Healthy Heads Trucks & Sheds

Guidelines for Mental Health and Wellbeing Strategies

Industry-led, industry-specific guidelines for implementing better mental health and wellbeing strategies for road transport, warehousing and logistics workers.

2021 – 2024

Contents

How to use the Guidelines

These Guidelines were developed to support the evidence-based Industry Framework. This Framework was created to help create psychologically safe and thriving workplaces, for all businesses and industry partners within the road transport, warehousing and logistics industries.

The purpose of the Guidelines is to embed this Framework by providing a practical, how-to guide of the actions which create psychologically safe and thriving workplaces.

The goals of the Guidelines

– Take strategic action to address the risk factors and prevent harm, protect and support the mental health and wellbeing of our people.

– Provide workplaces with a tool to measure their performance on psychological safety.

– Provide practical step-by step guidance for workplaces to develop and implement a tailored action plan to improve their psychological safety and create a thriving workplace.

– Drive industry-wide change toward psychologically safe and thriving industries.

The support behind the Guidelines

– The collective insights and experiences of industry representatives and subject matter experts.

– Current research examining the risk factors for mental health in the industry.

– The evidence-based framework for creating psychologically safe and thriving workplaces, adopted to inform the Industry Framework outlined in this document.

How the Guidelines work

The actions recommended in the Guidelines are designed to implement and make operational the Industry Framework of preventing harm, protecting mental health and supporting recovery. These actions will guide workplaces in providing psychologically safe work practices. Users can easily access information on the action they can take in their role and how they can contribute to positive change.

The Guidelines are essentially an integrated approach of evidence-based strategies that focus on key actions.

1. **The support of healthy heads**

2. **Building healthier workplaces**

3. **Creating healthy cultures**

This approach acknowledges each workplace will be at different stages of psychological safety and have different needs. Workplaces can use the simple evidence-based four steps within these guidelines to see how they are positioned in their performance on psychological safety. They can then develop and implement a targeted action plan to improve their performance and build a psychologically safe and thriving workplace over time.

As part of good practice and understanding the challenges in our industry, the Guidelines should be read in conjunction with the Roadmap.

Who will benefit from the Guidelines?

The Guidelines are designed for current and future mental health champions to promote mental health and wellbeing and take the lead in driving changes in their workplace.

Everybody within the industry has an important role to play in taking action to create psychologically safe and thriving workplaces in our industry. Prioritising mental health is everybody's responsibility, and we can all lead the way in driving positive change.

It is essential all people work together to identify, plan, execute and review the implementation of key actions outlined in the Guidelines.

in our workplaces.

by our people leaders.

for our workforce.

Benefits for the industry

Health and wellbeing must be a priority for road transport, warehousing and logistics people to work their best, be their best and contribute to the success of the industry.

Taking action will be good for you, good for your people leaders, good for the people in your workforce and ultimately good for business.

The benefits of creating a psychologically safe and thriving workplace are extensive, and can be observed in your people in the following areas:

- Improved workforce productivity
- Increased workforce engagement and morale
- Greater loyalty within the workforce
- Becoming an employer of choice
- Reduced workplace costs associated with:
  • absenteeism and turnover
  • workers' compensation claims and premiums
  • fines for breaches of health and safety laws
  • discrimination claims

Definition of Guidelines terms

Blended learning

Blended learning combines teaching and learning methods from face-to-face, mobile and online learning, and includes elements of both concurrent and stand-alone online learning options.

Continuous improvement

Continuous improvement is an ongoing effort to improve products, services or processes. It is where processes are constantly evaluated and improved in light of their efficiency, effectiveness and flexibility to ensure they are constantly getting better.[1]

Employee assistance program

This is a confidential, external counselling service offered to staff. Employee assistance programs (EAPs) aim to assist with the early detection and management of work and/or personal issues, including mental health conditions, which may impact on a worker's performance or wellbeing. [1]

Integrated approach

The term 'integrated approach' defines three co-dependent actions that protect, promote and support the mental health and wellbeing challenges regardless of their cause, to create psychologically safe and thriving workplaces.

Mental health concern

A mental health concern interferes with how a person thinks, feel and behaves. However, these impacts are typically less severe and of a shorter duration when compared to a person who has been diagnosed with a mental health condition. If it's not effectively dealt with, a mental health concern may develop into a mental health condition.

Mental health condition

A mental health condition significantly affects how a person thinks, feels and behaves. It is diagnosed by a health professional and can also be referred to as a "mental illness" or "mental disorder". While the impact on the person's capacity to function can range from moderate to severe, a mental health condition can be successfully managed with the right treatment and support.

Mental health stigma

The term "stigma" is associated with being "different". The World Health Organization (2001) defines stigma as: "A mark of shame, disgrace or disapproval which results in a person being rejected, discriminated against and excluded from participating in a number of different areas of society".[2] For the purpose of this document, the term "mental health" stigma refers to the stigma associated with mental health concerns or conditions.[1]

Mental health

The World Health Organization (WHO) defines mental health as: "A state of wellbeing in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community".[3]

Peer support program

For the purposes of this document, a peer support program refers to a formalised program or structure which enables and provides access to peer support in the workplace.[1]

Protective factors

Protective factors are discussed in relation to positive behaviors and strategies. They include workplace or individual characteristics that are associated with a lower likelihood of negative outcomes, or that reduce the impact of risk factors.

Psychological first aid

Psychological first aid (PFA) is a supportive and practical response to fellow human beings who have recently been exposed to a critical incident or potentially traumatic event, and may need support. Those affected can experience a range of early reactions (physical, psychological, emotional and behavioural), impacting their ability to cope. PFA can be applied in the workplace and can assist

people to cope by identifying their needs, increasing their sense of safety, connectedness and calm, and linking to further specialised help if required.

Psychologically safe and thriving workplace

This means a workplace which takes a systemic and integrated approach to supporting mental health positively and seeks to create an environment where the mental health and wellbeing of all workers is prioritised and cared for. Psychologically safe and thriving workplaces move beyond awareness of mental health and simply adhering to work health and safety laws, which state the requirement to prevent and manage mental health conditions where practicable.

Reasonable adjustments

Reasonable adjustments are changes to a job role or workplace that help someone with a mental health condition to continue working, or return to the workplace if they have taken time off. Under the *Disability*

Discrimination Act 1992, employers must make reasonable adjustments to support people with a disability or a mental health condition, provided the person is able to fulfil the core requirements of the job.[1]

Return to work

Return to work (RTW) refers to helping workers with injuries recover and get back to work. Legislation in this area provides for the safe and durable return to work of workers with injuries as early as possible, and consideration of their injury. Return to work support should occur for workers suffering any illness, injury or disability, including mental health conditions, both compensable and non-compensable.[4]

Risk factors

Risk factors include workplace or individual characteristics that are associated with negative outcomes on the mental health and wellbeing of workers in the road transport, warehousing and logistics industries.

Team culture

A team culture is made up of the values, beliefs, attitudes and behaviours shared by a team. It is how people work together towards a common goal and how they treat each other. Team culture is influenced by the overall workplace culture.

Thriving

Thriving represents a vision to influence movement along the continuum, where workers are engaged, productive and in a personal state of optimal mental health, as described in the WHO's definition of "mental health".

Creating a psychologically safe and thriving workplace involves implementing targeted and integrated workplace solutions that prevent harm whilst protecting and supporting the mental health and wellbeing of workers.

Treatment

Treatment is an intervention delivered by a mental health professional to assist someone with a mental health condition. Treatment can take many forms, including psychological and/or medical, and exists alongside workplace support and personal coping strategies.

Wellbeing

A state of wellbeing is not just the absence of injury or illness, but is a holistic combination of factors which contribute to a person's overall happiness and capacity to flourish. Wellbeing is generally recognised as being made up of our mental health, social health and physical health.

Workplace culture

Workplace culture is a system of shared assumptions, values and beliefs, which influences and is influenced by how people behave in workplaces. Often known as "the way things are done around here".[1]

Why does our industry need these Guidelines?

There is growing evidence an increased focus on mental health and wellbeing is required in the road transport, warehousing and logistics industries.

In 2020, SuperFriend released their Indicators of a Thriving Workplace Survey. This report compared the perceptions of employees in the transport, postal and warehousing industries against other sectors.[5]

– The transport, postal and warehousing industries received the lowest overall thriving workplace index score of any sector.

– Employees in the transport, postal and warehousing industries reported feeling the least connected of any sector.

> **The transport, postal and warehousing industries received the lowest overall thriving workplace index score of any sector.**

Workers' compensation claim data tells a story of real concern in our industries. *The Work-Related Mental Disorders Profile* published by Safe Work Australia in 2015 identified the transport and logistics industries as having one of the highest rates of claims for work-related mental disorders.[6]

Approximately one in five Australians will experience a diagnosable mental health condition each year.[7]

It is estimated at least nine Australians die from suicide every day,[19] and 70% of them are men. This statistic must be addressed in all male-dominated[8] industries, such as ours.

A retrospective study by Deakin University showed that between 2001 and 2010, suicide rates among road and rail drivers in Australia were significantly higher when compared to the general population.[9] Analysis by the Coroners Court of Victoria showed truck drivers had the highest number of suicides out of any other profession between 2008 and 2014.[10]

> **Truck drivers had the highest number of suicides of any profession between 2008 and 2014.**

To instigate genuine change, the road transport, warehousing and logistics industries need to work together as one. Shared responsibility and committed collaboration are critical to establishing a psychologically safe solution.

The risks motivating this action

The Guidelines prioritise the risk factors that directly impact mental health and wellbeing. While some risk factors are more applicable to truck drivers, many also impact workers in warehousing and logistics.

Trauma and critical incidents

The exposure to trauma as a result of critical incidents in workplaces is a significant risk factor in the road transport, warehousing and logistics industries.

A comprehensive three-year Driving Health study conducted by Monash University examined 12 years of data pertaining to the road transport industries. Published research findings in 2018 included the following:

– **truck drivers had a 13-fold higher risk of dying at work than other Australian employees**[11]

– over 120,000 injury and fatality claims were accepted between 2004–2015[11]

– the rate of workers' compensation claims made by truck drivers was found 70.3 per 1000 employees per year, compared to a rate of 21.2 for all other employees.[12]

From a mental health perspective, the prevalence of depression among truck drivers appears to be higher than the general population.[13]

The potential consequences of mental health conditions and road accidents is clear, with one study reporting long-distance heavy-vehicle drivers with a diagnosis of depression were over six times more likely to be involved in a crash than those without depression.[14]

In warehousing and logistics environments, the use of heavy machinery by transporters and the movement of heavy pallets by operators increases the prevalence of "near misses" and accidents. Despite continuous safety improvements in warehousing environments, serious accidents and injuries do occur in workplaces, and can lead to trauma in victims and witnesses.

46% of all claims for mental health conditions in the transport, postal and warehousing industries were due to "vehicle incidents".[6]

Long hours, shift work and fatigue

The impact of long hours and shift work is common across most driving and warehousing roles, especially during peak periods when the pressure to meet deadlines increases.

It's inevitable the disruption to sleep patterns and the resultant fatigue will negatively affect the mental health and wellbeing of workers in the industries.

Chronic sleep problems and chronic fatigue or low energy are among the most commonly reported wellbeing issues in truck drivers.[15] High levels of fatigue in warehousing and logistics roles are due to many factors such as long hours, shift work, rotating rosters and the prolonged concentration required to manage high-volume movements.

High job demands

High job demands and low job control are known risk factors that can have a significant impact on the mental health of employees, especially those in the front line. It's common for shift workers to have little control over their working hours. Work deadlines and allocated time slots mean drivers also have limited choices in this area.

When combined with high job demands, low job control can further compound the negative impact on mental health.

Isolation and social disconnection

A significant proportion of workers within the industry work remotely and can be isolated in their roles. Shift work also leads to minimal contact with colleagues and families for extended periods.

Loneliness and depression are among the most common concerns reported by drivers.[15]

Peak periods for the industries typically occur at times when others are taking holiday leave, which can create a further sense of disconnection from friendship groups and loved ones. In The Driving Health qualitative study, long-haul truck drivers consistently reported that previous relationship breakdowns were due to long periods of time away from their spouses and families.[16]

Isolation and social disconnection can have a significant impact on the mental health as well as the social health of employees, therefore creating a broader wellbeing concern.

Gambling addiction and excessive behaviours

Excessive gambling and substance use can be considered impacts of poor mental health, as well as risk factors for mental health conditions and other health problems.

A survey found drivers experiencing symptoms of depression and anxiety were 27% more likely to abuse substances.[10]

Drivers were two to three times more likely to report using stimulant drugs when paid on a payment-by-results or contingency-payment basis.[17]

The financial pressures in both road transport and warehousing roles may also lead to problem gambling. The ease of access to gambling through mobile phone technology while working in isolated environments can contribute to the issue.

Third-party workforce arrangements

Contract work arrangements, such as those through third-party contractors, are commonplace in the industry. Consequently, part of the industry workforce is transient. Whilst benefits to the industries exist for workplaces and workforce alike, there continues to be some challenges to providing a consistent and at times equitable experience for all workers in the industry.

Specifically, the varying nature of contractor and casual work contracts across industry workplaces can limit opportunities to access mental health and wellbeing-related resources – due to the entitlements offered in the temporary work arrangements by their contracting workplace.

This reflects differences in worker-related entitlements across pay, non-monetary and other reward and recognition areas offered to contract and temporary workforces, when compared to their permanent and salaried counterparts.

These differences not only prevent this section of the workforce from possibly accessing needed supports in relation to mental health and wellbeing, but can negatively impact general workplace experiences where this may contribute to mental health and wellbeing challenges.

Mental health stigma

It is important to recognise the culture of stigma surrounding mental health in the road transport, warehousing and logistics industries. It means those within our male-dominated industries are less likely to utilise existing mental health and wellbeing services and resources.

The low likelihood of the workforce voicing concerns and seeking help is a significant contributor to mental health and suicide statistics.

Everyone will benefit from change

The evidence demonstrates the risk factors outlined here have a considerable impact on the road transport, warehousing and logistics industries, and that there is a clear need for action.

The Guidelines aim to address this through an evidence-based framework and a set of workplace strategies. These are designed to support all people within the road transport, warehousing and logistics industries, ultimately creating psychologically safe and thriving workplaces. Taking action will be good for everyone and good for business.

What is a psychologically safe and thriving workplace?

Psychologically safe and thriving workplace

Prioritising the wellbeing of all workers

This means a workplace which takes a systemic and integrated approach to supporting mental health positively and seeks to create an environment where the mental health and wellbeing of all workers is prioritised and cared for.

Psychologically safe and thriving workplaces move beyond awareness of mental health and simply adhering to work health and safety laws, which state the requirement to prevent and manage mental health conditions where practicable.

A psychologically safe and thriving workplace promotes mental health and wellbeing. It supports those who already experience positive mental health, and contributes to stopping or lessening movement along the mental health continuum.

Understanding mental health

It is important to better understand and define mental health at the individual level. Historically, the stigma around mental health in part stems from the negative perceptions associated with the term. In fact, mental health is something that we all possess and by definition is a positive attribute where a person is thriving.

Mental health is fluid and influenced by a range of personal and work-related challenges, events and circumstances.

These can be termed mental health risk factors, and the person's ability to recognise, manage and cope with these risk factors will also influence their mental health. Importantly, workplace and personal factors impact each other, which requires all workplaces to identify the strategies and action that will best support their people.

The mental health continuum

> *Thriving represents a vision to influence movement along the continuum, where workers are engaged, productive and in a personal state of optimal mental health.*

Mental health

The World Health Organization (WHO) defines mental health as: "A state of wellbeing in which the individual realises his or her own abilities, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to his or her community".

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THRIVING   **UNWELL**

Optimal mental health	Mental health concern	Mental health condition
Positive and healthy functioning at work and home	Mild or temporary impact on functioning at work and home	Moderate to severe impact on daily functioning at work and home

How do we get there?

The Framework

Prevention. Protection. Support.

To guide the development towards psychologically safe and thriving workplaces in the road transport, warehousing and logistics industries, Healthy Heads in Trucks & Sheds has adopted the framework created by Safe Work Australia.[18]

The Framework, developed to improve psychological health and safety in Australian workplaces, is built around the components of preventing harm, intervening early and supporting recovery.

The Guidelines represent an integrated and evidence-based approach to creating psychologically safe and thriving workplaces. They hope to ensure the industry moves beyond the compliance, duties and obligations of work health and safety laws.

By applying this framework, our industry is well positioned to ensure these Guidelines assist all people in the industry to create psychologically safe and thriving workplaces.

Prevention

Protection

Support

Proactively prevent or reduce the impact of mental health and wellbeing risk factors.

Enhance employee strengths and capabilities, and encourage early help-seeking behaviour.

Positively support and manage all mental health and wellbeing concerns, regardless of their cause.

Driving industry change. We all have a role.

Achieving a psychologically safe and thriving workplace involves the collaborative efforts of everyone within the road transport, warehousing and logistics industry Everyone has a responsibility irrespective of their position or role within the workplace.

The Guidelines are a call to action to implement and establish, through each of the seven workplace strategies, psychological safety and wellbeing. The following is an outline of who is responsible and what to concentrate on.

In our workplaces

Who you are

Executive Leaders and Mental Health subject matter experts involved in policy development, Governance and training within workplaces such as People and Culture, Health Safety and Risk and Wellbeing.

Regular communication

Your people need to know what changes are happening, and how their roles contribute to strengthen the adoption of strategies and initiatives. [1] Provide open, honest regular communication and consultation to break down stigma associated with mental health, and increase promotion of good mental health practices.

Our people leaders

Who you are

All Team Leaders, Supervisors and Managers across all divisions, in permanent or acting roles; including leaders who have a management position title and/or any formal supervisory or management responsibilities and to managers who do not have direct reports.

Visible and active commitment to mental health.

Offer leadership support to positively influence workplace culture. Aim to permanently establish the psychological safety practices and role modelling behaviours that create positive change for the workforce. People Leaders are best positioned to influence everyone's experiences and ensure their activities align with the policies and practices of the business strategy. [1]

For our workforce

Who you are

All people working in and supporting the road transport, warehousing and logistics industry have a responsibility to continually improve mental health and psychological safety within their workplace. Everyone is a leader in this area and that includes all employment types, from permanent full time, to part time and casual.

Ongoing meaningful participation.

Enhance the participation in policies and practices by identifying mental health champions and encourage people to have a voice and give feedback.

Applying the seven workplace strategies

A workplace integrated action approach.

The following guidelines outline a practical way to implement the actions which will create and cultivate a psychologically safe and thriving workplace. These actions, within the seven workplace strategies, put into operation the evidence-based integrated approach of the industry framework of prevention, protection and support.

The guidelines will support you to:

1. Understand how to implement psychological safety in your workplace and address industry risk factors

2. Assess the current state of your workplace maturity to identify needs and focus areas

3. Understand the actions you need to take to improve workplace maturity and create a future thriving workplace state.

Every workplace is different. Consider your size, location, workplace structure, the specific industry risk factors and issues you face and the needs of your people. This will help you develop high impact, high risk priorities which will influence what your future thriving workplace will look like. [1]

Your workplace may already have a psychological safety, mental health or wellbeing plan in place, and a number of related actions underway. If this is the case, the guidelines can be used to complement these existing activities by identifying any gaps to strengthen the support for your people.

Small businesses and owner-operators, who may be just starting the journey towards psychological safety, can start small and build maturity over time. If you don't have the resources to undertake multiple actions, you can start with low resource, high impact priorities across the 7 workplace strategies, and build your plan from there.

Tips for SMB

If you are a small business, refer to the SMB checklist on page 81 to help you identify and prioritise high-impact and high-risk focus areas for your workplace.

Assessing your workplace actions against the seven workplace strategies

To understand the current state of your workplace, the guidelines provide specific actions that contribute to supporting you in creating a psychologically safe and thriving workforce.

In order to assess your workplace, please review each set of strategic actions and tick if you feel your workplace has this action in place. If you do not, then leave the box blank.

Prevention	Protection	Support

Build leadership capability

Develop the confidence and capability of people leaders to assist in creating psychologically safe and thriving workplaces.

Leaders set the standard in the workplace. Provide your leaders with appropriate mental health training and support to increase their confidence around the issues. This will help create a workplace culture where employees feel psychologically safe and empowered to look after their own mental health. Everything happens from the top down.

The benefits

Prioritising leadership capability in the area of mental health and wellbeing drives and creates significant impacts on each of the remaining strategies in the workplace .

Building leadership capability will have a bearing on workplace cultures and reduce mental health stigma. This improves the mental health and wellbeing, productivity, engagement and morale of workers.

"

The role of a leader in creating a mentally healthy workplace is to promote awareness and importantly to promote a culture that allows people to take the steps they need to stay mentally healthy.

Dr Andrew Wilson, Group Executive – Healthcare and Strategy Medibank

Workplace Executives, senior leaders, people & culture, health, safety & wellbeing.   *Build leadership capability*

Leadership commitment and engagement

The actions

Gain a commitment from all leaders to prioritise and support the mental health of their people.

Establish clear expectations for leader roles in creating a psychologically safe and thriving workplace:

Ensure all leaders support the mental health of their people with the same attention they give to physical health and safety.

Establish compliance with relevant legislative requirements such as the Work Health Safety Act, Equal Opportunity Act, Privacy Act, Anti-Discrimination Act.

Encourage leaders to prioritise the mental health and wellbeing of their people by making reasonable adjustments to duties where needed.

Develop clear roles and responsibilities for all leaders in position descriptions, performance management and development plans (where applicable), and ensure mental health is a focus in their performance and promotion evaluations.

Recruit leaders based on both their people leadership capability as much as their technical and operational skills and knowledge.

Make people and communication skills a key requirement of recruitment, e.g. emotional intelligence or people-related skills such as "having good conversations".

Training and support

The actions

Provide targeted education, training and support programs for leaders in mental health, wellbeing and broader leadership capability skills.

Provide tailored leadership mental health and wellbeing training and support programs that meet the following requirements:

Contains content specific to the unique needs of industry requirements, the workplace and the specific job demands of both leaders and frontline workers.

Embeds the industry Framework (prevention, protection and support).

Provides practical information which can be applied by leaders within the context of their own positions.

Involves leaders in case scenarios, activities and skills to address the key industry risk factors. These could include responding to critical incidents, workload management, suicide awareness and response to creating a connected workforce.

Embed behaviour change practice through follow-up coaching sessions or the establishment of "champions" within the workplace.

Take training into areas of broader leadership capability training, e.g. having effective conversations, giving feedback, managing performance for success.

Workplace

Build leadership capability

Tools, resources and support services

The actions

Complement leadership training programs and provide ongoing support.

Provide the appropriate tools and resources to help people leaders engage with their teams effectively on issues relating to mental health and wellbeing using blended learning approaches that maximise leaders' confidence and capability.

Support leaders through various challenges and uncertainties by providing support resources and options, including:

people and culture or hr business partners

health and safety specialists

injury management specialists

employee assistance programs and manager support programs

HHTS, Beyond Blue, Black Dog Institute.

Resources for people leaders need to cover the following topics:

Holding regular supportive conversations with workers about their mental health and wellbeing.

Connecting with workers at an individual and team level to promote and encourage seeking help early.

Having conversations around the personal and work-related risk factors, e.g. fatigue, high job demands, critical incidents, suicide awareness, isolation and connection.

Proactively managing the performance of teams and people for success.

Making reasonable adjustments to support workers' mental health, wellbeing and return to work.

People leaders All team leaders, supervisors and managers. *Build leadership capability*

Demonstrate commitment to mental health and wellbeing

The actions

Lead by example and set the standard by prioritising and supporting the mental health and wellbeing of your people.

Apply the following four principles to lead by example and set the standard for behaviour:

Lead with care and compassion

Check in with your people and give them a voice. Create a culture of civility and respect by being responsive to their needs and supporting their interests.

Be transparent in your interactions

Manage privacy and sensitive matters respectfully. Understand your role and responsibility as a leader, and your legislative and duty of care requirements.

Connect and get to know your people

Have regular one-on-one meetings to build a positive relationship with your people. This will help you understand their needs, resolve issues early and offer help and support if they are experiencing any mental health and wellbeing concerns.

Identify observable changes in behaviour

Be aware of the signs and symptoms of mental health and wellbeing concerns. Get to know your people's usual behaviour so you can identify changes early and provide support.

Be clear on the expectations of your role in creating a psychologically safe and thriving workforce.

Ensure you prioritise and support the mental health of your people with the same attention you give to physical health and safety.

Comply with relevant legislative requirements such as the Work Health Safety Act, Equal Opportunity Act, Privacy Act, Anti-Discrimination Act.

Prioritise the mental health of your people by making reasonable adjustments to duties when required.

Develop clear roles and responsibilities for all your people in position descriptions, performance management and development plans (where applicable), and ensure mental health and wellbeing is a focus in their performance evaluations.

Avoid recruiting solely based on technical and operational skill and knowledge.

Make people and communication skills a key requirement of recruitment, e.g. emotional intelligence – supporting the quality of interpersonal relationships and increasing quality conversations in mental health and wellbeing.

People leaders   *Build leadership capability*

Embed mental health and wellbeing training and support

The actions

Apply training skills to industry specific risks.

Consult with your people to understand their specific job demands and unique need. Consider how the workplace and Industry Risk Factors impact them.

Practise skills in effectively responding to trauma and critical incidents by demonstrating care and compassion in your conversations.

Promote the resources and support programs.

Identify and establish mental health and wellbeing champions

Encourage healthy and appropriate workplace behaviours and support within your teams. Ensure ongoing commitment and follow up to improve mental health and wellbeing across the workforce.

Encourage mental health and wellbeing related behavioural change

Develop your skills in decision-making around risk factors for Industries.

Tailor workplace strategies and people initiatives to align with the Industry Framework of prevention, protection and support.

Implement tools, resources & support services

The actions

Embed training to support your people

Implement and communicate mental health and wellbeing tools and resources.

Have a conversation with anyone who is struggling with high job demands and exhibiting signs of a mental health concern or condition. It can make a big difference.

Give feedback, coach on performance and support

Monitor and coach on the job performance, give feedback and provide your people with flexible work arrangements where appropriate.

Focus on support for mental health concerns or conditions to facilitate return to work.

Discuss and promote the importance of mental health and wellbeing

Support your people by connecting your team with tools and resources available. Role model healthy and appropriate workplace behaviours.

Workforce All people working in and supporting the road transport, warehousing and logistics industry.   *Build leadership capability*

Make mental health and wellbeing a priority

The actions

Show care and compassion towards your co-workers by checking in and asking if they are okay. Treat mental health as you would physical health.

Be transparent in your interactions with others and support mental health legislative requirements, policies and initiatives.

Get to know your co-workers and allow safe and open communication.

Notice any changes in behaviour and support your co-workers in getting help if they need it.

Participate in mental health and wellbeing training and support resources

The actions

Provide honest and constructive feedback to your People leader

This allows any workplace issues impacting your work or psychological safety to be addressed.

Be a mental health and wellbeing champion

Take care of your own psychological health and safety. Demonstrate support to co-workers and help to create an environment where others feel valued and listened to.

Engage and participate in behaviour change

Contribute to creating a psychologically safe and thriving culture by participating in training to address mental health and industry risk factors.

Demonstrate healthy and appropriate workplace behaviours.

CASE STUDY

Making a commitment to treat mental health the same as physical health was a quick win to reduce stigma in our workplace. We put posters up in the break room to remind us to think about mental health and support workers in the same way we would if they had a physical injury. If one of our workers was injured from a heavy equipment accident, we wouldn't ignore it or let them struggle if they said they were okay, and we should be able to talk about mental health problems in the same way.

Stephen, Warehousing Supervisor.

Workforce

Build leadership capability

Use tools, resources and support services

The actions

Use and promote resources and supports

Seek access to and use mental health tools and resources.

Demonstrate and support the healthy and appropriate values and behaviours that align with your workplace and the broader industries Framework of prevention, protection and support.

Transfer industry knowledge from old heads to new heads:

Improve the culture of the industry for all people by having supportive conversations with your co-workers.

Transfer your knowledge, resources and supports, especially to those who may be new or employed on a casual basis. If one of your co-workers looks like they are struggling with their mental health, have a conversation with them. It could make a big difference.

Tips for SMB

– Show visible and active commitment from people leaders to mental health.

– Lead with care and compassion, and get to know your people.

– Meet compliance with relevant legislative requirements.

– Treat mental health the same as physical health.

Self assessment notes
Build leadership capability

Now that you have completed your workplace assessment of this strategy, you can use the following planner below to identify your key challenges (actions that you need to focus on), strengths (actions you established or implemented) and top three future priorities (actions that will make the biggest positive impact) for your workplace to consider when "taking action" – See Action plan at the end of this document.

	Strengths	Key challenges	Top three future priorities
Workplace Executives, senior leaders, people & culture, health, safety & wellbeing.			1. 2. 3.
People leaders All team leaders, supervisors and managers.			1. 2. 3.
Workforce All people working in and supporting the road transport, warehousing and logistics industries.			1. 2. 3.

Prevention	Protection	Support

Increase awareness

Increase awareness of mental health and strategies to facilitate positive coping, with the aim of reducing stigma and promoting positive mental health practices.

Awareness of mental health and wellbeing contributes to all the strategic actions described to date. It requires us to be aware and accepting of mental health, and to recognise the importance of prevention, protection and supporting recovery in our workplaces. Nothing can be addressed without awareness.

The benefits

Increasing awareness is one of the first ingredients required in reducing the mental health stigma in the road transport, warehousing and logistics industries.

For people leaders, increasing awareness of mental health leads to improved confidence and capability to support others, which in turn leads to positive behaviour change.

For the workforce, increasing awareness of our own mental health leads to improved coping mechanisms and willingness to seek help, particularly if positive attitudes have been role-modelled by people leaders and the broader workplace.

Workplace Executives, senior leaders, people & culture, health, safety & wellbeing.

Increase awareness

Mental health awareness programs and resources

The actions

Provide programs and resources that increase awareness of mental health, reduce mental health stigma, develop coping mechanisms and encourage seeking help.

Continually improve awareness training programs, tools and resources by evaluating their suitability and accessibility.

Communicate expectations for people leaders to take an active role in promoting mental health and wellbeing awareness programs within their teams.

Provide people leaders with the operational support that will enable them to promote and support engagement in mental health and wellbeing awareness initiatives and programs.

Encourage the workforce to attend and engage in the mental health and wellbeing programs offered.

Collaborate with them to identify specific training and education needs based on job roles, working environments and known risk factors for mental health and wellbeing.

Provide targeted training and education programs where required.

Regularly review the uptake and feedback of existing programs and initiatives:

Consistently progress the methods of mental health promotion including the digital capability of programs and initiatives.

Ensure all of your people, including remote and third-party workers have the opportunity to participate.

Establish mental health awareness programs that address the industry risk and protective factors. Program topics should include:

Understanding the prevalence of mental health conditions, including substance use and suicide awareness with industries specific references.

Developing skills around effective and supportive conversations about risk factors for industies, mental health and wellbeing.

Understanding the legislative requirements to ensure a healthy and safe workplace.

Identifying personal and work-related specific risk factors for mental health and wellbeing.

Improving stress coping mechanisms to look after one's mental health and wellbeing.

Recognising common signs and symptoms of mental health concerns, and the importance of seeking early help.

Becoming familiar with the workplace and external community resources and support services available.

People leaders All team leaders, supervisors and managers.   *Increase awareness*

Embed mental health and wellbeing awareness programs and resources

The actions

Develop practices and behaviours that create a psychologically safe and thriving workplace, and coach your people in these practices through mental health awareness.

Understand, implement and set the standard on healthy and appropriate workplace behaviours when you communicate with your team.

Mental health awareness or tailored training programs should include:

Understanding the prevalence of mental health conditions, including substance use, and suicide awareness.

Understanding the legislative requirements to ensure a healthy and safe workplace.

Understanding common signs and symptoms of mental health concerns, and the importance of early help-seeking behaviours

Understanding and identifying personal and job-specific risk factors for mental health, e.g. fatigue, exposure to potentially traumatic events, isolation, etc. (Refer to the industry specific factors).

Improving coping mechanisms to look after one's mental health and wellbeing.

Understanding internal and external workplace resources and support services available.

Review and improve mental health awareness and wellbeing programs and resources

The actions

Continually consult with your people to gain feedback on the suitability and accessibility of mental health and wellbeing awareness training programs, tools and resources.

Seek feedback on the operational implementation of programs and resources:

Demonstrate trust, care and compassion in supporting and promoting the mental health and wellbeing of your people.

Make a visible, active commitment to mental health and wellbeing.

Drive practices which create a psychologically safe and thriving workplace culture.

Review participation rates and feedback for existing programs and initiatives:

Improve the methods of promotion and the digital capability of programs and initiatives to ensure everyone, including remote workers, can participate.

People leaders

Increase awareness

Establish practices that set the standards of expectations

The actions

Practice behaviours that create and embed a psychologically safe and thriving workplace culture. Ensure you take an active role in promoting mental health and wellbeing awareness programs within your teams and support your people to attend.

Request operational support for you to promote and support participation in mental health awareness and wellbeing initiatives and programs.

Attend wellbeing training programs and initiatives, and provide feedback on benefits gained at a team and/or individual level.

Encourage attendance at wellbeing training programs and engagement in other wellbeing initiatives, and offer operational or practical support to allow participation where possible.

Communicate with your next level people leader or People and Culture to provide feedback on the accessibility of training programs and initiatives.

Establish expectations for your people

The actions

Ensure everyone understands the importance of attending and participating in mental health and wellbeing programs.

Collaborate with your people to identify specific training and education needs based on job roles, working environments and known risk factors for mental health and wellbeing.

Provide targeted training and education programs where required (see the Build resilience and coping skills workplace strategy for further examples).

Encourage self-development on wellbeing topics of interest as a component of employee performance review and development plans.

Seek feedback from workers on the wellbeing programs and initiatives they believe will benefit them.

Ensure everyone understands and complies to the legislative requirements, and other relevant policies and procedures.

Check your people understand mental health and can contribute to the healthy and appropriate workplace behaviours that reduce stigma, promote coping skills and normalise help-seeking behaviours.

Review mental health and wellbeing awareness in staff development and active engagement encouraged through initiatives such as R U OK? and World Mental Health Day.

Workforce   All people working in and supporting the road transport, warehousing and logistics industry.

Increase awareness

Participate in mental health and wellbeing awareness programs and resources

The actions

Everyone who works in our industry must understand and participate in mental health awareness and wellbeing programs to reduce stigma and contribute to creating psychologically safe and thriving workplaces.

Collaborate with people leaders to engage in effective practices and behaviours.

Take part in in creating psychologically safe and thriving workplaces

The actions

Encourage mental health and wellbeing initiatives by sharing information with your co-workers and encourage participation.

Participate in wellbeing training programs wherever possible and provide feedback of the benefits to your team.

Provide feedback to your people leader about wellbeing programs and initiatives which you believe will benefit you and your team.

Recognise common signs and symptoms of mental health concerns and the importance of early help-seeking behaviours.

Communicate with your people leader or workplace representative. Make them aware of the accessibility of training programs and initiatives, particularly if you are facing challenges around participating in them.

Understand and identify personal and job-specific risk factors for your mental health and wellbeing.

Improve coping mechanisms to look after your mental health and wellbeing.

Become aware of mental health and wellbeing training programs, resources and support services available.

Contribute to and establish expectations of your co-workers

The actions

Help make sure everyone takes an active role in promoting mental health awareness programs.

Contribute to the operational support required to implement that support and participation.

Play a role in helping co-workers understand the importance of attending and participating in the mental health programs that are available.

Workforce

Increase awareness

Contribute to the development of mental health awareness programs and resources

The actions

As frontline workers, you can offer valuable information to your people leaders regarding job demands and the operational effectiveness of these programs. This will help them to:

Continually review the uptake and feedback for existing programs and initiatives.

Continually improve the methods of promotion and the digital capability of programs and initiatives, ensuring all people, including remote workers, can participate.

Provide feedback to improve and evaluate the suitability and accessibility of mental health awareness and wellbeing training programs, tools and resources for your workplace.

Tips for SMB

– Establish expectations for everyone around the importance and impact of mental health and wellbeing in the workplace.

– Understand the legislative requirements to provide a mentally healthy and safe workplace.

– Make sure you speak openly about mental health and wellbeing in the workplace, by actively promoting and participating in activities and events aimed at reducing mental health stigma.

– Provide informative resources to your people that challenge inaccurate perceptions about suicide and mental health conditions.

– Encourage open conversations with your workers through events and programs, such as RU OK?, Australian Mental Health Week and, World Mental Health Day.

Self assessment notes

Increase awareness

Now that you have completed your workplace assessment of this strategy, you can use the following planner below to identify your key challenges (actions that you need to focus on), strengths (actions you established or implemented) and top three future priorities (actions that will make the biggest positive impact) for your workplace to consider when "taking action" – See Action plan at the end of this document.

	Strengths	Key challenges	Top three future priorities
Workplace Executives, senior leaders, people & culture, health, safety & wellbeing.			1. 2. 3.
People leaders All team leaders, supervisors and managers.			1. 2. 3.
Workforce All people working in and supporting the road transport, warehousing and logistics industries.			1. 2. 3.

Prevention

Build a better workplace culture

Create a psychologically safe and thriving workplace culture, by promoting protective factors and addressing risk factors.

Workplace culture is defined as the values and behaviours that are acceptable in a workplace. A culture of psychological safety promotes the positive values and behaviours that support mental health for everyone.

The benefits

A better workplace culture is characterised by psychological safety, and more open and engaged work environments where people feel safe in speaking up. Risk factors for industries are addressed proactively and collaboratively. A better workplace culture creates a workforce with improved mental health and wellbeing, morale, productivity and engagement.

Workplace   Executives, senior leaders, people & culture, health, safety & wellbeing.   *Build a better workplace culture*

Policies and procedures

The actions

Establish policies and procedures aligned to legislative requirements that protect the rights of workers and promote better workplace cultures defined by a focus on voice, trust, care and compassion, civility, fairness and respect.

Set up procedures which reduce the impact of industries-specific risk factors and promote protective factors. These include fatigue management, critical incidents, substance use and appropriate workplace behaviours.

Establish policies that align with legislation in the following areas to promote better workplace cultures:

Workplace psychological health, safety and wellbeing

Bullying and harassment prevention

Code of conduct

Disability

Equal opportunity and anti-discrimination

Diversity and inclusion

Fatigue management

Other

A psychologically safe environment

The actions

Communicate a clear set of values which promote and support workplace mental health and wellbeing.

Create a workplace culture of trust where mental health and wellbeing is prioritised, and workers feel safe voicing their concerns and seeking help.

Demonstrate the importance of trust, open communication, fairness, civility and respect. Show care and compassion in supporting and promoting mental health.

Give your people a voice through regular wellbeing conversations, and demonstrate it's safe to discuss the impact of risk factors and other issues related to their personal and workplace experience.

Ensure support is offered in response to any mental health concerns communicated.

Encourage your people to prioritise their mental health and wellbeing.

Inspire your workforce to engage in healthy behaviours to protect themselves against risk factors.

Workplace
Build a better workplace culture

Management of change

The actions

Lead effective workplace change with transparency, openness, respect and fairness.

Demonstrate openness and fairness in communicating decisions that affect the workforce.

Give your people a voice to provide feedback and contribute to the changes that impact them.

Reward & recognition

The actions

Establish policies and practices that acknowledge workers' efforts and show they are appreciated in a fair and timely way.

Recognise and reward high performance through internal communication channels, policies and procedures, and performance plans.

Provide acknowledgement and gratitude for the efforts of your people on a regular formal and informal basis.

People leaders All team leaders, supervisors and managers.

Build a better workplace culture

Policies & procedures

The actions

Demonstrate prioritisation of mental health and wellbeing legislative requirements, policies and procedures.

Understand, implement and set the standard on healthy and appropriate workplace behaviours when you communicate with your team.

Consult with your people to understand the challenges of their roles and continually improve work systems.

Review and improve the efficiency of the systems which prioritise mental health.

Place reasonable job control and effective decision-making for your people over operational requirements where possible.

A psychologically safe climate

The actions

Be a role model for workplace values and behaviours:

Demonstrate trust, care and compassion in supporting and promoting the mental health and wellbeing of your people.

Make a visible, active commitment to mental health.

Drive practices which create a psychologically safe and thriving workplace culture.

Give your people a voice:

Encourage everyone to have a voice through regular wellbeing conversations. This will help them feel safe to discuss the impact of risk factors for industries, and other challenges related to their personal and workplace experience.

Ensure support is offered in response to any mental health concerns communicated (see workplace strategy – early intervention).

Learn how to promote and protect workforce mental health and wellbeing:

Set the standard in reducing the stigma around mental health concerns and conditions.

Make sure your people feel safe to discuss problems, therefore ensuring an adequate response to risk factors for the road transport, warehousing and logistics industries.

People leaders

Build a better workplace culture

A psychologically safe climate

Check your people are engaged in mental health and wellbeing promotion:

Ensure a safe and positive workplace climate and demonstrate a culture of mental health and wellbeing by looking after yourself and making regular wellbeing check-ins with your people.

Provide specialised support services for everyone and appreciate the effect the unique demands of their industry makes on their physical and mental health.

Respond in a timely, supportive and non-judgmental manner:

Ensure privacy is maintained when your people raise their concerns, and demonstrate care and compassion by checking in with them.

Encourage your teams to talk openly:

Actively support your people in approaching you with any work-related or personal concerns they may have in managing their job demands and other risk factors for industries.

Management of change

The actions

Lead effective workplace change by demonstrating openness and fairness when communicating decisions that affect the workforce.

Consult and give your people a voice in the changes that impact them and their role.

Reward & recognition

The actions

Recognise and acknowledge your people's behaviours and effort in a timely and fair manner.

Recognise and reward high performance using internal communication channels, policies and performance programs.

Use internal policies and systems to consistently provide your people with informal and formal recognition of improvement and progress.

Workforce All people working in and supporting the road transport, warehousing and logistics industry. *Build a better workplace culture*

Policies & procedures

The actions

Understand and follow legislative requirements, policies and procedures:

Help develop a psychologically safe culture by understanding and following policies and procedures.

Demonstrate healthy and appropriate workplace behaviours.

Review existing processes and provide feedback:

Supply feedback to your leaders and co-workers. This contributes to the improvement of work systems that impact on everyone's mental health.

A psychologically safe environment

The actions

Show your workplace values and behaviours:

Voice your concerns or problems in a constructive manner. This will show trust, care and compassion, and help support and contribute to psychologically safe culture.

Learn how to promote and protect everyone's mental health and wellbeing:

Be aware of the stigma around mental health.

Demonstrate healthy and appropriate workplace behaviours by looking after your own mental health and that of your co-workers.

Discuss any concerns with them and your people leader.

Put your hand up:

Approach your people leader with work-related or personal concerns.

Be clear about the support you need and be constructive as to how you are impacted.

Ensure your own mental health and psychological safety is a priority:

Look after yourself and your colleagues in managing risk factors effectively.

Help to promote a culture of voice, trust, openness, care and compassion.

Communicate with your co-workers and people leaders with fairness, civility and respect.

Report inappropriate workplace behaviours:

Set a standard by reporting breaches to your workplace Code of Conduct to your people leader or human resource representative.

Workforce

Build a better workplace culture

Management of change

The actions

Contribute to effective change management:

> Be aware and informed of changes and updates affecting your workplace or your role, and provide feedback to your supervisor or work area where necessary.

> Understand your workplace policies and procedures governing workplace behaviour and performance, and act consistently with these.

Reward & recognition

The actions

Contribute to effective change management:

> Build awareness and understand performance, high performance and behavioural expectations of your role in your workplace.

> Recognise and acknowledge high performance of your co-workers using internal communication channels, policies and performance programs.

Self assessment notes

Build a better workplace culture

Now that you have completed your workplace assessment of this strategy, you can use the following planner below to identify your key challenges (actions that you need to focus on), strengths (actions you established or implemented) and top three future priorities (actions that will make the biggest positive impact) for your workplace to consider when "taking action" – See Action plan at the end of this document.

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Workforce All people working in and supporting the road transport, warehousing and logistics industries.			1. 2. 3.

Prevention

Smarter work design

Designing and managing work to enhance the mental health and wellbeing of workers, by reducing known risk factors and enhancing known protective factors.

Smarter work design requires a proactive approach towards creating psychologically safe and thriving workplaces within the industry through re-designing job-related factors impacting mental health.

The benefits

Actions which focus on improving work design factors and increasing the level of individual ownership and control have been shown to improve the mental health and wellbeing of people, as well as improvements in operations and productivity.

CASE STUDY

Social support and connection can be improved for all people in the industry through digital capability. Managers can check in with their workers and workers can access support from their managers and teams more efficiently. This can improve transfer of knowledge from old heads to new heads, decrease disconnection and isolation.

David, Warehousing Industry Worker.

Workplace   Executives, senior leaders, people & culture, health, safety & wellbeing.   *Smarter work design*

Job flexibility

The actions

Apply a degree of flexibility to working hours, working conditions and the way in which work is completed.

Develop leave policies and entitlements which protect the rights of workers to access all forms of leave, including for mental health and wellbeing reasons.

Provide your people flexibility within a job by constantly reviewing working hours, working conditions and the way in which work is carried out.

Let your people have a degree of control where possible over working hours or rosters.

Job control, autonomy & decision making

The actions

Encourage independence and support your people's ability to make decisions in the way work is carried out.

Encourage your people to develop appropriate control and independence around how their roles are performed. Establish their level of decision making in how they carry out their work.

Engage your people in communication around work-design risk factors. Let them speak before their people leaders and the broader workplace.

Arrange regular one-on-one sessions as well as working on team based or industry shared solutions to minimise the impact of work design risk factors.

Job characteristics

The actions

Ensure there is variety within the type of tasks performed and the meaning attached to the job.

Assess all job characteristics including work variety, purpose, meaning, control, feedback, learning opportunities, and connection with others to improve workforce engagement.

Review resource allocation across the workplace, during peak periods. Wherever possible, address the needs and gaps identified in resourcing in a timely manner.

Workplace   *Smarter work design*

Exposure to trauma and critical incidents

The actions

Develop a critical incident response framework, policy, guidelines and plan that includes supportive mental health and wellbeing solutions.

Offer support when the job includes exposure to traumatic events by providing effective evidence-based solutions e.g., Psychological first aid (PFA).

Job demands

The actions

Meet relevant Workplace Health and Safety requirements to reduce risks to mental health and physical injury.

Understand the impact of job specific physical, emotional, cognitive and time demands in people's roles.

Target industry specific risk factors and implement a plan to address them.

Continually review and improve operational procedures with regard to the transport of goods, packing, loading and delivery schedules and resource allocation, particularly during peak periods.

Implement strategies to help your people manage the impact of environmental factors outside of their control. e.g. road delays, wait times associated with loading/unloading and inadequate parking and facilities for drivers.

Workplace   *Smarter work design*

Physical work environment

The actions

Address specific work conditions as well as the broader work environment.

Review operational environments and facilities regularly.

Assess specific work conditions and the broader work environment for all road transport, warehousing and logistics roles.

Identify factors that impact our people, and how to minimise any negative impacts e.g. inadequate breaks during shifts, challenges in self-managing fatigue levels while adhering to policies and regulations.

Ensure you include your people in review processes. Give them an opportunity to voice their opinions on potential strategies to address the challenges.

Role clarity

The actions

Be clear on specific task requirements, as well as overall expectations around job roles.

Define performance expectations around specific task requirements, as well as the overall expectations attached to job roles.

Social supports and connections

The actions

Assess the level of interpersonal working relationships and the level of support received from leaders and peers.

Establish new or improved ways to increase the level of support and connection between your leaders and your people and members of your workforce with each other.

People leaders All team leaders, supervisors and managers.

Smarter work design

Create and practice Job flexibility

The actions

Implement policies that align legislation requirements and initiatives which support and protect the rights of your people to access all forms of leave, including for mental health and wellbeing reasons.

Ensure you understand your obligation to offer all forms of leave and tell everyone about their entitlements.

Offer flexible working arrangements and give people control over their working hours, where practicable.

Empower your people to self-manage their work schedules to maximise time spent with loved ones and increase work-life balance.

Support job control, autonomy and decision making

The actions

Implement flexible working arrangements and employee control over working hours. This can be applied to both transport, logistics and warehousing roles and allows workers to better self-manage their work schedules and maximise work/life balance.

Encourage this by role modelling healthy habits and behaviours that support work-life balance.

Support your people to speak up and voice their concerns regarding work design risk factors in the broader workplace.

Engage in regular one on one conversations to understand the work design challenges your people face.

Work on individual and team-based solutions to minimise the impact of risk factors such as fatigue management, long hours and isolation.

People leaders

Smarter work design

Assess workplace practice for Job characteristics

The actions

Continually address job characteristics by reviewing and improving operational procedures.

> Include work variety, purpose, meaning, control, feedback, learning opportunities, and connection with others to improve workforce engagement.

Continually review and adjust resource planning and allocation.

Assess workplace operational requirements and address the needs and gaps identified to adequately resource business needs in a timely manner.

Continuously Improve work related processes.

Establish strategies to manage stressors faced by drivers and warehousing workers such as peak operational periods. Ensure processes are clear, specific and align with the duties and responsibilities performed by your people.

Establish and implement strategies.

Support your people to manage the impact of work-related environmental factors outside their control, which contribute to high job demands.

Respond effectively to trauma and critical incidents

The actions

Develop your knowledge and skills so you can offer practical support to your people.

Address work design challenges that put your people at risk of exposure to traumatic events with appropriate support and guidance.

Implement and embed a critical incident response plan.

Offer support and effective evidence-based solutions to your people when the job includes regular exposure to traumatic events (see Workplace Strategy Early intervention).

People leaders   *Smarter work design*

Create an approach to address job demands

The actions

Ensure compliance with relevant Workplace Health and Safety legal requirements to reduce risks to mental and physical injury.

Consult with your people to understand the impact of job specific physical, emotional, cognitive and time demands associated with their roles, as well as the broader industry risk factors.

Work with your people to develop and implement a plan to address the impact of their specific job demands and related industry risk factors.

Review and improve operational procedures by developing practices in the transport of goods, packing, loading and delivery schedules and resource allocation, particularly during peak periods.

Develop regular consultation and encourage worker feedback by reviewing individual and team job design challenges.

Have conversations with your people about operational areas that affect them e.g. workloads, job complexity, processes and procedures.

Implement local level strategies based on feedback and suggestions.

Assess the physical work environment

The actions

Address specific work conditions as well as the broader work environment.

Review operational environments and facilities with these actions:

Assess specific work conditions and the broader work environment for all road transport and warehousing and logistics roles.

Be aware how these factors impact on your people, and how to minimise any negative impacts e.g. inadequate breaks during shifts, challenges in self-managing fatigue levels while adhering to policies and regulations.

Include your people in the review processes. Give them an opportunity to voice their opinions on potential strategies to address the issues.

People leaders

Smarter work design

Provide role clarity

The actions

Clarify role and performance expectations of specific task requirements as well as overall expectations of job roles as they change. Address any uncertainty or ambiguity.

Help establish social supports and connections

The actions

Understand why social support is important and how it changes workplace culture. Consider interpersonal working relationships and the level of support received from people leaders and peers.

Establish new or improved ways to increase the level of support and connection with your people (see Workplace Strategy Build resilience).

Workforce All people working in and supporting the road transport, warehousing and logistics industry.   *Smarter work design*

Contribute to creating and practising job flexibility

The actions

Follow policies and engage in the initiatives your people leader has developed to support and protect your rights to entitlements such as leave, including for mental health reasons.

Work with your people leader to self-manage your work schedules to the extent possible. This will maximise time spent with loved ones and increase your work-life balance.

Collaborate with your people leader for a level of control and independence around how your roles are performed.

Request the ability to make decisions on how you carry out your work.

Contribute to consulting on job control, autonomy and decision making

The actions

Access the supports and flexible working arrangements provided. This applies to both transport, logistics and warehousing roles and allows workers to better self-manage their work schedules and maximise work/life balance.

Seek support from your leaders and develop a practice of healthy habits and the behaviours that support work-life balance.

Use your voice to make your people leader aware of the work design risk factors impacting you.

Engage in regular one-on-ones and work on team based or industry shared solutions to minimise the impact of work design risk factors.

Workforce

Smarter work design

Play a part in assessing workplace practice for job characteristics

The actions

Provide feedback to your people leader on the effectiveness of reviews and operational procedures addressing job characteristics. These characteristics include work variety, purpose, meaning, control, feedback, learning opportunities, and connection with others to improve workforce engagement.

Be involved in improving work related processes.

Contribute to developing strategies to manage the additional stressors such as peak operational periods.

Ensure your processes are clear, specific and align with the duties and responsibilities performed in your role.

Assist in establishing and implementing strategies by getting support from others in the workforce to manage the impact of work-related environmental factors outside your control. They contribute greatly to high job demands and include but are not limited to:

Faulty or non-operating equipment and machinery

Road delays due to traffic and hazards

Wait times associated with loading/unloading

Inadequate parking and work environment standards of facilities and rest stops.

Access support for trauma & critical incidents

The actions

Develop the knowledge and skills to address work design issues with your people leader.

Seek appropriate support and guidance.

Engage in a critical incident response plan and access effective evidence-based solutions when the job includes regular exposure to traumatic events (see Early intervention).

Encourage your co-workers to access support for trauma and critical incidents.

Workforce

Smarter work design

Participate in creating an approach to address job demands

The actions

Help your people leader understand the impact of job specific physical, emotional, cognitive and time demands associated with all roles, as well as the broader industry risk factors.

Collaboratively develop and implement a plan where you can practice behaviours to address the above.

Provide feedback to your people leader on reviewing and improving operational procedures in regard to the transport of goods, packing, loading and delivery schedules and resource allocation, particularly during peak periods.

Contribute to the implementation and review of strategies to support yourself and your co-workers to manage the impact of environmental factors outside your control; including road delays, wait times associated with loading/ unloading and inadequate parking and facilities for drivers.

Participate in regular consultation and discuss any work design challenges which impact on fatigue levels with your people leader. These may include:

Disrupted sleep patterns due to frequent changes today/night shift allocation in warehousing roles

Absence of adequate breaks during shifts or isolation created by your role

Challenges for operators, transporters and/or truck drivers in self-managing fatigue levels while adhering to industry and work health and safety regulations.

Take Action to minimise the impact of work design challenges

Discuss rostering systems which consider fatigue management processes.

Ensure adequate resources are allocated to enable you having regular breaks

Self-manage your fatigue levels and take adequate rest breaks, while adhering to regulations and operational requirements.

Workforce   *Smarter work design*

Provide feedback to address operational environments and facilities

The actions

Assess the impact of specific work conditions and the broader work environment on your role.

Provide regular feedback to your people leaders and workplace on how these factors impact on you.

Reduce negative impacts e.g. inadequate breaks during shifts, challenges for truck drivers and warehousing workers in self-managing fatigue levels while adhering to policies and regulations.

Contribute to a culture of psychological safety by regularly communicating with your people leaders.

Voice your awareness of work environment challenges and your intention to address these.

Consider your own engagement and the meaning you gain from your work. Discuss the factors that will improve these e.g. work variety, purpose, control, feedback, learning opportunities, and connection with others.

Seek role clarity

The actions

Make sure you and your leader are clear around expectations of specific task requirements, as well as overall performance expectations of the job roles as they change.

Establish and review social supports and connections

The actions

Consider what supports are already in place, what supports may be required, and how your relationships impact and are influenced by the broader workforce culture.

Establish improved ways of support and connection with your people leaders and co-workers (see Build resilience).

Self assessment notes

Smarter work design

Now that you have completed your workplace assessment of this strategy, you can use the following planner below to identify your key challenges (actions that you need to focus on), strengths (actions you established or implemented) and top three future priorities (actions that will make the biggest positive impact) for your workplace to consider when "taking action" – See Action plan at the end of this document.

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Protection

Build resilience and coping skills

Enhance personal and workplace resilience through the provision of relevant and targeted support mechanisms.

Building workplace resilience and coping skills increases workers' capacity to cope with and adapt to risk factors within their job roles and the industry as a whole.

The benefits

There are significant improvements in the engagement, productivity and performance of workers when targeted initiatives and supports are offered to enhance their knowledge and skills.

Workplace Executives, senior leaders, people & culture, health, safety & wellbeing. *Build resilience and coping skills*

Evidence based programs and resources

The actions

Enhance the resilience of workers by targeting specific risk factors for industries in the industry, e.g. fatigue management, critical incidents and physical health.

Implement evidence-based programs which provide targeted training programs to address risk factors. These have proven effective in improving the resilience of workers at an individual level. Base the key areas to cover on the major risk factors identified for the industry.

Fatigue management

Stress management and self-care

Managing challenging interactions

Connecting with others and building positive relationships

Workload and time management

Preventing and managing trauma

Nutrition, physical activity and positive health behaviours

Personal support programs, e.g. financial support, building healthy personal relationships with loved ones

Develop and communicate policies and initiatives which support and promote work-life balance

Establish targeted physical activity programs to promote the healthy lifestyles which positively impact mental and physical health.

Provide resources including practical tools and support services that complement other evidence-based programs. These need to be designed specifically to assist your workforce in building resilience and coping skills.

Establish a blended learning approach to ensure greater learning impacts for your people.

Implement digital tools and resources to increase access to all workers, including remote and third-party workers.

Develop and promote multiple ways for the workforce to seek help in response to individual preferences for support. This can include support for and from:

– people leaders

– people and culture or HR business partner

– health, safety and wellbeing representatives

– peer support networks

– employee assistance program (EAP) – manager assist program (for people leaders)

– HHTS network

– GP, counselling services and community-based services, e.g. Beyond Blue, Lifeline.

Provide your people with support services within the workplace. This will help reduce any perceived stigma. While informal peer support networks can provide benefit, establishing an evidence-based peer support program provides a clear line of support for your people.

Workplace *Build resilience and coping skills*

Coaching, mentoring and support

The actions

Provide coaching, mentoring and support for your people with regular and planned check-ins. These can be team or group based, and one-on-ones with people leaders. The check-ins should include opportunities for workers to connect on an informal and formal basis.

Check-ins are to occur in person, by phone or digital platforms for remote and mobile workers. Touchpoints should include a focus on general wellbeing.

Provide regular, planned activities and initiatives to improve work-life balance, workforce engagement and connection, e.g. development activities, charity events, team building activities, social events and training.

People leaders All team leaders, supervisors and managers.   *Build resilience and coping skills*

Evidence-based programs and resources

The actions

Implement targeted training programs and solutions for workers in the road transport, warehousing and logistics industry. The programs need to include building skills in the following:

fatigue management

stress management and self-care

managing challenging interactions

connecting with others

workload and time management

preventing and managing vicarious trauma

nutrition and positive health and lifestyle habits, e.g. exercise, nutrition, technology management, alcohol and other drugs.

Ensure training programs are evidence-based, i.e. target the industries risk factors, are established on evaluation and research.

Promote and embed resources that promote building resilience in the workforce.

Employ consistent workplace approaches and practices that use practical tools and support services for your people.

Ensure they complement evidence-based programs and further assist in building resilience and coping skills.

Establish a blended learning approach where workers can develop their knowledge and skills through a variety of approaches.

Implement digital tools and resources to increase access to all workers, including remote and third-party workers.

Review and improve programs and resources by consulting with your people to improve the work systems and efficiencies to support your people in the promotion of their mental health and wellbeing.

Establish and embed evidence-based programs.

Improve the resilience of your people to reduce the impact of our Industries risk factors.

Set up and promote multiple ways to seek help in response to individual preferences for support. These include:

people leaders

people and culture or HR business partner

health, safety and wellbeing representatives

peer support networks

employee assistance program (EAP) – Manager Support Program (for people leaders)

HHTS network

GP, counselling services, and community-based services, e.g. Beyond Blue, Lifeline.

Promote and embed peer support programs to build resilience and coping skills

Establish an evidence-based peer support program to provide a clear line of support for your people.

Communicate with your people about support services within the workplace, to reduce perceived stigma related to help-seeking.

People leaders

Build resilience and coping skills

Coaching, mentoring and support

The actions

Provide coaching, mentoring and support for your people

Ensure regular and planned check-ins occur for workers to connect on an informal and formal basis.

Establish an open-door policy for your people to approach you with any problems or concerns.

Encourage your people to identify training and development needs.

Provide relevant training and development activities to build capability in developing coping skills and managing risk factors for industries.

Provide regular, planned activities and initiatives to improve work-life balance, workforce engagement and connection.

Consider peer support programs to encourage participation and group support.

Provide professional development opportunities to enhance learning and coping skills for the job.

Establish personal and professional growth and development.

Promote work-life balance: role model self-care and positive coping skills to encourage work-life balance.

Introduce targeted physical activity programs that assist your people to make the healthy lifestyle choices that protect their physical and mental health and wellbeing.

Consult with your people about their needs

Develop team-based initiatives designed to enhance peer support, work-life balance, and physical and psychological wellbeing. Seek feedback on the effectiveness of these initiatives.

Focus on your own continual learning and improvement

Lead by example and role model healthy habits and behaviours.

Build your leadership capability to effectively support your people by using internal resources and support channels.

Review and improve communication procedures and practices

Establish a communication framework to help you respond effectively to trauma and critical incidents.

Consider enhancing connectivity through digital capability.

Workforce All people working in and supporting the road transport, warehousing and logistics industry. *Build resilience and coping skills*

Evidence-based programs and resources

The actions

Engage in evidence-based programs and resources.

Participate in training programs and resources to build your personal resilience and capacity to manage industry risk.

Build your capability and skills in the following:

fatigue management

stress management and self-care

managing challenging interactions

connecting with others

workload and time management

preventing and managing vicarious trauma

nutrition and positive health and lifestyle habits, e.g. exercise, nutrition, technology management, alcohol and other drugs.

Contribute to promoting and embedding digital tools and resources to increase access and awareness to all of your co-workers, including remote and third-party workers.

Develop a plan to implement the consistent workplace approaches and practices that utilise practical tools and support services for your people. These should complement evidence-based programs, and further assist in building resilience and coping skills.

Set self-improvement and development goals, and share these with your teams and people leaders.

Consult with your people leader to establish the blended learning approach that can develop your knowledge and skills through a variety of approaches. This will ensure greater learning impacts and relevance for your role.

Implement digital tools and resources to increase access to all of your co-workers, including remote workers.

Explore multiple ways to seek help and develop your individual preferences for support. These include:

people leaders

people and culture or HR business partner

health, safety and wellbeing representatives

peer support networks

employee assistance program (EAP) – manager assist program (for people leaders)

HHTS network

GP, counselling services, and community-based services, e.g. Beyond Blue, Lifeline.

Workforce

Build resilience and coping skills

Evidence-based programs and resources (continued)

The actions

Provide feedback to review and improve programs and resources

Consult with your people leaders to consistently improve the work systems and efficiencies that allow you to promote your own and your co-workers' mental health.

Identify the training or support needs which may impact on your psychological safety and wellbeing. Seek assistance from your people leader to resolve these issues.

Engage in peer support programs

Communicate with your people leader regarding available support services to reduce perceived stigma related to help-seeking and development.

Focus on your own continual improvement

Participate in creating a work culture of healthy habits and behaviours by using resources and supports available.

Tips for SMB

Provide the practical tools, resources and support services that offer self-care advice and the positive coping strategies that build the resilience of workers, e.g. through the Heads Up for Small Business website.

– Work together, share knowledge and coping skills, and stay connected with increased digital capability.

– Promote and model self-care and balance.

– "Technology is already transforming mental health faster than anyone expected. The science is now unequivocal that evidence-based cognitive behavioural therapies can be delivered safely and effectively online."
The Black Dog Institute

Workforce   *Build resilience and coping skills*

Coaching, mentoring and support

The actions

Engage in coaching, mentoring and support

Participate in regular and planned check-ins to provide opportunities to connect and receive support on an informal and formal basis.

Identify training and development needs. Engage in relevant training and development activities to build your capability in developing coping skills and managing industries risk factors to manage your mental health.

Build your capability in developing coping skills. They will address risk factors and help manage your mental health.

Take part in regular, planned activities and initiatives to improve work-life balance, workforce engagement and connection.

Communicate with your leader about opportunities such as development activities, charity events, team building activities, social events and training.

Consider peer support programs to enhance connection, participation and group support.

Discuss professional development opportunities to enhance personal and professional growth with your leader.

Develop the self-care and positive coping skills that support work-life balance.

Engage in the targeted physical activity programs that encourage you to make the healthy lifestyle choices that protect your physical and mental health.

Support and champion mental health

Share your knowledge and promote activities within or outside your teams. Participate in peer support, work-life balance, and physical and psychological wellbeing.

Self assessment notes

Build resilience and coping skills

Now that you have completed your workplace assessment of this strategy, you can use the following planner below to identify your key challenges (actions that you need to focus on), strengths (actions you established or implemented) and top three future priorities (actions that will make the biggest positive impact) for your workplace to consider when "taking action" – See Action plan at the end of this document.

	Strengths	Key challenges	Top three future priorities
Workplace Executives, senior leaders, people & culture, health, safety & wellbeing.			1. 2. 3.
People leaders All team leaders, supervisors and managers.			1. 2. 3.
Workforce All people working in and supporting the road transport, warehousing and logistics industries.			1. 2. 3.

Protection

Early intervention

Promote and facilitate early help-seeking behaviours.

Early intervention involves protecting the mental health of workers through the promotion of resources and support services that encourage positive mental health and in the response to workers experiencing early signs of mental health and wellbeing concerns.

The benefits

This strategy can have a significant impact on promoting positive help-seeking behaviour, reducing mental health stigma and improving workplace cultures. If workers receive help at an early stage, the severity and duration of mental health and wellbeing concerns experienced can be significantly reduced.

Early intervention approaches may require reasonable adjustments to roles. However, the longterm benefits to the mental health, productivity and engagement of workers is likely to outweigh any temporary impact on operations.

Workplace Executives, senior leaders, people & culture, health, safety & wellbeing.   *Early intervention*

Wellbeing checks

The actions

Conduct regular wellbeing checks to assist leaders to stay connected with their people and create a safe environment – one that is trusting, caring and open.

Train people leaders on how to have effective mental health and wellbeing conversations, develop suicide awareness and response, and supportive coaching discussions that address and promote protective factors related to work design risks.

Provide clear expectations and targeted training for your people leaders in order to build their skills and capability in providing early intervention support.

Encourage your workforce to share concerns with their leaders, and leaders to make wellbeing checks a part of the role requirements and day-to-day interactions.

Critical incent response

The actions

Implement a best-practice approach to offer immediate and effective support to workers exposed to potentially traumatic events.

Develop and implement a critical incident response framework.

Ensure early and appropriate support is provided for roles with regular exposure to potentially traumatic events, e.g. roles exposed to physical risks such as the use of heavy vehicles or machinery.

Continually review and improve formal and informal critical incident response procedures.

Establish a best-practice psychological first aid framework.

Provide people leaders with training and support to help them effectively communicate with workers exposed to critical incidents.

Workplace

Early intervention

Tools, resources and supports

The actions

Provide tools, resources and support services for people leaders.

Facilitate workers' access to mental health supports where possible, including employee Assistance Programs (EAP), HHTS and other supports.

Explore additional resources to train and educate leaders in early intervention, and assist them in supporting their people. This includes operational support for early intervention approaches, e.g. making reasonable work adjustments.

Offer and promote a range of mental health resources and support channels for your workers.

Make a range of resources available to remote and isolated workers.

Collaborate with EAP providers to establish proactive support options for workers, e.g. regular awareness sessions. Increase the provider's knowledge of industries-specific risk factors.

People leaders All team leaders, supervisors and managers.

Wellbeing checks

The actions

Implement regular wellbeing checks with your teams.

Demonstrate care and compassion and ensure you are connecting with your people in relation to their wellbeing (see Workplace Strategies–Build resilience and leadership capability).

Continually resolve workplace concerns that could potentially impact your people's mental health and wellbeing, and ensure clear and up-to-date versions of policies and procedures.

Maintain and support employee mental health and wellbeing by implementing workplace-wide programs, e.g. psychological first aid programs and peer support programs.

Give your people a voice to share concerns early.

Be clear on what is expected of you as a leader, and engage in training and education to build your skills in early intervention, which could include the following:

Understanding mental health and early warning signs of mental health concerns, including substance use and suicide awareness.

Reducing the stigma around mental health.

Recognising the industries' risk factors and put in place preventative strategies to promote positive mental health and wellbeing.

Engaging in supportive discussions with workers (wellbeing checks).

Managing performance for success of your people.

Making reasonable work-related adjustments.

Supporting early access to mental health and wellbeing resources and tools.

People leaders

Early intervention

Critical incident response

The actions

Implement a critical incident response framework.

Ensure robust processes and procedures are in place to manage critical incidents as an important component of early intervention.

Protect the mental health and wellbeing of your people by developing a process to ensure early and appropriate support is provided. This is particularly needed for job roles with regular exposure to potentially traumatic events, e.g. roles requiring the use of heavy vehicles, machinery or physical risks.

Continually consult with your people to review and improve formal and informal critical incident response procedures.

Establish a best-practice Psychological first aid framework to be utilised consistently to support the management of critical incidents.

Embed training and support to develop your capability in engaging with your people in roles exposed to critical incidents and providing them with relevant support services.

If one of your people is impacted or appears to have concerns, provide practical help directly or guide them to seek help from internal workplace or external community support services.

Take appropriate steps towards managing and rectifying potential risks and issues:

Discuss the situation with involved people in a safe and confidential manner

Identify the appropriate support required for the involved people

For your own self-care, discuss the situation with your direct manager or mental health professional if needed

Know your workplace internal policies and issue-resolution process

People leaders — *Early intervention*

Tools, resources and supports

The actions

Engage in additional resources to ensure support (refer to workplace strategy–Build leadership capability).

Include operational support to enable prioritisation of early intervention approaches, e.g. making reasonable workplace adjustments.

Develop a practice to ensure ease of access to early intervention supports, such as employee assistance programs (EAP).

Encourage access to resources and support services, and obtain feedback from your people to understand strengths and areas for improvement.

Offer and promote a range of mental health resources and support channels for your people. A variety of resources and promotional methods should be used in order to maximise accessibility for remote workers (see Build resilience).

Collaborate with EAP providers to establish more proactive support options for workers (e.g. regular awareness sessions) and increase provider knowledge of road transport, logistics and warehousing risk factors.

Continually consult to improve and promote early intervention.

Workforce All people working in and supporting the road transport, warehousing and logistics industry. *Early intervention*

Evidence-based programs and resources

The actions

Engage in evidence-based programs and resources.

Participate in training programs and resources to build your personal resilience and capacity to manage Industry risk.

Participate in regular wellbeing checks.

Demonstrate care and compassion, and ensure you are connecting with your people leaders and your co-workers in relation to their wellbeing. (see Strategies Build resilience and leadership capability).

Be clear on what is expected of you as part of the workforce and engage in training to build your skills in providing early intervention support.

Engage in training to build your skills in early intervention, which could include the following:

Understanding mental health and early warning signs of mental health and wellbeing concerns, including substance use and suicide awareness

Reducing the stigma around mental health

Coping and self-management strategies

Know where to go and how to access supports

Use your voice and engage in regular wellbeing checks with your people leader and co-workers. If your mental health is impacted, work with your leader collaboratively and communicate the work-related support you require.

Understand and follow relevant policies and procedures.

Consult with your people leader continually to resolve workplace issues that could potentially impact your psychological safety.

Participate in workplace-wide programs.

Maintain and support your own and your co-workers' psychological safety by participating in mental health training programs and peer support programs where.

Workforce

Early intervention

Critical incident response

The actions

Participate in improving a critical incident response framework.

Protect the mental health and wellbeing of yourself and your co-workers by ensuring early and appropriate support is provided. Offer feedback on the needs of your role if you are exposed to potentially traumatic events, e.g. roles requiring the use of heavy vehicles or machinery.

Be aware of your responsibilities and ensure you follow your workplace mental health policies and procedures. Your leader or workplace contact will be more capable of offering appropriate assistance if they have an understanding of your situation.

Tools, resources and supports

The actions

Use and promote tools, resources and support services.

Engage in practices with your people leader that support your understanding and comfort of access to early intervention supports, such as employee assistance programs (EAP), mental health resources and support channels.

Continually consult to improve and promote early intervention.

Encourage access to resources and support services amongst your co-workers, and provide feedback to your people leader so they understand strengths and areas for improvement.

Access early intervention and engage a support services to help you develop effective evidence-based coping strategies and increase improvement in your psychological health, via your GP or internal EAP program.

Self assessment notes

Early intervention

Now that you have completed your workplace assessment of this strategy, you can use the following planner below to identify your key challenges (actions that you need to focus on), strengths (actions you established or implemented) and top three future priorities (actions that will make the biggest positive impact) for your workplace to consider when "taking action" – See Action plan at the end of this document.

	Strengths	Key challenges	Top three future priorities
Workplace Executives, senior leaders, people & culture, health, safety & wellbeing.			1. 2. 3.
People leaders All team leaders, supervisors and managers.			1. 2. 3.
Workforce All people working in and supporting the road transport, warehousing and logistics industries.			1. 2. 3.

Recovery

Support recovery

Engage at the onset of mental health concerns and support the recovery journey of workers.

Support recovery involves responding to known mental health concerns as well as diagnosable mental health conditions. It involves taking appropriate actions to ensure the recovery and return to work (RTW) of workers, for both compensable and non-compensable mental health conditions, in a supportive manner. Ideally, workplaces should encourage and lead the practice of making reasonable adjustments whereby people remain connected and engaged to their workplace and co-workers.

The benefits

Returning to work in a safe and sustainable manner is beneficial to the mental health and wellbeing of workers. It is also known that as time off work increases, the likelihood of a successful return to work decreases.

By engaging with workers early and facilitating their recovery and RTW in a proactive and supportive manner, workplaces can have a significant and positive impact on RTW outcomes and their workers' compensation claim costs and premiums.

Workplace   Executives, senior leaders, people & culture, health, safety & wellbeing.   *Support recovery*

Return to work (RTW) support

The actions

Establish strong and supportive RTW programs and processes with ongoing support, and with a strengths-based capacity focus.

Make sure policies and procedures include a focus on capacity rather than incapacity where possible, including "stay-at-work" approaches and the provision of modified hours and duties.

Ensure policies and procedures include support for workers experiencing non-compensable mental health concerns and conditions.

Design RTW policies and procedures that align with legislative requirements that protect the rights of workers experiencing an injury, including mental health concerns and conditions. Making sure these policies are understood, promoted and applied effectively within the organisation (both for compensable and non-compensable conditions).

Ensure policies and procedures include the following in relation to supporting recovery:

- injury management and RTW

- workers' compensation

- leave management

- reasonable adjustments.

Return to work (RTW) support

The actions

Ensure people leaders have the training and practical support to significantly influence the likelihood of a safe and sustainable RTW.

Develop the knowledge and skills of people leaders through the provision of training programs, tools and resources. This will assist them to support recovery from mental health concerns and conditions (compensable and non-compensable).

Establish clear expectations for people leaders in their role offering RTW support. Help them understand the challenges around the capacity for work, e.g. making reasonable adjustments to duties and hours if medically indicated.

- Make sure people leaders understand the importance and benefits of regular contact and engagement with their people while they are off work.

- Increase options available to the workforce regarding alternative or modified duties.

Workplace

Support recovery

Graded exposure RTW Programs

The actions

Establish a best-practice approach for trauma-related claims to maximise the likelihood of a safe RTW.

Collaborate with RTW teams and treating specialists to support the worker's gradual exposure to triggers when putting a RTW plan in place.

Offer a flexible and supportive work environment which assists the worker to engage in graded exposure strategies in line with any treatment plan recommendations.

People leaders All team leaders, supervisors and managers.   *Support recovery*

Return to work (RTW) suppport

The actions

Implement evidence-based programs, including policies, procedures and resources relating to RTW support and ensure alignment with legislative requirements.

Provide ongoing, appropriate support for anyone who has expressed or is showing signs of personal mental health and wellbeing risk factors.

Regularly engage with your people throughout their recovery and return to work journey.

Ensure you remain the main point of contact for your people.

Enhance the level of support provided in the event that someone is unfit for work and/or absent.

Ensure you are protecting the rights of your people experiencing mental health and wellbeing concerns by:

Understanding, promoting and applying policies and procedures effectively within the workplace (both for compensable and noncompensable conditions).

Ensuring policies and procedures are designed to support recovery and include support for workers experiencing noncompensable mental health conditions.

Implementing policies and procedures to focus on individual strengths and capability.

People leaders

Support recovery

People leaders successfully managing RTW

The actions

Practice support and training for assistance with recovery.

People leaders are typically the first point of contact and your responses can significantly influence the likelihood of a safe and sustainable return to work.

Develop your knowledge and skills with regard to supporting recovery from mental health concerns and conditions (compensable and non-compensable) through engaging in training programs, tools and resources. Embed these skills into your practices.

Increase options regarding alternative or modified duties (where practicable).

Establish clear expectations to your people in offering RTW support, with a focus on capacity for work (e.g. making reasonable adjustments to duties and hours if medically indicated).

Ensure you understand and demonstrate the importance and benefits of regular contact and engagement with your people while off work.

Engage operational support to successfully achieve outcomes.

Graded exposure RTW programs

The actions

Develop a practice of graded exposure RTW programs and ensure a best-practice approach is taken for trauma-related claims and to maximise the likelihood of a safe and sustainable return to work.

Work closely with RTW specialists to support the worker's gradual exposure to potential triggers in their role.

Offer a flexible and supportive work environment which assists the worker to engage in graded exposure strategies in line with their treatment plan.

Workforce   All people working in and supporting the road transport, warehousing and logistics industry.   *Support recovery*

Return to work (RTW) support

The actions

Understand how internal policies, and procedures are working within the organisation.

Consult with your people leader to understand your rights and develop a plan that focuses on your individual strengths and capacity, rather than incapacity.

Be aware of relevant policies, including:

- Injury management and RTW procedure
- worker's compensation policy
- leave management policy
- leave management guidelines
- other.

Critical incident response

The actions

If your GP or health specialist has advised you have a limited or unfit work capacity due to mental health and wellbeing concerns, consider the following actions:

- Communicate openly with your people leader where possible so they have a better understanding of the issue and its impact on you. This will enable them to better offer assistance at a local level.

- Be as clear as possible regarding the support you believe you need to stay at work or return to work in a timely and sustainable manner

- Understand your people leader may need to ask your consent to seek support and guidance from a third party with appropriate expertise, e.g. your medical professional or the injury management team within your organisation.

Discuss what information you are comfortable with, as mental health concerns can be sensitive. Be clear with your people leader about the information you are comfortable with them disclosing and what information you would prefer is kept confidential.

Work with your people leader to support your recovery and collaboratively develop a plan to improve your safe and sustainable RTW.

Workforce

Support recovery

Graded exposure RTW programs

The actions

Work with your people leader to support your recovery. Working closely with your people leader and collaboratively developing a plan can significantly influence the likelihood of a safe and sustainable return to work.

Actively participate in RTW programs: engage in programs, tools and resources to empower yourself or support a co-worker to recover from mental health concerns and conditions (compensable and non-compensable).

Self assessment notes   *Support recovery*

Now that you have completed your workplace assessment of this strategy, you can use the following planner below to identify your key challenges (actions that you need to focus on), strengths (actions you established or implemented) and top three future priorities (actions that will make the biggest positive impact) for your workplace to consider when "taking action" – See Action plan at the end of this document.

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Checklist for small business

Below is a checklist and self-audit tool of key questions to help you identify and prioritise high-impact and high-risk focus areas for your workplace.

Build leadership capability

Do our people leaders show a visible, active commitment to mental health and wellbeing?

Do we approach mental health and wellbeing the same as physical health?

Do we meet compliance with relevant legislative and legal requirements?

Do our people leaders role model positive workplace behaviours?

Do we lead with care and compassion by getting to know our people?

Do we provide training and resources to develop supportive and capable people leaders? (Consult with HHTS.)

Increase awareness

Have we provided mental health and wellbeing awareness training programs and resources for all our people? (Consult with HHTS.)

Have we provided informative resources which challenge inaccurate perceptions about suicide and mental health conditions?

Have we established expectations for all our people to understand the importance of mental health and wellbeing in the workplace, and encouraged open conversations through events and programs, such as R U OK? Day and World Mental Health Day?

Do people leaders speak openly about mental health and wellbeing in the workplace, by actively endorsing and participating in activities and events aimed at reducing related stigma?

Build better work cultures

Have we developed mental health and wellbeing policies and procedures aligned to legislative requirements?

Have we implemented an anti-bullying policy?

Have we developed a clear set of positive workplace values and behaviours?

Have we given our people a voice through regular wellbeing conversations, so they feel safe to share concerns, issues and to seek help?

Do we promote mental health and wellbeing by prioritising healthy behaviours?

Do we manage change effectively with transparency and give our people a voice regarding changes that affect them?

Do we celebrate achievement and praise effort as well as our results?

Smarter work design

Do we implement workplace policies that protect the rights of our people, support psychological safety and flexible workplace practices?

Do we consult with our people to support their job control, autonomy and decision-making with regard to how work is carried out?

Do we give our people a voice to communicate work design risk factors?

Do we assess job characteristics and emphasise the meaningful aspects of work?

Do we review resource allocation and resource planning approaches?

Do we have a critical incident response plan?

Do we meet relevant workplace health and safety requirements?

Do we review and improve operational procedures that can reduce mental health and wellbeing concerns?

Do we have strategies to support our people to manage the impact of job demands?

Do we review and address operational environments and facilities?

Have we ensured the physical work environment is safe?

Do we provide role clarity to our workforce?

Do we promote social support, connection and participation through digital capability?

Build resilience and coping skills

Do we provide targeted and evidence-based programs to address industry risk factors such as fatigue management? (Consult with HHTS.)

Do we provide practical tools, resources and support services that give self-care advice and positive coping strategies to build resilience of workers?

Do we provide peer support programs that include psychological first aid training?

Do our people leaders provide coaching, mentoring and support for our people?

Do we provide targeted physical health and activity programs to empower our people to make healthy lifestyle choices to protect their physical and mental health and wellbeing?

Do we work together, share knowledge and coping strategies, and stay connected with digital capability?

Do we promote and role-model self-care and balance?

Early intervention

Do we implement regular wellbeing check-ins and promote early help-seeking behaviours?

Do we improve awareness of signs and symptoms of mental illness to recognise distress in workers and prompt early intervention?

Do leaders have the capability and skills to have a conversation when a worker may be struggling and provide early intervention support?

Do we make reasonable adjustments to work and supports as necessary?

Do we understand how to manage worker self-disclosure?

Do we understand how to respond to trauma and critical incidents, and implement a critical incident response framework?

Do we provide tools, resources and support services? (Consult with HHTS.)

Support recovery

Do we have return to work (RTW) policies procedures, programs and supports?

Have we provided training to develop the knowledge and skills of leaders to support recovery? (Consult with HHTS.)

Do we provide necessary workplace adjustments where required?

Do we take an individual strength-based approach to empower workers in their recovery and focus on their capacity for work?

Do we involve the worker in their recovery planning?

Do we keep in touch with our people while they are away from work due to injury?

Do we provide a flexible, safe supportive environment for workers to return to work?

Do we encourage people with a personal experience of recovery and management of a mental health condition to share their story in a safe manner in the workplace?

Take action

Develop an action plan to create a psychologically safe and thriving workplace

The Guidelines outline a comprehensive set of actions you can take to create a psychologically safe and thriving workplace. Now, it's time to develop your own Workplace Action Plan to help you prioritise focus areas for continuous improvement in creating a future thriving workplace.

To develop your Workplace Action Plan, integrate focus areas of each of the seven workplace strategies based on the Framework of prevention, protection and support. When choosing actions for each of the seven workplace strategies, reflect on your current performance and prioritise high-impact high-risk areas.[1] Please use the Self Assessment page at the end of each strategy to help you design your action plan.

Priority actions can be linked with existing workplace programs, policies, resources and supports, and your action plan should be aligned to your broader workplace strategy and values to strengthen momentum and impact.

The following four steps will help you successfully develop and implement your action plan and adapt to the changing needs of your workforce. [1]

Step 1.
Establish leadership support

Leadership sets the tone for discussions around mental health and wellbeing and their commitment to implementing practices is key to creating a psychologically safe and thriving workplace action plan.

Build the *why* of your workplace case for creating an action plan (e.g. priorities, values, KPIs).

Identify mental health and wellbeing champions to drive governance.

Commit specific training, resources and supports for industries.

Step 2.
Identify risks and strengths

Examine qualitative and quantitative information to understand underlying challenges in your workplace. Gather mental health and wellbeing information internally and externally using standardised and widely available measurement tools.

Consider your workplace, teams and individuals, and job design.

Identify existing mental health and wellbeing policies, programs, supports and practices to establish a baseline measure.

Compare how your workplace stacks up by reviewing, analysing data and researching the mental health status of other workplaces within your industry.

Consult with your people and other industry representatives to identify issues and seek feedback on the current approach.

Identify areas to maximise protective factors and minimise risk factors for industries.

Step 3.
Develop a plan

Develop an action plan to create a psychologically safe and thriving workplace based on risk factors for industries, priority areas and strategic actions outlined in the Guidelines. This includes evidence-based approaches for improving job design, building resilience, supporting early help seeking and recovery, increasing awareness of mental health and reducing stigma to build better work cultures.

Establish desired outcomes and set goals to create a psychologically safe and thriving workplace.

Identify needs for collaboration and external support or expertise.

Develop a realistic, achievable action plan based on an integrated approach of the industry framework (prevention, protection and support) and the seven workplace strategies.

Implement actions to ensure contribution to the action plan across the workplace.

Step 4.
Evaluate and improve your plan

Measure and review the effectiveness of your action plan for creating a psychologically safe and thriving workplace by comparing data before and after implementation to inform decision-making for future workplace planning.

Monitor implementation and uptake of mental health initiatives, tools, resources and supports.

Seek feedback from your people on their experience of the implementation and effectiveness of mental health initiatives for their roles.

Collect data to compare with your baseline and measure progress against goals.

Review your action plan and interventions for creating a psychological safe and thriving workplace against baseline and goals.

Acknowledge challenges, identify what is and what is not working, provide feedback to your people and adjust your approach where required.

Amend and adjust your plan and actions as needed to ensure the effectiveness of tools, resources and support services, and ensure consistent improvement of systems, policies, practices and procedures.

Establish what thriving looks like for your workplace and set goals

Workplace leaders should think of their action plan as a continuous and ongoing process. It goes beyond simply putting a plan in place, to driving a series of targeted actions that promote psychological safety and create a thriving workplace. [3]

To narrow down and follow some specific goals, use the process below [1]

Rank the issues you identified in the second step based on workplaces' perceived level of need, importance and motivation to change.

Prioritise your Action plan by reviewing your Self Assessment notes for each of the seven workplace strategies key priority areas. Consider which ones can align to your workplace initiatives underway that can be leveraged and those that can create the biggest impact.

Discuss the final list of goals with other internal and external representatives from industries to seek feedback and agreement.

Narrow the list down to approximately five key goals. Establish goal statements for each of them, setting achievable, measurable short- and long-term targets. You will need a baseline position to provide a starting point to measure the impact of actions. (see the action plan template example. Goal statements should follow the SMART tool (specific, measurable, achievable, relevant, timely).

It's often helpful to develop an overarching statement, highlighting the immediate goals and identifying what a thriving workplace looks like for your business.

The Guidelines provide an integrated approach to convert awareness into action and support healthy heads, healthy workplace environments and cultures for the benefit of all.

Together in our workplaces, by our people leaders and for our workforce, we can take this information and put it into practical action, to create real and positive change. This is how we can create a psychologically safe, thriving and future-fit industry. [5]

Take action

<table>
<tr><td colspan="2">**Action plan**   Using your self assessment notes, complete the form below to start creating your workplace action plan.</td></tr>
</table>

Goal	Strategies to achieve goal			
	Build leadership capability Build a better workplace culture Build resilience and coping skills Support recovery Increase awareness Smarter work design Early intervention			
Action	**Priority timeline**	**People responsible**	**Resources required**	**Performance indicators**
Actions required to achieve goal statement. **What is the specific program, initiative or approach?**	*What is the implementation priority of this action? Is the timeline achievable, considering resources and input from our people and people leaders?* **Low:** Plan to implement over the next three years. **Medium:** Plan to implement over the next 12–24 months. **High:** Plan to implement within the next 12 months.	Who will be responsible for implementing this action? Who is responsible for ensuring the work is completed?	What resources are necessary to support the action? Have we allocated time for senior leadership and other workers' involvement?	How will we ensure that we are on track to achieve our goal statement? What is working well/not working?

The psychological safety & thriving workplace maturity model

Every workplace will be at a different level of psychological safety. The following steps can help you measure how well your workplace is doing across each of the seven strategies and identify areas for improvement. Every level of performance in the chart assumes ongoing achievement of the previous steps. They all support ongoing improvement.

Basic	Standard	Advanced	Best practice
Establishes workplace policies and processes that align to legislative requirements. Increase awareness and the understanding of mental health, wellbeing and psychological safety in the workplace.	Implements awareness and education activities to ensure all people understand risks and resources, supports and tools available to them.	Builds leadership and workforce capability at all levels to define and measure behaviours that create a psychologically safe and thriving workplace.	Measures, evaluates and implements change relating to the effectiveness of workplace performance of systems, policies and practices to ensure continuous improvement in psychological safety.

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