Committee for Geelong
LEADERS FOR GEELONG

WorkCareFactor

Work Space
Safe Place

Acknowledgement

We acknowledge the land upon which we work and live as the traditional lands of the Wadawurrung people and recognise the Wadawurrung as the Traditional Owners. The land is rich in Aboriginal culture, and we pay our respects to their Elders past, present and emerging. We acknowledge Aboriginal and Torres Strait Islander people as Australia's First Nations People.

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Appendices

"Young people aren't the leaders of tomorrow. They are the leaders of today and tomorrow."

— **Kathy Calvin**

Thank You

We would like to acknowledge and thank the following individuals who sponsored and supported this project:

Leigh Bartlett, Executive Officer BATForce and Project Sponsor

Liz Everist, Executive Member BATForce and Project Champion

Daniel Clair, Leaders for Geelong Project Mentor

Catherine Bell, Leadership Portfolio Manager, Committee for Geelong and Director, Bell Training Group

Todd Murphy, Future Boy, Graphic Design

A Message From Our Project Sponsor

On behalf of BATForce, we would like to wholeheartedly thank the Leaders of Geelong for their participation in the WorkSpace/SafeSpace project. This has been true co-design, focusing on the overall objectives, while evolving the methods as we progressed. It became clear that we needed some innovative tools to communicate the content and benefits of the www.workcarefactor.com.au website, and the team provided the animation and instructional videos, which were successfully tested with a live presentation to businesses in the region.

From this event, we believe that the products delivered by the Leaders will be of immense value to the project, as we seek to reach more small and medium businesses in the region, and support them to improve the mental health of their workplaces.

Each Leader brought their own expertise and input, demonstrated their collaboration and team work skills, and impressed us with their efforts and commitment, consistent across the whole project. Overall, it has been a very enjoyable experience working with such an insightful and imaginative team, always positive and engaged, despite earthquakes, children and dogs!

Team Introductions

Stephanie Davey

Manager Human Resources, Barwon Coast Committee of Management

Stephanie has over 18 years of experience as a Human Resources professional and has worked in a range of industries. Stephanie is focussed on supporting work places who care for young people and who share the goal of ensuring the next generation are welcomed into psychologically safe workplaces.

Bethany McClelland

Program Manager Acute Intervention Services, Barwon Health

Bethany has worked as a Mental Health Nurse for 13 years in the Geelong region. She is passionate about mental health, and is excited to be part of positive change initiatives that improve the wellbeing of our community. Bethany believes that as leaders we all have a role to play in creating psychologically safe workplaces.

Shannon Roberts

National Sales & Marketing Manager, Australian Tyre Traders

Shannon is a spirited and empathetic leader experienced in driving strategic initiatives through innovation, design thinking, planning and sales execution. Shannon believes his purpose is to help his team find theirs while delivering on outcomes both personal and professional.

Karyn Mueller

Director Technical Advisory Branch, National Disability Insurance Agency

Karyn has over 25 years experience as an Occupational Therapist, working in a range of clinical health, occupational health and safety, education and disability fields. Karyn believes that creating a safe and inclusive workplace is an important role for leaders in the workplace. Supporting young workers workplace safety and development, assists in building capability and can positively impact their future.

Priscila Pettiford

Team Leader of Inclusive Employment, gforce employment + recruitment

Priscila is a passioned and driven person, she holds a degree in Psychology and has 10 years of experience as a Social Worker serving the community by resolving conflicts and providing guidance for those in need. Priscila believes psychologically safe workplaces should foster inclusion, diversity and innovation. Leading to healthier, more productive and more inclusive teams environment.

Executive Summary

In 2019, WorkSafe funded a Learning Network through the Give Where You Live Foundation that brought together 18 small and medium businesses from across the G21 region. This Learning Network undertook a significant co-design project, engaging with young people, industry leaders and subject matter experts to identify specific interventions that would support workplaces to be supportive and inclusive of their young employees.

The WorkCareFactor website was developed as a result of this work and continues to be enhanced and refined through constant review cycles, holding true to the principles of co-design (Appendix A – Co-Design Website Info).

The Barwon Adolescent Task Force (BATForce) is a key design and production team in the co-design process of the WorkCareFactor website. BATForce, an alliance of organisations across the G21 region, seeks to support, design, and implement initiatives across the region that benefit young people and create opportunities that serve the broader community where individual organisations may not be able to act independently.

This Leaders for Geelong Project Team were engaged by BATForce because, whilst great progress was being made in the development of the WorkCareFactor website, the engagement with community based small and medium businesses was not progressing at the rate that was imagined by the project. Our team was tasked with the creation of a video that could be used as part of engagement and showcasing the WorkCareFactor website, and to directly engage 10–12 small and medium businesses who were yet to be engaged with the website.

Through the use of the promotional video and a brief instructional video of the resources available on the WorkCareFactor website, BATForce will be able to enhance their reach across the region, engaging with small and medium businesses and supporting workplaces to continue to work towards being psychologically safe for our young and emerging workforce.

"A genuine leader is not a searcher for consensus but a moulder of consensus."

— **Martin Luther King Jr.**

Project Objectives

The aim of this project was to tailor an engagement strategy that connected G21-based small to medium businesses (SMB) to the WorkCareFactor website, helping build an understanding of the likelihood of the ongoing implementation of the tools and resources available.

The following were the key project objectives defined to ensure the project's success.

1. **Create engagement** — Create a framework to engage employers in the ideals of inclusiveness and mutual respect by connecting the different needs of individuals in the workplace.

2. **Engage the target audience** — Being informed by the evaluation processes underway, create an instructional video highlighting the benefits of a psychologically safe workplace by showcasing the information contained within the WorkCareFactor website. The video will be used for instructional purposes on how to use website.

3. **Building confidence** — Build confidence in SMB's that the website is an accurate reference tool, containing succinct and best practice people and culture information which contribute to psychologically safe workplaces.

4. **Embedding leadership** — Embed methodology that addresses leadership being fundamental in developing psychologically safe workplaces. Encompassing a bottom up and top-down approach to ensure that all workers, not only managers or young people, see the value in psychologically safe workplaces.

5. **Improve health and wellbeing literacy** — For leaders of SMB's so that there is improved confidence in having supportive conversations with all employees, not just young workers.

Reference: Workwell Learning Network 5/8/2019
Designed by: Studio Kettle

Background

In 2019, eighteen small to medium businesses were selected from the GROW (G21 Region Opportunities for Work) initiative, exploring the barriers and enablers of psychologically safe workplaces. Both surveys and workshops were used to discover recurring themes

- Connection and trust

- Lack of time

- Resources and capability of managers

- Complexity of policies and procedures

- Need for individualised solutions

- Lack of empowering leadership

- Lack of awareness and understanding

The funding for the project was delivered from WorkSafe Work Well through the Give Where You Live Foundation (GWYLF). It was part of the 'Safe and Empowering Workplaces' project.

The website is a tool aimed at SMB's who are seeking to improve health and wellbeing within their workplace. The website has been designed to help identify workplace problems, start conversations about the emotional health and wellbeing of young people in the workplace, and find practical resources to implement change.

Some of the key learnings taken from the co-design process

1. **Language matters** – businesses were focused on mental illness rather than preventative mental health and emotional wellbeing.

2. **Gender is an issue** – there is a distinctly gendered experience of mental health in the workplace.

3. **Small businesses think differently** – the direct relationships with staff allow leaders to know more about people as individuals.

4. **Values and work culture matter**.

(Safe and Empowering Workplaces – Case Study—Appendix B)

The website is live currently at www.workcarefactor.com.au and ongoing co-design workshops are being used in conjunction with the recommended engagement strategy found within this report. This will help to ensure the website continues to be effective as the resources continue to be enhanced and refined.

Project Approach

Our project was managed using the AGILE project management methodology. AGILE was selected because of its ability to provide flexibility in project development but maintains time focussed intervals to support productivity. AGILE works to ensure that the customer is regularly consulted, engaged, and is satisfied with the work being produced.

A user centric approach was vital in this project, as the BATForce Project Sponsors had worked consistently in a co-design framework for the website development, and project deliverables needed to be consistent with the overall vision of the work done at project engagement. It was important to understand how and why the user of the WorkCareFactor website (young workers and small and medium business owners and employers) would use the tools produced in the project, and how we could improve user experience.

AGILE seeks to:

- Understand the landscape through interviews/research.
- Design solution based on evidence.
- Test solution against stakeholders and audience.
- Consider and design improvements.
- Deliver improvements.
- Deliver the final solution.

Agile Methodology
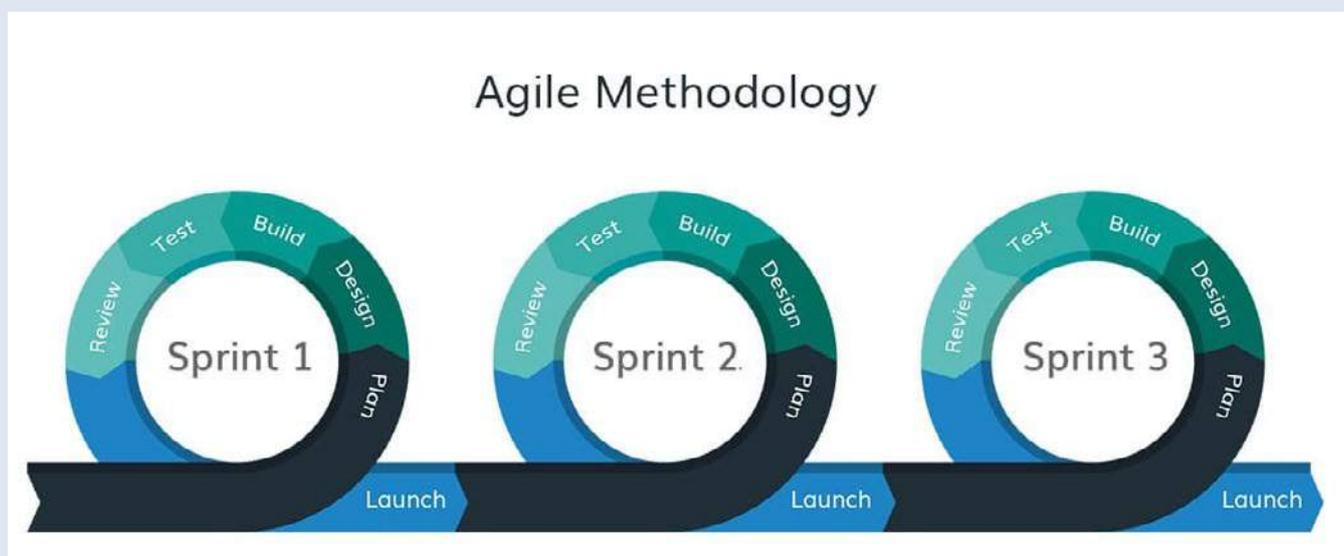
Challenges and Opportunities

Throughout the project, the team were faced with a number of challenges which inspired them to continue to strive for success and meet the objectives of the project. To balance these challenges, it was important for the team to acknowledge milestones and recognise the positive aspects of the project. From challenges come opportunities. The Project Team identified a number of opportunities relating to the future development of the website, its promotion and for SMB engagement.

Project Challenges:

- Working on the project during the COVID pandemic as a Project Team, and needing to engage with SMB's as part of project outcomes was a challenge. Overcoming this challenge required the Project Team to approach SMB engagement in creative, flexible and effective ways given opportunities for individual face to face interviews were limited. Adjusting initial engagement plans allowed the Project Team to deliver an on-line instructional session with invited local SMB's.

- Initial expectations of project scope and outcome between the Project Team and project sponsors required collaborative realignment to ensure an agreed shared vision and project outcomes were achieved. Due to the ongoing nature of the WorkCareFactor co-design and evaluation processes being undertaken during the project timeframe, there was often new information provided by the Project Sponsors. This information needed to be considered by the Project Team during project design and implementation.

- A limited budget was provided to the Project Team for the production of a promotional video outlining the WorkCareFactor website. The Project Team needed to determine cost effective strategies to ensure any outsourcing of project activities that would incur a cost were minimised, with approvals sought from Project Sponsors prior to proceeding with any activities that would utilise financial resources.

- The Project Team possessed limited technical skills and experience in designing and producing the WorkCareFactor video. As a result, the Project Team was resourceful and creative in addressing this skill gap by sourcing a video creator to assist, utilising the budget available.

What worked well:

- Availability and active engagement of Project Sponsor and Project Champion. Their involvement throughout project was positive and insightful, creating a shared enthusiasm with the Project Team. Their generous contributions both in their valuable time and constructive feedback supported the Project Team to progress within the project timeframes required.

- Leveraging the Project Sponsors, the Committee for Geelong's social media platforms, Give Where You Live Foundation and Geelong Region Alliance GROW established SMB networks to identify and improve SMB engagement for the on-line instructional session with over 12 local SMB's was essential given the COVID environment.

- The Leaders for Geelong Project Team's enthusiasm and flexibility in adjusting the initial project plans through regular project sponsor feedback worked effectively. Agile methodology worked well to support the Project Team allowing for changes throughout the project based on feedback from the project sponsors and their ongoing co-design process with SMB and young workers.

- The Project Team's shared contributions, communication and commitment throughout the scheduled project times supported agreed planning and team member responsibilities and actions to progress the project plan and achieve project outcome.

Project Opportunities:

Opportunities for future website continuous development:

- Ongoing co-design development with SMB user testing for ongoing website resource enhancements.

- Development of further training resources (face to face and on-line self-service options) that support implementation of WorkCareFactor website resources into SMB workplace practices and policy.

Opportunities for website implementation in 'real workplace' situations:

- Promotional and instructional videos created provide opportunity to share with a wider SMB and young worker audience within the Geelong region and expand engagement opportunities outside the Geelong region as well.

- The new WorkCareFactor website engagement session with approx. 12 SMB's, not previously involved in the co-design of website, offered the Project sponsors with an opportunity for a new user environment for testing of the website and resources available. New SMB's were able to provide feedback on the application of the WorkCareFactor website in their workplace and inform ongoing website development.

Opportunities for businesses and workers:

- The WorkCareFactor website provides a significant opportunity to support positive changes in the Geelong region, creating psychologically safe workplaces and improving work health and safety outcomes for local SMB's and young workers.

- While the website resources have been tailored to focus on young workers in the workplace through the co-design process, involvement of employers and Human Resource subject matter experts has created flexible and universal resources that can be adapted to suit the needs of individual SMB's for all workers, not only young workers.

- The WorkCareFactor website strengthens awareness around building effective communication opportunities and skills, consistent work practices and the sharing of knowledge in the workplace. It is a proactive approach to supporting a psychologically safe workplace.

Opportunities for technology application for wider user accessibility via preferred options:

- Consideration of app development for smart phone access as a more portable option for young workers and employers.

- There is an opportunity for testimonials to be included in the video resources or workshops to improve the relatability of the content – the "What's in it for Me?" factor.

Results and Project Deliverables

A number of objectives were agreed upon by the Project Sponsor, Project Champion and Project Team at the commencement of the project. The Project Team are proud to have been able to deliver upon those objectives by contributing to a program that supports the ongoing implementation of the tools and resources of the WorkCareFactor website by SMB's.

After receiving feedback from evaluation work carried out by the 18 SMB's that assisted in co-designing the platform, a promotional video was created. The promotional video highlights the benefits of a psychologically safe workplace by showcasing the information contained within the WorkCareFactor website. It is our intention that the video will be used to promote the WorkCareFactor website (Appendix C – WorkCareFactor Video Brainstorm and Appendix D – WorkCareFactor Video Plan).

Alongside the promotional video the team also developed an instructional video to further enhance a business's understanding of how to navigate the website, whilst providing a snapshot view of its contents.

The Project Team held a seminar to showcase the benefits of using the website within workplaces (Appendix E – Invitation to Seminar and Appendix F – Seminar Presentation). 40 SMB's responded with interest to the seminar invitation. 19 SMB's attended the presentation, of those, 11 of the businesses had not been part of the original co-design process.

This enabled the team to engage and orientate new SMB's to the website showcasing the tools and resources available. It also assisted the team to address the language differentials between mental health at work and psychologically healthy workers.

Linking back to our objectives, the Project Team:

1. Improved engagement through the development of a promotional video and an instructional video.
2. Engaged the target SMB audience by delivering an on-line instructional 'tour' of the WorkCareFactor website.
3. Supported and increased the confidence of SMB's through the promotional video by highlighting the resources and tools contained on the website.
4. Focused on leadership being fundamental in developing psychologically safe workplaces throughout the promotional video.
5. Supported the work of the co-design group and ongoing promotion of the tools and resources to improve mental health and wellbeing literacy in workplaces.

The team hopes the tools created contribute to the sustainability of the WorkCareFactor website, so it can be used efficiently in a range of workplaces in the Geelong region within the SMB demographic in the near future.

The promotional video can be viewed here:
WorkCareFactor Promotional Video
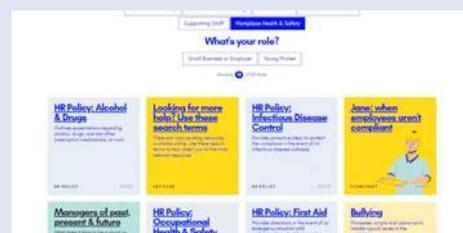
The instructional video can be viewed here:
WorkCareFactor Instructional Video

Key Leadership Learnings

The Project Team members chose to be a part of the WorkSafe Safe Space project as they all understand the importance of creating a psychologically safe workplace. The Project Team all have a desire to contribute to ensuring workplaces are safe and secure places for young workers to start their employment journey.

The continually changing COVID restrictions meant the Project Team had to be flexible in relation to the delivery of the project. The dynamic nature of AGILE project methodology and the ongoing commitment of the Project Sponsor and Project Champion meant decisions could be made quickly. This allowed the Project Team to be responsive, adapt the project deliverables and meet the project scope.

A key learning focused on effective communication strategies being implemented so that every team member was clear on the key actions required prior to the next meeting. Meeting weekly meant the team stayed focused and the project stayed on track. Respectful relationships were developed quickly meaning the team were confident in asking for support from others if their individual capacity to deliver was impacted at that time. Team members always stepped up to assist each other at these times.

Throughout the project

- A clear purpose and shared goal resulted in a successful promotional video and instructional presentation.

- Having a plan and meeting regularly meant project milestones were met.

- Being present, actively listening and discussing different ideas led to a great product which can be used without the Project Team being present, contributing to the sustainability of this great resource.

Reference: Learning Network 15/12/2021
Designed by: Studio Kettle

"The young do not know enough to be prudent, and therefore they attempt the impossible, and achieve it, generation after generation."

— Pearl S. Buck

Conclusions and Recommendations

In summary, the WorkCareFactor website is an excellent resource, containing comprehensive information for employers and young workers. Despite the workplace models, templates and audio clips contained on the website, a single approach is not enough to ensure workplaces are psychologically safe.

Further work needs to be completed to promote the website ensuring employers and young workers in our region are aware of the website. The website alone does not reach the audience needed to start the conversation and improve psychological safety within the G21 region.

It is recommended that a hybrid engagement approach is adopted where the website continues to be promoted and communicated within G21 and SMB networks in conjunction with presentations by BATForce, workplace visits and engagement with high school, tertiary and vocational education and training providers. This will ensure young workers know where to find information to support their psychological safety at work.

It has been found that the on-line forum delivery used through the COVID period is effective and an innovative method to enable increased engagement and present the website to a wider audience. This delivery method is recommended moving forward post COVID.

The Project Team has created two separate videos which should be used ongoing in the engagement with potential users of the website. First, a promotional video for employers and young workers was designed to help them understand what resources are available on the WorkCareFactor website. Secondly an instructional video was filmed, which highlights in real time the navigation of the website. It is the recommendation of the Project Team that both are used in conjunction with any website marketing moving forward, to ensure a potential user has all they require to engage successfully with the resources available on the free WorkCareFactor website.

In conclusion, the WorkCareFactor website needs ongoing promotion to ensure employers and young people are aware of its existence. It is recommended the Project Champion and co-designers continue to identify ways in which the video can promote the website, such as through the utilisation of the promotional video on advertising platforms such as YouTube. A hybrid approach to engagement as mentioned above (personalised invites to informational on-line forums, face to face meet ups etc.) combined with marketing on the traditional forms of social media such as Facebook, LinkedIn and TikTok will help continue to achieve what is certainly a profoundly important initiative.

Everybody deserves a psychologically safe workplace.

Appendices

Appendix A — Co-Design Website Info

●

[WorkCareFactor co-designed website](#)

Case study

in partnership with:

GIVE WHERE YOU LIVE FOUNDATION

Management Governance Australia

batforce
BARWON ADOLESCENT TASK FORCE

VICTORIA State Government

WorkSafe VICTORIA
WorkWell

●

[Overview](#)

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6. [Learnings](#) ⟶
7. [Next Steps](#) ⟶

The Give Where You Live Foundation was funded by WorkSafe's WorkWell program to lead a [WorkWell Learning Network](#) ↗ to devise tools and resources to help create mentally healthy and safe workplaces, especially for young employees. In partnership with [Management Governance Australia](#) ↗ and [Barwon Adolescent Taskforce](#) ↗, we collaborated with 20 small and medium businesses from across the G21 Region, as well as young workers, to co-design solutions.

We began in 2019 by talking to employers and young workers from the construction, transport, manufacturing and health sectors, to understand their experiences of workplace mental health.

While the COVID-19 pandemic has posed many challenges, it has also increased recognition of the benefits of a mentally safe and healthy workplace and also the risks, especially in terms of legislation.

The small and medium businesses involved in the project identified the need for support around policies and procedures that contribute to mental health and wellbeing, as these businesses often lack time, capacity and resources.

In response to these learnings, we asked mental health experts and human resources professionals to help us to co-design https://workcarefactor.com.au ↗. This website includes audio and flowchart stories to build awareness, exploring the 'work related factors' that can contribute towards emotional health and wellbeing.

Using engaging formats, the website offers tips and scripts for workplace conversations to improve communication, trust and mutual understanding.

There are also policy and procedure templates, in clear and practical language, so that businesses can easily access the resources they need to meet their legal obligations, all in one place.
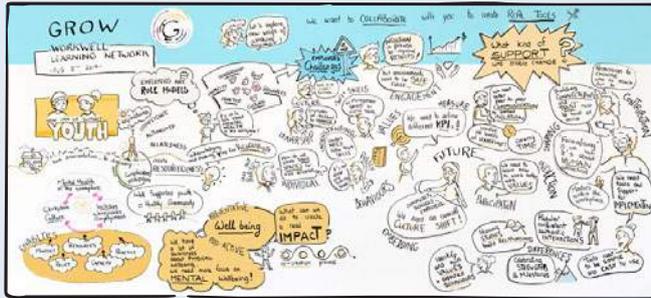
One

BACKGROUND

A Learning Network of 20 small and medium businesses was established to collaborate on the project.

Through workshops and surveys, we explored the barriers and enablers for mentally healthy workplaces, we found recurring themes: connection and trust; lack of time, resources and capacity of managers; complexity of policies and procedures; need for individualised solutions and empowering leadership; and overall lack of awareness and understanding.

Click to enlarge graphic ⊕

LEARNING NETWORK BUSINESSES:

- Air Radiators
- Baptcare Coasthaven
- Barwon Asset Solutions
- Bethany Community Support
- Corio Waste Management
- Encompass Community Services
- Geelong Built
- Give Where You Live Foundation
- Go Traffic
- Good Cycles
- Hamlan Homes
- Hanlon Industries
- Innovative Window Solutions
- JC Williams Electrical
- Keystone Civil
- LB Learning
- Multiskills Training
- Nicholsons Construction
- Norris Constructions
- Wettenhalls Transport

Two

CO-DESIGN PROCESS...

- - - - Technical Advisory Group
- - - - Small and medium businesses
- - - - Young workers

1. Problem identification
2. Problem solving
3. Technical advice
4. Prototyping testing & feedback
5. Technical refinement
6. Resources developed

Three iterative cycles of co-design were undertaken which involved individual consultations and workshops with small and medium businesses, young workers and experts in mental health, human resources, employment and young people.

CO-DESIGN 1: How do we normalise and create awareness of (youth) mental health in the workplace?

SOLUTION = WorkCareFactor Prototype 1: real stories to build awareness and start conversations in the workplace.

+

CO-DESIGN 2: What tools and resources might help employers (and young workers) understand their roles and responsibilities in an accessible and understandable format? How might these tools impact on the values and/or behaviours of supervisors and managers (and young workers)?

SOLUTION = WorkCareFactor Prototype 1/2: web-based tools for effective conversations, and policies for throughout the employee lifecycle.

+

CO-DESIGN 3: What changes are needed to the prototype so it is activated and/or implemented, and how do we embed these resources into organisations for longer term sustainability and engagement?

SOLUTION = WorkCareFactor final version: updated in response to feedback, new tools added for young workers to support them to ask questions and negotiate workplace issues. Sustainability model developed and implemented.

Three

REAL STORIES TO BUILD AWARENESS AND START CONVERSATIONS IN THE WORKPLACE

KEY THEMES:

1. Leadership and values

Managers and supervisors can explore stories to help them to understand different perspectives, remember what it was like to be a young worker, and to identify key values for mentally healthy workplaces.

2. Resources and tools

Sharing stories with staff at toolbox talks can start conversations, or supervisors might suggest individual staff review a topic and bring back to discuss.

3. Capacity and skills

The stories suggest new approaches and help managers and supervisors to build new ways to respond to issues in the workplace.

AIM:

To help prevent mental health injury from the following work related factors:

- Job clarity
- Poor support
- Recognition and reward
- Workplace relationships

WORKCAREFACTOR.COM.AU 'BY TYPE' SCENARIOS:

https://workcarefactor.com.au/type/audio-story
https://workcarefactor.com.au/audio-wall
https://workcarefactor.com.au/type/flowchart

Need awareness of bias and what INCLUSION should look like
– Employment service

Four

TOOLS FOR EFFECTIVE CONVERSATIONS, AND POLICIES FOR THROUGHOUT THE EMPLOYEE LIFECYCLE

KEY THEMES:

1. Leadership and values

The extensive list of policies enables leadership to quickly access what is needed to build a foundation for a values-led workplace.

2. Resources and tools

The CLEAR scenarios provide scripts and supports for managers and supervisors to have challenging conversations in the workplace.

3. Capacity and skills

The policies and strategies in the Employee Lifecycle help managers and supervisors to find the skills needed at different points in the journey, and locate related scenarios to real issues in the workplace.

AIM:

To help prevent mental health injury from the following work related factors:

- High and low job demands
- Job clarity
- Recognition and reward
- Job control
- Workplace relationships
- Poor support

Culture is set by the leadership's ACTIONS as well as their intent
– Employment service

Workcarefactor.com.au 'by type' scenarios:

https://workcarefactor.com.au/clear-scenario
https://workcarefactor.com.au/employee-lifecycle
https://workcarefactor.com.au/type/hr-policy

Five

TOOLS FOR YOUNG WORKERS TO SUPPORT THEM TO ASK QUESTIONS AND NEGOTIATE WORKPLACE ISSUES

KEY THEMES:

1. Leadership and values

The Workplace Decision Maker helps young workers to negotiate and contribute to building a safer workplace, with strong and supportive values.

2. Resources and tools

The Asking Questions at Work – Q&As for Young Workers gives suggested approaches to the common questions young workers told us they want to ask.

3. Capacity and skills

The Workplace Decision Maker approach builds capacity for making decisions, understanding consequences, that can used for many issues.

Need control over your day at work, ability to be involved in something meaningful, a SENSE of purpose, being valued
– Construction employer

AIM:

To help prevent mental health injury from the following work related factors:

- Job clarity
- Workplace relationships
- Poor support
- Job control

Workcarefactor.com.au 'by type' scenarios:
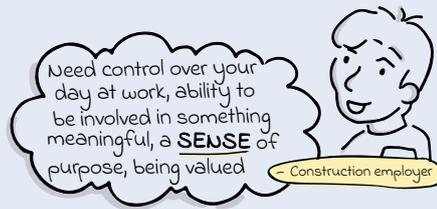
https://workcarefactor.com.au/workplace-decision-maker

https://workcarefactor.com.au/asking-questions-at-work-qas-for-young-workers

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Six

EVALUATION FINDINGS

The draft website, resulting from Co-Designs 1 and 2 combined, was provided to six of the Learning Network businesses for trialling for five/six months within their workplaces from May 2021. The draft website was introduced to each business, without instructions, in order to test the impact of the resource without support or intervention.

Deakin University's School of Psychology was contracted to deliver evaluation of the draft version of the website based on interviews with these businesses, an independent panel of organisational psychologists, and young workers.

Deakin WorkCareFactor Evaluation Report

While the implementation of the website was inconsistent (some managers shared with their team, others just browsed themselves, and others used some of the practices) the six businesses were generally positive. They suggested they could see potential for where it could be used, or that it would be a useful tool for businesses that lacked policies, procedures, and/or HR practices.

The independent panel identified the lack of instruction about implementation as a key issue, along with lack of youth specific content, although noting "it touches on everything that you want to see in a mentally healthy workplace".

Young workers provided feedback that the website helped them develop awareness around what is good in a workplace, and encouraged them to reflect on their own experiences.

WorkCareFactor has opened up communication with our employees about mental health and about how we can SUPPORT them

EVALUATION FINDINGS (CONT.)

Based on the evaluation, the following enablers are incorporated into the website:

Workplace policy, programs and capacity building programs implemented	✓ Employee Lifecycle ✓ CLEAR scenarios ✓ Workplace Decision Maker ✓ Asking questions at work - Q&As for young workers
Mental health promotion / prevention knowledge	✓ Audio stories ✓ Articles ✓ Flowcharts
Mental health promotion / prevention attitudes	✓ Audio stories ✓ Articles ✓ Flowcharts
Mental health promoting / preventative workplace culture	✓ Audio stories ✓ Articles ✓ Flowcharts
Mental health promoting / preventative workplace practices	✓ Employee Lifecycle ✓ CLEAR scenarios ✓ Workplace Decision Maker ✓ Asking questions at work - Q&As for young workers
Mental health promoting / preventative workplace behaviours	✓ Employee Lifecycle ✓ CLEAR scenarios ✓ Workplace Decision Maker ✓ Asking questions at work - Q&As for young workers
Leadership, advocacy and partnerships	✓ Audio stories ✓ Articles ✓ Flowcharts
Leadership capacity confidence commitment and consultation	✓ Employee Lifecycle ✓ CLEAR scenarios ✓ Workplace Decision Maker ✓ Asking questions at work - Q&As for young workers

ACTION RESEARCH STUDY

Sitting alongside the project has been the WorkCare Factor Action Research Study ⬀ by Management Governance Australia. The Study has interrogated the available literature on mental health and wellbeing in the workplace, and drawn conclusions about the validity of the approach taken by the project.

The Study summarises current literature about how business owners, leaders and managers can take practical action to strengthen the culture of supporting emotional health and wellbeing in their workplaces. It identifies good practice attributes and suggests a Framework for Action, including four key strategies:

ONE. Owners and managers leading the way.

TWO. Making communication central.

THREE. Addressing the unaddressed (unconscious bias).

FOUR. Supporting and responding to management pressures.

The Study outlines how similar feedback was received through the co-design workshops with the small and medium businesses, particularly about raising the awareness of managers and supervisors about mental health and supporting them to have effective communication with their staff, within a strong policy framework.

Leigh Bartlett, BATForce, led the co-design with young people to explore their experiences of the workforce. The key messages from young workers were aligned to both the literature and the employers, emphasising the need for good communication, effective inductions, and a safe and empowering culture.

An independent assessment was provided by Dr Joy Humphreys, Organisational Psychologist, who suggested that the resources were valuable and practical but to fully adopt the tool and create workplace change, managers need information about the benefit to the business, and a process to support them to introduce change into the workplace.

Learnings from stakeholders emphasised the benefit of building the project from strong existing relationships and trust, which enabled effective and authentic co-design processes.

The key message of the website is that '*caring is good for business*', underscored by the findings from the literature, employers and young workers.

Six

FINAL MESSAGES FROM THE
LEARNING NETWORK, 15 DECEMBER 2021

Seven

NEXT STEPS

Sustainability of the https://workcarefactor.com.au website was discussed throughout the project, and many options were explored. In October 2021, the Give Where You Live Foundation decided to seek Expressions of Interest for the ongoing management and sustainability of the website.

The following criteria were agreed for the website going forward:

- WorkSafe will hold a perpetual license for use, reproduction or publication.

- Acknowledgment of the initial funding from WorkSafe to Give Where You Live Foundation as the founding entity, will remain for a minimum of two years.

- All content and materials on the December 2021 version of the website will remain open source for two years.

- Continue the original project aim, to co-design accessible and affordable support to small and medium businesses in the G21 Region, and particularly for their young workers.

- Ongoing website maintenance and new material and content to be added, to meet WorkSafe standards.

- Engage locally to leverage existing relationships in the G21 Region.

Following this process, Give Where You Live Foundation has agreed to contract a consortium led by BATForce with five members who have been involved in the project to take on future responsibility for the WorkCareFactor website. This offers a great opportunity to build and expand on the resource, using local expertise and investment.

For any queries about these next steps, please contact Leigh Bartlett, CEO of BATForce: leigh@batforce.org.au

ENDORSEMENTS:

"The website was handy – it was good. It had different scenarios and we learned more about how to deal with situations that arise."

- Matthew Drake, GM Innovative Windows Solutions.

Cara Oliver, Geelong Built

Lyndal Box, LB Learning

Nathan Vellin, Encompass and Bernadette Purton, Nicholson Construction

●

Safe and Empowering Workplaces

Case study

GIVE
WHERE
YOU LIVE
FOUNDATION

VICTORIA
State Government

Work Safe
VICTORIA

WorkWell

●

Why?

The vision

The 'Safe and Empowering Workplaces' (Give Where You Live Foundation Learning Network) is a co-design process with small and medium businesses and young workers, together with mental health and human resources experts. The co-design will create affordable, accessible and adaptable tools to help these businesses to become mentally healthy and safe workplaces. Our aim is to enhance inclusive leadership in the G21 Region.

INITIAL THEORY OF CHANGE (JANUARY 2020):

IF we support young people and ensure they have inclusive employers with tools and resources

THEN this will assist mentally healthy workplaces and eliminate work-Related Factors

RESOURCES

EVOLVING THEORY OF CHANGE (DECEMBER 2020):

IF
1. employers are aware of what impacts the mental health of their young workers,

2. have access to appropriate tools and resources,

3. are engaged / invested in the solutions for their specific business, and

4. are supported to implement these

THEN this will assist mentally healthy workplaces and eliminate work-Related Factors

Our key cohorts are 1) small and medium businesses in G21 Region and 2) young workers. The consultations commenced in August 2019 and three Key Challenges emerged, Leadership, Resources, and Capacity. These challenges have been regularly reinforced through ongoing workshops, emails, and conversations.

Who?

Key challenges
- **leadership**
- resources
- capacity

SMALL MEDIUM ENTERPRISE (SME) EMPLOYERS TOLD US:

Need awareness of bias and what **INCLUSION** should look like
– Manufacturing employer

INCLUSION

we need an inclusive workplace that **VALUES** staff
– Employment service

Culture is set by the leadership's **ACTIONS** as well as their intent
– Employment service

WORK-RELATED FACTORS:
- Poor workplace relationships
- Low recognition and reward

LEADERSHIP
(values and culture, vertical and horizontal)

YOUNG WORKERS TOLD US:

We just need to wait until we are in charge, then we can **CHANGE** the culture

You don't complain, no point, as there are **PLENTY** of people who are willing to jump into your job

SEXISM in the workplace is not only with guys, sometimes the older women don't like us and think the boss only hires us because we're young and pretty

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Our key cohorts are 1) small and medium businesses in G21 Region and 2) young workers. The consultations commenced in August 2019 and three Key Challenges emerged, Leadership, Resources, and Capacity. These challenges have been regularly reinforced through ongoing workshops, emails, and conversations.
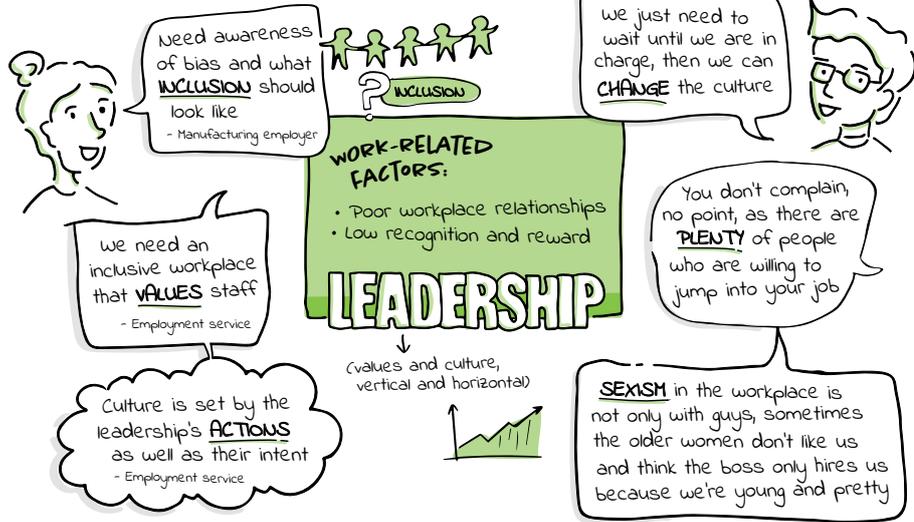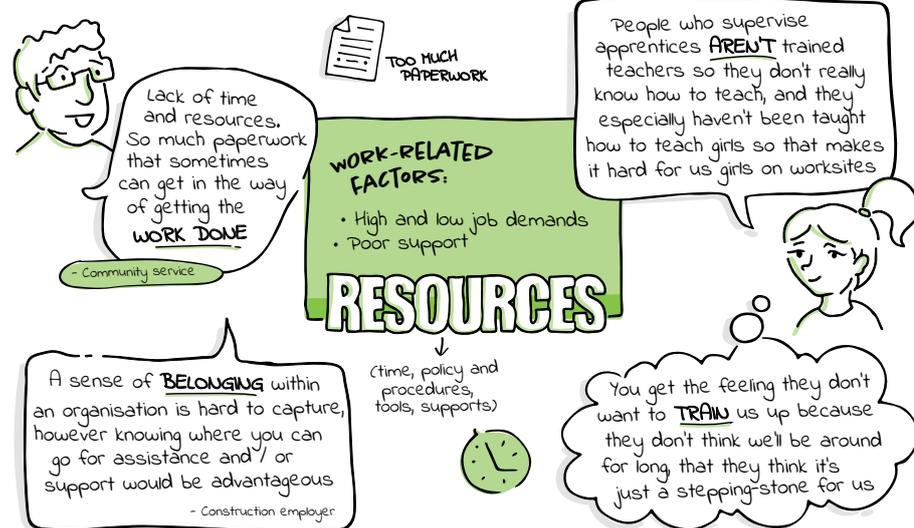
Who?

Key challenges
- leadership
- **resources**
- capacity

SMALL MEDIUM ENTERPRISE (SME) EMPLOYERS TOLD US:

TOO MUCH PAPERWORK

Lack of time and resources. So much paperwork that sometimes can get in the way of getting the **WORK DONE**
– Community service

A sense of **BELONGING** within an organisation is hard to capture, however knowing where you can go for assistance and / or support would be advantageous
– Construction employer

WORK-RELATED FACTORS:
- High and low job demands
- Poor support

RESOURCES
(time, policy and procedures, tools, supports)

YOUNG WORKERS TOLD US:

People who supervise apprentices **AREN'T** trained teachers so they don't really know how to teach, and they especially haven't been taught how to teach girls so that makes it hard for us girls on worksites

You get the feeling they don't want to **TRAIN** us up because they don't think we'll be around for long, that they think it's just a stepping-stone for us

Who?

Key challenges

- leadership
- resources
- capacity

Our key cohorts are 1) small and medium businesses in G21 Region and 2) young workers. The consultations commenced in August 2019 and three Key Challenges emerged, Leadership, Resources, and Capacity. These challenges have been regularly reinforced through ongoing workshops, emails, and conversations.
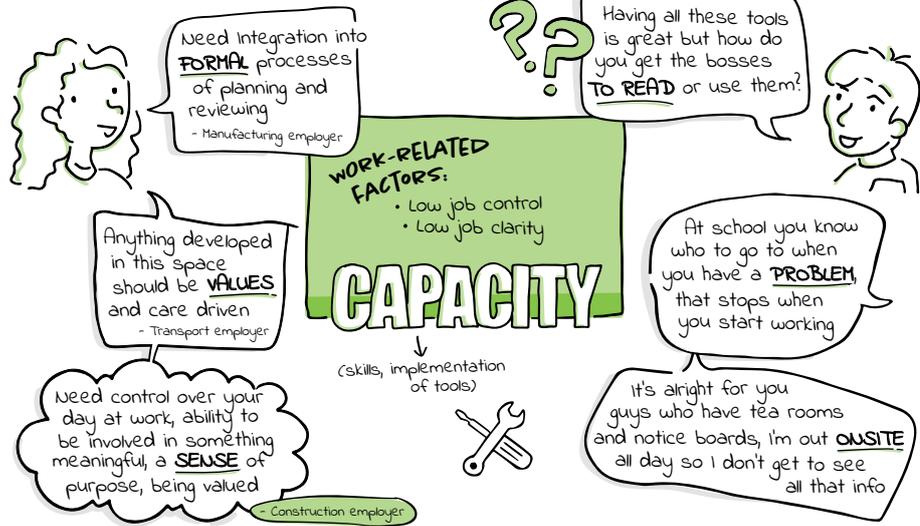

SMALL MEDIUM ENTERPRISE (SME) EMPLOYERS TOLD US:

YOUNG WORKERS TOLD US:

Need integration into FORMAL processes of planning and reviewing
– Manufacturing employer

Having all these tools is great but how do you get the bosses TO READ or use them?

WORK-RELATED FACTORS:
• Low job control
• Low job clarity

CAPACITY
(skills, implementation of tools)

Anything developed in this space should be VALUES and care driven
– Transport employer

At school you know who to go to when you have a PROBLEM, that stops when you start working

Need control over your day at work, ability to be involved in something meaningful, a SENSE of purpose, being valued
– Construction employer

It's alright for you guys who have tea rooms and notice boards, I'm out ONSITE all day so I don't get to see all that info

How?

The process
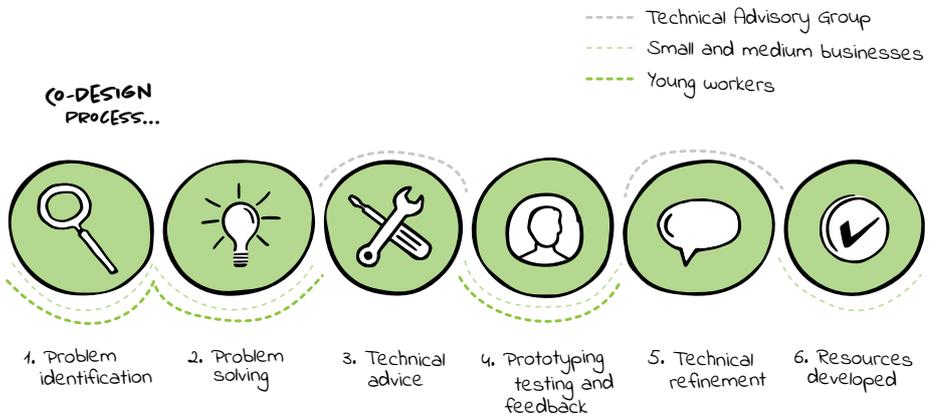
- co-design 1
- co-design 2

Co-design offers the space to continuously 'try, test and learn' based on lived experience. The tools and resources, developed and validated through the co-design, will be embedded into workplaces to achieve long-term policy, practice and culture change. Each of the three co-design cycles has six stages:

CO-DESIGN PROCESS...

- - - - Technical Advisory Group
- - - - Small and medium businesses
- - - - Young workers

1. Problem identification
2. Problem solving
3. Technical advice
4. Prototyping testing and feedback
5. Technical refinement
6. Resources developed

How?

The process

- co-design 1
- co-design 2

Co-Design 1

We commenced the process back in August 2019, with 18 Small/Medium employers selected from the GROW (G21 Region Opportunities for Work) initiative, exploring the barriers and enablers for mentally healthy workplaces. Through workshops and surveys, we found recurring themes: connection and trust; lack of time, resources and capacity of managers; complexity of policies and procedures; need for individualised solutions and empowering leadership; and overall lack of awareness and understanding.

Thanks to WorkSafe funding, we formalised the Learning Network, and held a workshop 1 March 2020, to explore short- and long-term solutions to these issues. Priority actions, selected via survey vote, showed we needed to start right at the beginning, with education. We needed to develop tools to normalise the discussion of mental health within the workplace and which ensured young people's voice is incorporated.

Thus the problem for Co-Design 1:
How do we normalise and create awareness of (youth) mental health in the workplace?

Supported by Management Governance Australia (MGA) as lead contractor, and BATForce as youth experts, we consulted with the Small/Medium businesses and Young Workers, across May-June 2020 to explore how to best engage and inform. We held multiple online workshops, individual phone conversations, as well as broader consultation with community services.

The first online tool developed for testing was titled *"How Safe is Your Workplace?"*. The tool's graphic flowcharts described scenarios from the workplace, with different pathways showing what might happen if… and audio stories from young people.

Feedback from the network and the young workers suggested we needed to focus more on the business case and the individualisation, and the updated tool put it bluntly:

"Invest in well-being, improve your productivity".

To support the Learning Network, we collated Trellos of existing online resources.

The Technical Advisory Group provided ongoing advice and references to evidence and practice-based research throughout the process.

MGA are currently finalising the standalone website (workcarefactor.com.au) for testing and trialling by businesses in 2021. The current version involves:

1. *Why invest in Mentally Healthy workplaces? – The Business Case*

2. *Graphic flowchart scenarios – What happens if? Best practice suggestions for supervisors*

3. *Audio stories – The ways young people feel unsafe in the workplace*

4. *Audio wall – Experiences of employers when they were young workers.*

How?

The process

- co-design 1
- co-design 2

Co-Design 2

The second co-design evolved directly from the first, beginning with online Learning Network workshops via MURAL, plus one to one consultations, in August 2020.

The Network employers (re)confirmed the following barriers: lack of time and resources, or support for implementation of policies and procedures; change being driven by compliance rather than values and care; poor communication, relationships and trust in the workplace. Young Workers revealed issues about lack of communication and investment in their wellbeing.

Out of this workshop we explored practical solutions including:

1. *Changing leadership, values/attitudes, and mentoring (behaviours)*

2. *HR supports, 'plug in' resources, key documents (resources).*

The question for Co-Design 2:

What tools and resources might help employers (and young workers) understand their roles and responsibilities in an accessible and understandable format? How might these tools impact on values and/or behaviours?

The expert team recruited by MGA created a range of tools, based on the workshops, that were tested in October-December 2020.

We heard from Young Workers (online workshops), had individual phone conversations with employers, and focus groups with community services. Through this highly collaborative process we have designed:

1. *10 'must have' policies for Mentally Healthy SME workplaces (all in plain language)*
   - Templates that can be plugged into existing systems,
   - Posters and shareable pictorial representations for reinforcement,
   - Simple self-audit tool.

2. *Tools to assist managers/supervisors have potentially sensitive conversations in the workplace:*
   - Scripts, tips and tricks for engaging with young workers,
   - Workplace initiatives for transition into work (e.g., implementing a robust workplace induction; using mentoring and coaching in the workplace).

3. *Common scenarios across the employee life cycle, to assist businesses and/or young people find and access available services (including identified 'google search' words to help locate what is needed online).*

The test website (workcarefactor.com.au) will incorporate all the tools and resources from Co-Designs 1 and 2 and is due for trialling in February 2021.
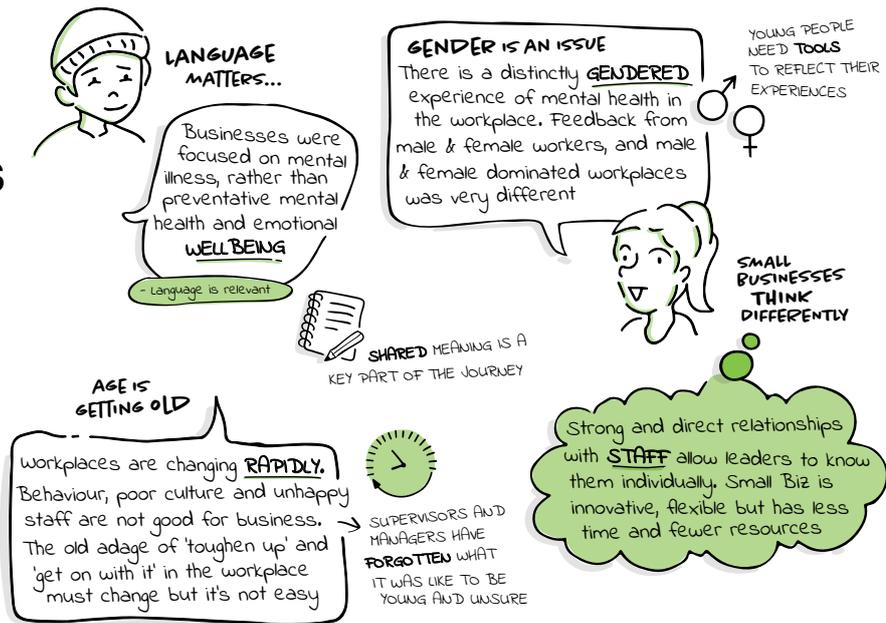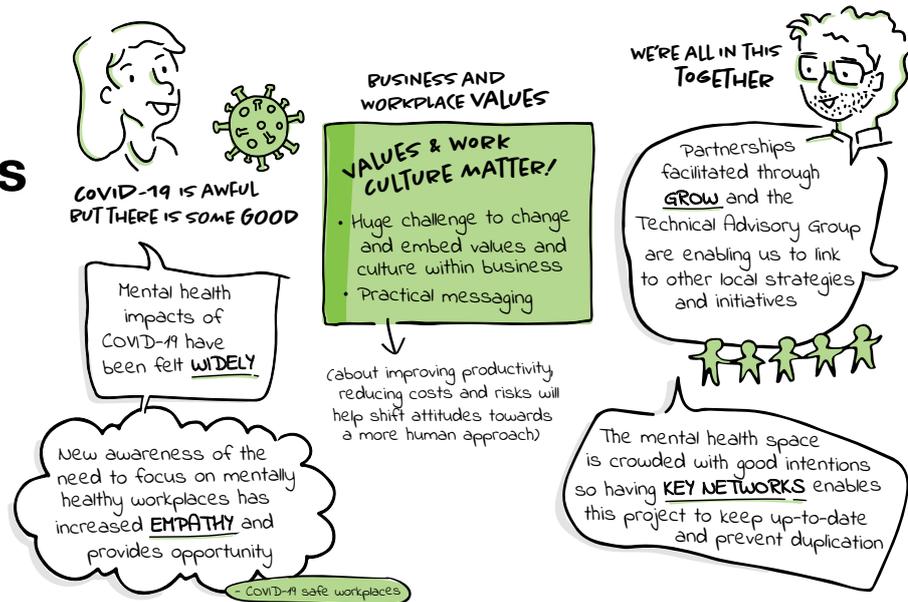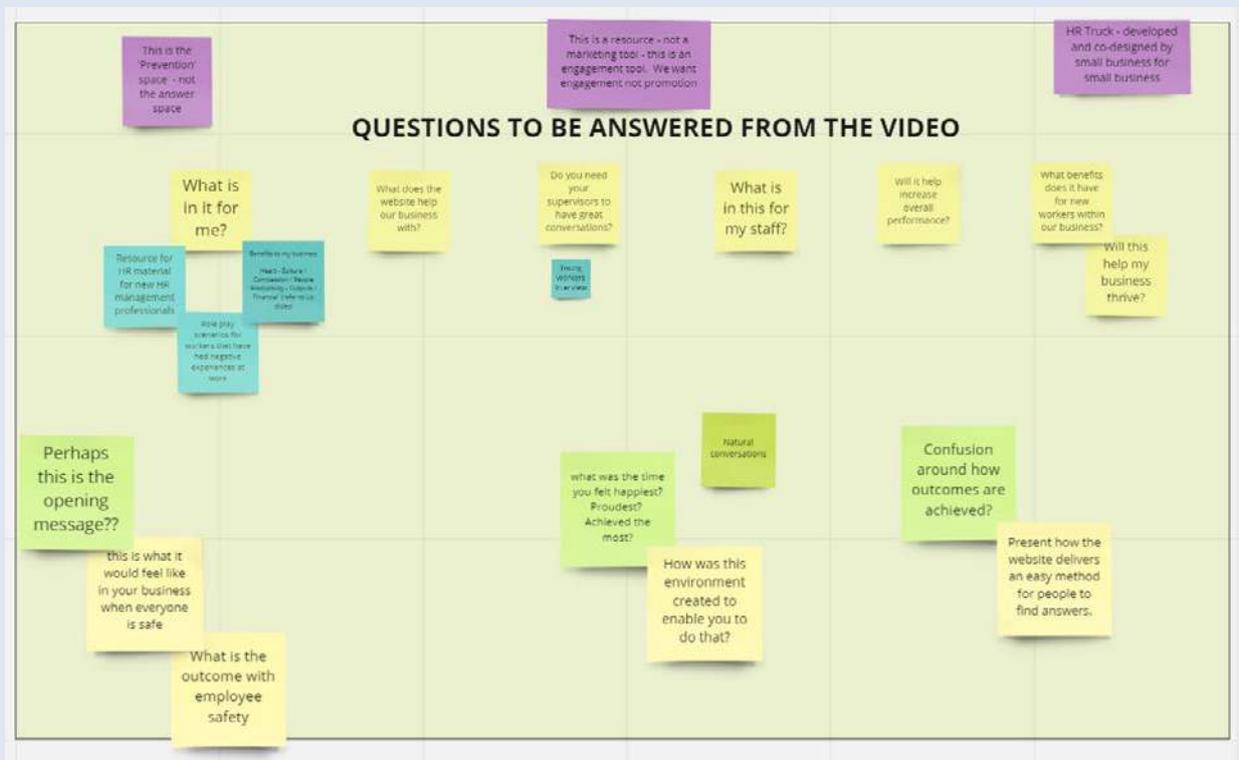
Appendix C — WorkCareFactor Video Brainstorm

Appendix D — WorkCareFactor Video Plan

Scene	Text (Voiceover)	Video content	Approx. length
1	What if employers were aware of what impacts the mental health of their young workers and if they had easy access to appropriate tools and resources?	• An employer is shown in the office looking at his employees wondering to have easy access to appropriate tools and resources.	10sec
2	What if employees had access to resources that are engaging and invested in the solutions for them in mind?	• Employees are shown to be working while the employer is shown in the offices. • The employees are shown to be wondering about the solution they have in mind.	8sec
3	WorkCareFactor is providing ~~literature,~~ real examples, documents, and policies to assist both the employee and employer.	• WorkCareFactor logo appears on the screen. • Literature documents and policies are shown with relevant animations.	6sec
4	Our goal is to ensure every business can provide a psychologically safe work environment for its people.	• A psychologically safe work environment for both employees and employers is shown.	7sec
5	Resources include: • Assisting managers ~~in acquiring knowledge about~~ to use contemporary policies,	• A bus is shown leaving the small office building with both employers and employees seated. • For each bullet point, the bus stops at a bus stop where the point is explained with relevant animations and a board for text.	3sec
6	• ~~Removing racism among employees to foster positive synergy,~~ Creating inclusive workplaces	• The bus stops at the next bus stop where the point is explained with relevant animations and a board for text.	3sec
7	• ~~Eliminating~~ How to address bullying among employees,	The bus stops at the next bus stop where the point is explained with relevant animations and a board for text.	2sec
8	• Teaching scenarios to handle typical issues in the workplace with a 5 step CLEAR model,	• The bus stops at the next bus stop where the point is explained with relevant animations and a board for text.	6sec

9	• Educating managers on how to support employee mental health issues,	• The bus stops at the next bus stop where the point is explained with relevant animations and a board for text.	4sec
10	• HR policies and starter guides that aid in the onboarding process of new employees.	• The bus stops at the next bus stop where the point is explained with relevant animations and a board for text.	6sec
11	• Improve conduct and behaviour ~~and conduct while~~ in the workplace	• The bus stops at the next bus stop where the point is explained with relevant animations and a board for text.	5sec
12	• Handling inappropriate workplace conversations and much more!	• The bus stops at the next bus stop where the point is explained with relevant animations and a board for text.	3sec
13	Everyone deserves to have a psychologically safe workplace.	• The bus reaches the last stop where a new well furnished and huge business building is shown, representing a better, safe, and more productive working environment.	3sec
14	Visit www.workcarefactor.com.au today.	• The screen turns blank. • The logo appears along with the website link and other relevant information.	1sec
TOTAL			66sec

WorkCareFactor

Hi *<Insert Contact Name Here>*

Our project team are participating in the Leaders for Geelong Program in partnership with the Committee for Geelong and BATForce on a community project promoting the WorkCareFactor website.

Our team has been championed with connecting Geelong based businesses to the WorkCareFactor website, a unique website providing resources for employees and young workers in the region. The premise – to ensure our young workers and their employers have access to resources that help to ensure psychologically safe work environments.

Click here to learn more.

https://www.youtube.com/watch?v=hY2nQ3qkeZI

We invite you (CLICKHERE) to join other local business at our 30-minute online presentation on **Tuesday the 22nd of February** at **11am.** The presentation will showcase the benefits of using the website in daily work. We would love to see you on the day, and as part of our Leaders for Geelong project, we are hoping to help more local businesses access and use this valuable tool to support everyone in your workplace.

Kind Regards,

Shannon Roberts, Karyn Mueller, Beth McClelland, Priscila Pettiford, Stephanie Davey (Leaders for Geelong participants)

WorkCareFactor was co-designed locally through funding from WorkSafe's Work Well Program to the Give Where You Live Foundation, supported by the following:

Website Technical Advisory Group	Deakin University
GForce	Northern Futures
Committee for Geelong	G21 Health & Wellbeing Pillar
Western Victoria Primary Health Network	BATForce
Give Where You Live Foundation	Geelong Region Learning & Employment Network

Appendix F — Seminar Presentation

COMMITTEE FOR GEELONG

ENGAGE & EMPOWER

A WORK SPACE SAFE SPACE *initiative*

Stephanie Davey
Shannon Roberts
Priscila Pettiford
Bethany McClelland
Karyn Mueller

batforce
BARWON ADOLESCENT TASK FORCE
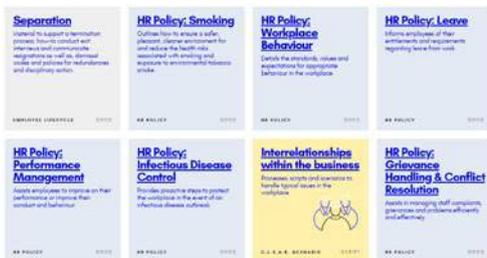
Leah Bartlett
Liz Everist

HR POLICIES

Workplace Policies Include;

- Code of Conduct
- Managing Leave
- Social Media
- Discipline & Termination

CLEAR SCENARIOS
- Processes
- Scripts

Project Roadmap

The following are the key initiatives and drivers we have considered for the project's success.
In order for completion

AGILE PROJECT MANAGEMENT TOOL

AGILE

01 Project Scope - refine and complete
02 Complete Project Plan
03 Review evaluation findings and engage with representatives from codesign process
04 Design engagement tool (video)
05 Design engagement plan for new SMBs
06 Engage 10-12 community SMB's
07 Provide recommendations from learnings for future engagement tools
08 Complete Report

Potential Project Hurdles
Green
1. Funding availability
2. Marketing resources
Yellow
1. Engagement and selection of SMB's
2. Language differential (mental health vs wellbeing)
3. Challenging SMB culture on interpretation of employee health
Red
1. Engagement process/plan/strategy design
2. Doing project in COVID environment

:) **Thankyou!**

We feel privileged to work on such an important topic. We all feel a flurry of emotions, but we all deserve to feel safe, empowered and respected in our workplace.

We believe we WILL help impact our workplace health and happiness.

COMMITTEE FOR
GEELONG
LEADERS FOR GEELONG