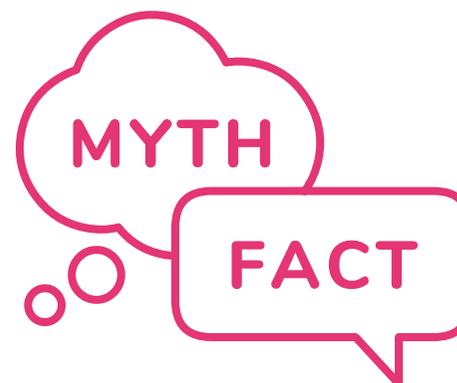
**FACT:** Causes of mental illness are complex and individual and can include genetic vulnerability, personality, life experiences, current circumstances, and major health, family or financial stressors. Anyone can develop a mental illness.

**MYTH:** People with a mental illness need to be isolated from others

**FACT:** Most people with a mental illness recover quickly and never need hospital care. Some have short admissions to hospital for treatment and most people live in their communities with no need for confinement and isolation that was used in the past.

**MYTH:** Depression is a character flaw and people should just 'snap out of it'

**FACT:** Research shows that depression has nothing to do with being lazy or weak but results from changes in brain chemistry or function. Professional support services such as therapy and/or medication help people to recover.



## 4.2 Raise Awareness Information Sheet Mental health education program options

There are many mental health education programs available, both through face to face and online training.

Before choosing an education program, agencies should be clear on the goal of the training e.g. raising awareness and eliminating stigma, increasing capability to discuss mental health in the workplace or changing behavior in the workplace to enable more supportive practices.

Some available options are discussed below.

**Tailored face to face training** on topics such as responding to mental illness in the workplace and managing risks to mental health at work can be provided for managers and employees through specialised training providers, such as [Black Dog Institute](#), [Everymind](#), [Sane Australia](#) and [Employee Assistance Programs \(EAP\)](#).

**Mental Health First Aid training** is delivered by instructors accredited by a national not-for-profit health promotion charity [Mental Health First Aid Australia](#). The program teaches participants how to assist people who are developing a mental health problem, experiencing a worsening of an existing mental health problem, or in a mental health crisis, until appropriate professional help is received, or the crisis resolves.

The course covers signs and symptoms of common mental illnesses and, when implemented in an agency, creates a network of people with a shared understanding of mental illness and how to respond to it.

Mental Health First Aid Australia recognises organisational commitment to developing mental health first aid skills in their workplace through its [Skilled Workplace Program](#) which includes a criteria for the percentage of employees who are trained.

Size		% of Employees Trained
Small Workplace	5-50 FTE	20%
Medium Workplace	51-500 FTE	10%
Large Workplace	501-1500 FTE	5%
Very Large Workplace	1501+ staff	3%

Table - Mental Health First Aid Australia "Skilled Workplace Program" guide to number of employees that need to be trained in MHFA over previous three years to be considered a "skilled workplace" (June 2019)

An [across government contract](#)\* has been established of [MHFA training providers](#)\* to assist agencies in providing in-house training.

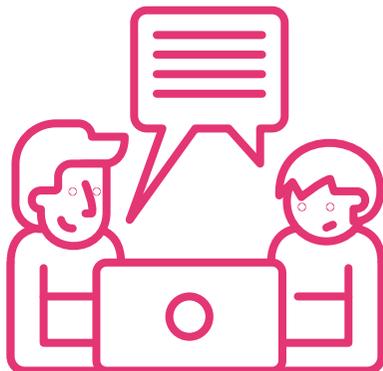
**Online training programs** can be developed in house or can be obtained from external providers. Beyond Blue provides [free online courses](#) that can be uploaded for use in internal Learning Management Systems.

\* Accessible to SA government agencies only

**People with a lived experience of mental illness** can be invited to talk to a group of leaders or employees. This can create greater empathy and understanding of mental illness. Beyond Blue have developed [Our Speakers Bureau](#), a service that matches requests for speakers with volunteers. Many people with lived experience have shared their stories online and are advocates for reducing stigma around mental illness and increasing awareness and empathy. Employees can be encouraged to read these stories (e.g. [Heart On My Sleeve](#)) to help build understanding and start discussions in the workplace.

**Manager led education** can be a cost-effective option if managers have the skills and confidence to run an information session on mental health. This is a particularly useful option for large or geographically dispersed agencies who may have difficulty bringing groups together for training. Heads Up provides information on running [manager led 'toolbox talks'](#) with employees and includes the option of ordering print resources. More information on how to run an information session is available in this one hour [Heads Up video](#) on running a toolbox talk on mental health in the workplace.

Note: Options are provided for information purposes only. Users should independently investigate, evaluate and verify the content and credentials of any service or resource before choosing to use it or refer a user to it. The services and resources listed are not exhaustive and represent primarily Australian products.



## Other information and ideas

- ▶ The [Go to Guide – Workplace Mental Health and Wellbeing Resources](#) provides an extensive list of available online resources for workplaces and individuals with a South Australian focus.
- ▶ Including mental health as a regular agenda item in team meetings and providing an opportunity to share ideas and resources can support raised awareness.
- ▶ Providing information to employees via email with links can encourage employees struggling with mental health concerns to take the first step towards addressing their own needs.
- ▶ The [E-Mental Health in Practice](#) website provides contact details of free e-mental health services (online programs, apps and telephone counselling services) that can be accessed by individuals.
- ▶ Readily accessible, evidence-based resources about wellbeing provide an effective visual reminder that mental health is important in the workplace. Beyond Blue has excellent quality, [free publications](#) for download or ordering from their catalogue including 'A Guide to What Works for Depression' and 'Understanding Anxiety and Depression'.
- ▶ Exposure to workplace trauma can be rare or common depending on the workplace or industry. It is important to know what to do in the event of a traumatic incident at work. The [Traumatic events - first aid guideline for assisting adults](#) from Mental Health First Aid Australia provides steps on how to manage a trauma event and is a useful guide for managers to refer to after a trauma to help support their employees.

## 5.1 Build the Positives Information Sheet

### Developing supportive teams to reduce stress (guide for managers)

**Good team work and supportive relationships at work create a network of support for employees during times of stress and lead to increased job satisfaction and improved mental health.**

Teams that work well together are less likely to experience as much stress and bullying behaviour as poorly functioning teams. The following actions can assist managers to respond to signs of stress in their team and will help to develop a supportive team:

- ▶ **Demonstrate positive role modelling.** Managers play a key role in setting workplace norms through what they do, not what they say they will do. This includes, how they respond to employees who need help, how they share information and how they consult and listen to employees. Poor teamwork often arises from team members mimicking behaviours they see in their manager and that they think may be acceptable and rewarded.
- ▶ **Listen closely to what the team thinks is troubling them and ask for ideas on solutions.** Spend some time in a team meeting finding out what makes their work difficult and what actions the team can take to support one another. [6.1 Prevent Harm and Manage Risk Information Sheet - Common psychosocial hazards](#) provides lists of psychosocial hazards that might be present in your workplace and be impacting the team.
- ▶ **Clear agreement and employee input into workplace norms.** Workplace norms (or team agreements) go beyond the [Code of Ethics for the SA Public Sector](#) and describe “how things are done around here”. Agreements can include topics from how leave is managed at peak periods of demand to what to do if you are late back from lunch. These shared agreements reflect the subtle differences in teams and reduce the risk of small issues escalating into conflicts.
- ▶ **Create opportunities to get to know other members of the team.** People are more supportive of others they feel a connection with and are more likely to forgive than criticise mistakes. Sharing information and finding commonalities increases the chance of making a personal connection with others and fostering trust and openness. Sometimes unfacilitated time is the best way to make this happen, such as allowing some chit-chat or supporting team lunches or other activities. When the group has many differences (e.g. age or background) it can be helpful to run a facilitated session to help employees recognise what they have in common. This can be part of a team planning day or organised as a team meeting.
- ▶ **Share information to increase opportunities to support one another.** Create opportunities to share work and skills through regular team meetings, team projects and buddy systems. Technological options such as email and team platforms can increase communication, but basics like notice boards and communication books can also be effective.

- ▶ **Develop skills and processes to resolve conflict.** All teams will experience conflict at some stage. A supportive team will have the skills to manage conflict respectfully and understand the internal processes to follow. There are many training courses that focus on developing skills to have difficult and sensitive conversations in the workplace including **Crucial Conversations** (also available as a book), and interpersonal problem solving and conflict resolution courses available through many training providers. It is important that managers support employees to resolve conflicts and do not ignore them.
- ▶ **Accept that mistakes happen.** All individuals and teams make errors. Supportive managers and team members respond appropriately with understanding and encouragement rather than criticism and punishment.
- ▶ **Positive teams celebrate their successes.** Finding ways to celebrate achievements and enjoy being at work is an important part of bringing teams together, recognising contributions and creating memories of success.



Tip

**Over the next month make a point of speaking to each team member individually and try to learn one thing new about them.**

## 5.2 | Build the Positives Information Sheet

### Good work for mental health

#### Good work design

**Good work design** means that jobs have been designed to have defined roles, tasks and responsibilities and that the demands of the job are balanced with the resources provided.

Good work that supports mental health:

- ▶ Has a clear purpose and enables job satisfaction
- ▶ Links to the overall purpose of the agency
- ▶ Has clear and achievable tasks assigned
- ▶ Positively stretches the skills of the individual
- ▶ Allows some autonomy in decision making
- ▶ Has clear role definition and defines any overlaps with other people's work
- ▶ Has appropriate resources available to fulfill the tasks (equipment, time and people resources)
- ▶ Provides access to learning and development
- ▶ Is rewarded appropriately (pay, recognition, flexibility and personal fulfilment)
- ▶ Allows time for rest (reasonable hours, meal breaks, best practice shiftwork arrangements, ability to take sick leave when needed and recreation leave without accruing excess leave).

For more information on good work design listen to the following talk on [Good work design and applying it to psychosocial risks](#) on the Safe Work Australia website.

#### Job–person fit

Recruiting employees whose characteristics are a good fit to the job tasks and the work environment further protects mental health. There are a number of elements to consider including the fit between:

- ▶ an employee's values and the agency's values
- ▶ an employee's skills, competencies and strengths and the requirements of the role
- ▶ an employee's aspirations and opportunities for professional development or movement.

The greater the job-person fit, the more likely an employee will experience a greater sense of meaning and satisfaction from their work, both of which contribute to mental health. In emotionally challenging roles it is particularly important that there is a good fit as employees can use their strengths, motivations and skills to cope with the demands that may become risks to mental health.

Appropriate recruitment, selection (including ability, personality style and motivation testing), on-boarding and professional development opportunities all contribute to achieving good job-person fit.

For guidance on best practice recruitment see the [Commissioner for Public Sector Employment's Guideline on Recruitment](#).

## 6.1 Prevent Harm and Manage Risk Information Sheet

### Common psychosocial hazards

**It is important to have sufficiently stimulating work.**

Too little job demand leaves employees feeling bored and disengaged. A balance between the demands of a job and the resources available to complete the job can improve productivity and overall levels of engagement and mental health.

However, sustained high job demands that exceed resources result in burnout, high turnover and worker compensation claims. Examples of common psychosocial risks frequently mentioned in the academic literature are listed in the table below.

Job demands	Job resources	Personal resources
<p><b>Potential psychosocial hazards</b></p>	<p><b>Balance demands to support individuals and teams</b></p>	<p><b>Influence how individuals experience and respond to demands</b></p>
<ul style="list-style-type: none"> <li>▶ High workload</li> <li>▶ Too little or unchallenging work</li> <li>▶ Cognitively difficult or intensive work</li> <li>▶ Emotional work e.g. exposure to trauma</li> <li>▶ Confrontational work e.g. occupational violence</li> <li>▶ Conflicting demands</li> <li>▶ Irregular hours e.g. shiftwork</li> <li>▶ Physically unsafe or physically challenging work e.g. noisy, dirty, violent work</li> <li>▶ Workplace incivility, i.e. conflict at work, bullying, low levels of team work and support</li> </ul>	<ul style="list-style-type: none"> <li>▶ Clear reporting arrangements</li> <li>▶ Fair organisational processes</li> <li>▶ Purposeful work</li> <li>▶ Input into how and when the role is completed</li> <li>▶ Control over pace of work</li> <li>▶ Secure employment (as opposed to casual or short terms contracts or frequent organisational change)</li> <li>▶ Supportive management with high levels of feedback and support</li> <li>▶ Supportive colleagues</li> <li>▶ Appropriate resources, equipment and people to perform the role</li> </ul>	<ul style="list-style-type: none"> <li>▶ Optimism and sense of self-efficacy</li> <li>▶ Personality characteristics that suit the work role</li> <li>▶ Cognitive ability to fulfill the work required</li> <li>▶ Good mental and physical health</li> <li>▶ Mental health literacy</li> <li>▶ Supportive relationships outside of work</li> </ul>

## 6.2 Prevent Harm and Manage Risk Information Sheet

### Team conversations (guide for managers)

**This information is designed to help managers have productive discussions with their teams about psychosocial hazards in their work area to determine what can be done.**

If you are part of a large agency there may be a coordinating group analysing data and other sources of information to determine what the main psychosocial hazards are for the agency, but it is still important to check what employees think within each team and encourage everyone to have their say.

#### Before the meeting

- ▶ If possible, make sure you are well informed about any existing reviews of psychosocial hazards in the agency (e.g. climate survey data, information provided by a WHS committee)
- ▶ Consider what you think the main psychosocial hazards may be for your team. See [6.1 Prevent Harm and Manage Risk Information Sheet - Common psychosocial hazards](#), but go into the meeting with an open mind
- ▶ Let employees know that you will be discussing psychosocial hazards so they come prepared
- ▶ Allow plenty of time for the meeting
- ▶ Prepare to listen and not have all the answers.

#### During the meeting

Ask open questions;

*What tasks or events make work most stressful for you?*

*Do you know in advance if work is about to become more stressful? If so, what factors do you notice beforehand?*

*What could be done to intervene early to reduce the stress?*

*How could you have more control over your work?*

*Are there situations that make you feel worried or overwhelmed at work?*

*What else could I be doing to make you feel supported and valued at work?*

*What changes or improvements could be made to work life (individual or organisational changes)?*

*What could we do to manage these risks better?*

## Concluding the meeting

- ▶ Summarise the psychosocial hazards employees believe pose a risk and in what order they think they should be addressed
- ▶ Summarise employee's suggestions on how the risks arising from psychosocial hazards can be managed
- ▶ Summarise what actions will be taken as a result of the meeting.

## After the meeting

- ▶ If you are part of a larger agency make sure you feed back relevant summary information from your team discussion to the coordinating group (e.g. the agency WHS committee). This will help the agency know if there is a consistent or common psychosocial hazard that needs to be addressed strategically across the agency
- ▶ Make a plan to address the concerns of your employees starting with the hazard(s) your employees thought were most important or most concerning to them. Whilst your agency may be creating plans to address psychosocial hazards across the agency it is important to show that as a manager you are responding to employees' concerns
- ▶ If you have unique or complex hazards you may need to seek support from your WHS team or other experts to identify strategies to manage risks.



## 6.3 Prevent Harm and Manage Risk Information Sheet

### Sources of data to identify psychosocial hazards

There are a range of sources of data that can identify psychosocial hazards in the workplace.

Several of the options listed below can also be used as sources of data to track an agency's progress to becoming a Mentally Healthy Workplace see [3.2 Critical Success Factors Information Sheet - Measuring success](#).

There is no right answer to which is the best tool to use. In part it will depend upon what is available, although it is generally better to use several sources of information to help get a more complete picture of where the biggest risks to mental health lie.

#### Sources of data include;

- ▶ **Organisational climate surveys** (e.g. I WORK FOR SA - Your Voice Survey or agency pulse surveys) are a good source of information for both agency wide and team level data on employees' perceptions of organisational fairness, leadership support, overall workplace relationships and conflict. Such surveys often cover many topics so further investigation might need to occur to identify underlying causes of problems or identified issues.
- ▶ **Mental health risk specific surveys** (e.g. [Stress Indicator Tool](#) or [People at Work](#)) are able to delve deeper into risks to mental health at work to identify the specific hazards and potential root causes. Such mental health risk surveys could be used in conjunction with a climate survey, possibly in alternating years, as an additional source of data or could be used alone.

- ▶ **Focus groups** are an opportunity to talk directly to employees about what is happening locally, however these methods rely on people being willing to share their thoughts and observations. A focus group facilitated by someone outside the immediate work area and who has the trust of participants can identify key hazards. The added benefit of using this approach is that a focus group can gather employees' ideas on how hazards can be eliminated or managed.
- ▶ **Team meetings** can be a way to collect information in situations where there are high levels of trust between managers and employees. The Health and Safety Executive's [Preventing Work-Related Stress](#) is an excellent resource for managers to help have a discussion on identifying the key psychosocial hazards in a team or see [6.2 Prevent Harm and Manage Risk Information Sheet – Team conversations \(guide for managers\)](#) for more ideas.
- ▶ **Workplace injury and incidence data, worker compensation data and sick leave data** are lag indicators that appear after the harm has occurred. These information sources can imply the presence of psychosocial hazards in the workplace, however the nature and extent of the risk of the hazard cannot be determined from this information without further investigation. It is more beneficial to identify psychological hazards upstream to prevent harm and enhance health, safety and wellbeing.

## 7.1 Intervene Early and Support Recovery Information Sheet

### Reasonable adjustments at work

Work can play a valuable role in assisting recovery from mental illness.

Sometimes managers first become aware of a mental illness when performance issues arise (e.g. behavioural changes such as forgetfulness). Managers may seek to use a performance improvement process which can be detrimental to supporting recovery rather than taking a supportive approach.

In situations where performance at work is impacted by a mental illness, it is important for the manager to consider input from representatives from human resources, work health and safety and injury management to ensure the best outcomes for the employee. Often small adjustments at work can make a significant difference to a person's ability to stay at work and do not need to be expensive or complicated.

Any reasonable adjustments made should be done in consultation with the employee, needs to be clearly documented and should have a review date (recognising that needs change over time and adjustments might only be needed temporarily).

### Examples include:

- ▶ offering flexible working hours (e.g. job rotation, variable start and finish times) to enable the person to manage symptoms and have time off to keep appointments with healthcare practitioners
- ▶ changing some aspects of the job (e.g. shift or location changes, exchanging a single demanding project for a job consisting of a number of smaller tasks)
- ▶ allowing extra time to complete tasks or projects
- ▶ providing access to professional training, mentoring, coaching or on the job peer support
- ▶ identifying and modifying tasks to maintain capacity (e.g. tasks with high emotional demands such as the management of employees or public speaking may not be suitable for a person with an anxiety related condition)
- ▶ purchasing or modifying equipment (e.g. privacy screens).

A useful guide for managers on discussing mental health with workers and considering reasonable adjustments is available from the [Australian Human Rights Commission](#). An applied process for [managing non-work related disability](#)<sup>\*</sup>, incorporating reasonable adjustments in the workplace, has been demonstrated by SA Health within the South Australian Public Sector.

\* Accessible to SA government agencies only