



# The Healthier Work program

September 2023



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## What is the Healthier Work program?

## The Healthier Work program

The ACT Government is committed to a healthy Canberra. Across the community, we're finding ways to improve people's quality of life and wellbeing.

## Support and guidance

Our **free** Healthier Work program is designed to support employers to create healthy and safe work environments for Canberrans. Along with helpful resources, the program offers:

- » information and support for managers and leaders
- » a tiered recognition scheme with promotional benefits
- » regular up-to-date news and ideas about workplace health and wellbeing initiatives
- » networking opportunities
- » events and seminars
- » experienced Healthier Work advisors to meet with you in person or online to provide customised advice and guidance.

## **Recognition levels**

Businesses that participate in the Healthier Work program can be publicly recognised for taking an integrated approach to health, safety and wellbeing. There are four recognition levels in the program. As businesses make progress in creating a healthy and safe workplace, they have the opportunity to move up levels.



Recognised	Silver	Gold	Platinum
Organisations at this level want to improve the mental and physical health of their workplace.	Organisations at this level are proactively implementing work health, safety and wellbeing strategies.	Organisations at this level are implementing embedded work health, safety and wellbeing plans and strategies.	Organisations at this level are implementing embedded work health, safety and wellbeing plans and strategies.
They are actively seeking information and advice and want to implement workplace health, safety and wellbeing plans.	They have evidence of integrated activities for mental and physical health.	They have evidence, including measured outcomes, of integrated activities for mental and physical health.	They have evidence of comprehensive and integrated activities for mental and physical health. They show measured positive outcomes over time.

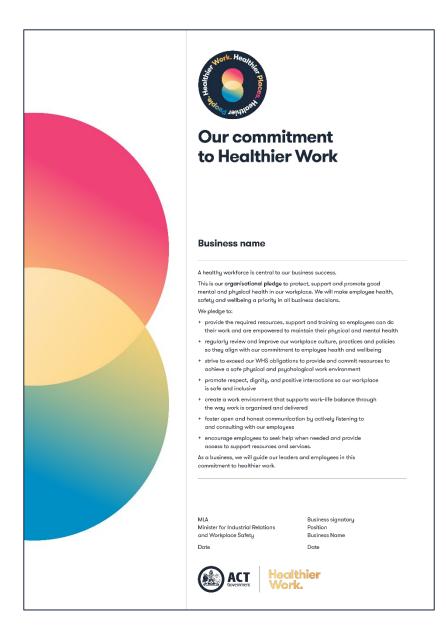


## The Healthier Work pledge

When organisations join the program, they sign the Healthier Work pledge and join a growing community of Canberra businesses committed to providing safe and healthy workplaces.

Making a workplace commitment is the first important step to achieving a healthier workplace. The Healthier Work pledge demonstrates your business commitment, communicates your key promises and unites your team.

As part of the program, you will receive a customised, signed and framed pledge to display in your workplace. This pledge shows your employees and customers your commitment to health, safety and wellbeing. <u>Read the Healthier Work Pledge</u>



## **Business recognition**

For your efforts, your organisation and your employees will reap the benefits of a healthier workplace. Plus, the higher you progress in recognition, the greater the opportunities for networking, promotion and sharing your story.

As part of the Healthier Work program, your business will have access to information, resources and a Healthier Work advisor to assist you in creating a healthier workplace. Your business will also receive promotional and recognition opportunities, such as:

- » Certificates and trophies
- » Events and networking
- » Digital signature and badge

- » Web profile
- » Staff recognition pack
- » Social media promotion

#### **Recognition signatures and badges**





#### **Trophies and certificates**





## Achieving recognition

As part of the Healthier Work program, your business will need to meet a list of annual requirements to achieve recognition and the acknowledgement that comes with it.

Recognised	Silver	Gold	Platinum
<b>Complete</b> the application form.	<b>Complete</b> the application form.	<b>Complete</b> the application form.	<b>Complete</b> the application form.
<b>Complete</b> the Healthier Work gap assessment survey.	Complete the Healthier Work <b>g</b> ap <b>a</b> ssessment <b>s</b> urvey.	Complete the Healthier Work <b>g</b> ap <b>a</b> ssessment <b>s</b> urvey.	Complete the Healthier Work <b>g</b> ap <b>a</b> ssessment <b>s</b> urvey.
<b>Sign</b> the Healthier Work pledge.	<b>Sign</b> the Healthier Work pledge.	<b>Sign</b> the Healthier Work pledge.	<b>Sign</b> the Healthier Work pledge.
<b>Engage</b> with the Healthier Work team for information and advice.	<b>Participate</b> in one meeting each year with the Healthier Work team	<b>Participate</b> in one meeting each year with the Healthier Work team	<b>Participate</b> in one meeting each year with the Healthier Work team
Supporting evidence			-
	<b>Provide</b> a health, safety and wellbeing annual plan.	<b>Provide</b> a health, safety and wellbeing annual plan.	<b>Provide</b> a health, safety and wellbeing annual plan.
		<b>Provide</b> your health, safety and wellbeing policies, that includes WHS, injury management and support, and wellbeing.	<b>Provide</b> your health, safety and wellbeing policies, that includes WHS, injury management and support, and wellbeing.
			<b>Provide</b> your health safety and wellbeing evaluation framework with evidence of improved outcomes over time.

Organisations can join the Healthier Work recognition scheme at any level. Do the Healthier Work gap assessment survey to find out what level your business can achieve.

#### Supporting evidence

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## Health, safety and wellbeing plan

To achieve recognition businesses are required to submit annual health, safety and wellbeing plans. Businesses can submit their own documentation or use the Healthier Work template.

Examples of documents,

- WHS risk management plans
- Wellbeing plans
- Workplace support plans

### **Receiving recognition**



## Health, safety and wellbeing policies

Written policies communicate your organisation's commitment to workplace health safety and wellbeing. Elevate healthier work to a key outcome for which your leaders are held accountable.

Read more information about health, safety and wellbeing policies



## Health, safety and wellbeing evaluation framework

Measuring the effectiveness of work health, safety and wellbeing strategies and actions is an essential part of your business. Implementing a regular review process will identify successful health initiatives and help you communicate positive outcomes.

Find resources about evaluation frameworks

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National Zoo and Aquarium

DJAS



Murray Consulting Services



# What makes a healthier workplace?

## Become a healthier workplace

Take an integrated approach to protect, support and promote health, safety and wellbeing across all business functions. Look at both physical and mental health and consider both people and place.

Healthy workplaces focus on the physical and mental health of their employees. They implement organisational initiatives to provide safe and healthy working environments. They encourage employees to play a proactive and positive role in their own health and wellbeing. The Healthier Work program assists businesses to achieve healthier workplaces by taking action in three ways:

#### 1. Take an integrated approach

To achieve a healthier workplace, organisations should look to implement initiatives and activities that protect employees, support positive health outcomes and promote healthy behaviours and culture.



Protect Prevent physical and psychological harm



Support Provide services, interventions and resources



#### Promote

Build a positive and meaningful health culture

#### 2. Look at complete health

Create physically and psychologically safe environments so you're looking after both the physical health and mental health of your employees.



Physical health

Create physically safe environments

Mental health

Create psychologically safe environments

#### 3. Consider place and people

Make your workplace safe and healthy through good work design, effective facilities and resources, supportive cultures, policies and work practices. Give employees positive health information to build awareness while also facilitating their active participation in healthy behaviours.



Healthy place

Make your workplace safe and healthy

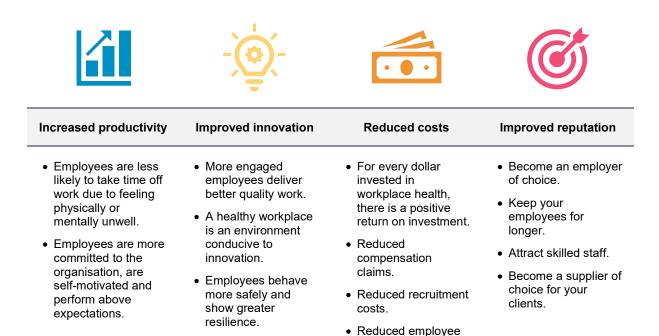


Healthy people

Build awareness of healthy behaviours

## Why creating a healthy workplace is important

Organisations that take an integrated approach to work health, safety and wellbeing achieve positive outcomes. There are benefits for businesses and employees.



## What a healthier workplace looks like

There are six work categories that contribute to a healthier workplace. Each category offers practical solutions you can apply in your organisation. For best results, you should action all six categories.

risk factors.



Work design

Organise and deliver work for employee and business success.



Workplace engagement

Build a positive culture to be proud of.



#### Work environment

Create a safe, inclusive and comfortable place to work.



#### Workplace support

Support your people, especially in challenging times.



#### Workforce capability

Encourage professional learning and personal growth.



Workplace leadership Lead with dignity and respect.



## Work design

Organise and deliver work for employee and business success.



Clearly define how your employees' tasks are structured and organised.

- » Do they have the right resources to do their jobs?
- » Have they provided input to how their work is organised?
- » Can the work be meaningful and give people the opportunity to build their skills?
- » Can you promote autonomy and foster positive relationships?

#### What you can do

When designing individual job roles and responsibilities, seek a balance between meeting your organisational goals while considering the demands you place on your employees.

Well-defined and consistent systems, processes and procedures are the backbone to workplace design.

Roles and responsibilities	Workload and job demands
Clarify employee tasks, work methods and priorities. Make sure they're aware of their role within the organisation.	Aim for a balanced and motivational approach to workload. Encourage employees to shape their work to suit their style.
<ul> <li>Maintain role clarity – check your employee understands their role within the organisation.</li> <li>Make sure employees have access to position descriptions that include role purpose, reporting relationships and duties.</li> <li>Regularly review and update job descriptions (in consultation with your employees).</li> </ul>	<ul> <li>Make the review of workload a regular thing – during team meetings or informal chats.</li> <li>Encourage employees to offer input into how tasks are done, including pace and order.</li> <li>Make work more meaningful and stimulating.</li> </ul>
Resources	Systems, processes and procedures
Make sure your people have what they need to do their job well, including equipment and support.	Clearly define processes and procedures and review your systems regularly (together with your employees) for optimal results.
<ul> <li>Check your employees have the information they need to make decisions.</li> </ul>	<ul> <li>Have a formal information-sharing system or program, such as an intranet.</li> </ul>
<ul> <li>Ensure activities have the financial, human and information resources to meet business goals.</li> </ul>	<ul> <li>Define processes and procedures for things like rostering and performance reviews for consistency.</li> </ul>
<ul> <li>Introduce support during times of high demand.</li> </ul>	<ul> <li>Make it easy for employees to speak up early if their job demands are peaking.</li> </ul>

## Work environment

Create a safe, inclusive and comfortable place to work.

The work environment is the physical and psychological spaces created by your organisation.

- » What equipment is used by your employees?
- » What spaces are available for different tasks, lunch breaks or meetings?
- » Do you have the right lighting, heating/cooling, and cleanliness?
- » Are materials and equipment well maintained?

#### What you can do

Certain spaces can encourage healthy behaviours, such as facilities for showers after a ride to work. Policies, and systems for reporting and managing risks, such as trips or falls, bullying and fatigue are essential. Ongoing employee training to prevent injury is a core responsibility of an employer.

Physical and psychological hazards	Workspace
Identify potential hazards that could affect people's physical or psychological safety. Have systems for employees to report concerns.	Design spaces for specific activities or preferred ways of working. The way you set up workspaces can encourage healthier behaviours.
<ul> <li>Have a risk management system across the entire business.</li> </ul>	<ul> <li>Provide spaces where people can have confidential conversations.</li> </ul>
<ul> <li>Clearly define how to identify, eliminate or reduce/manage all safety risks.</li> </ul>	<ul> <li>Offer dedicated break space/s for relaxation and social connection.</li> </ul>
Make it easy for all staff to see and respond to	Minimise isolation by providing opportunities for
hazards.	face-to-face interactions.
hazards.	face-to-face interactions.
hazards. Plant, equipment and materials	Vehicles, buildings and structures
Plant, equipment and materials Regularly assess and maintain your plant, equipment and materials. Ongoing training can	Vehicles, buildings and structures Assess and maintain vehicles, buildings and structures. Policies and systems should be
Plant, equipment and materials         Regularly assess and maintain your plant, equipment and materials. Ongoing training can prevent injury.         • Check the equipment is right for the job – it may	Vehicles, buildings and structures Assess and maintain vehicles, buildings and structures. Policies and systems should be accessible and practical.  • Consider the accessibility of your work locations





## Workforce capability

Encourage professional learning and personal growth.



Help your employees deliver organisational goals by creating a learning culture.

- » Do you encourage employees to reflect on their performance?
- » How can you uncover individual strengths and build learning into everyday job tasks?
- » Do you train managers to supervise and communicate with staff?

#### What you can do

Explore your team's capabilities through training, coaching and professional development. Recruit to fill known role gaps and support your team's culture.

Recruitment	Training
Make recruitment and promotion processes fair and transparent.	Offer training to support both individual and team competency.
<ul> <li>Appoint and promote based on merit and performance.</li> <li>Have a formal induction process and train managers to implement it.</li> <li>Create a peer support program for new starters.</li> </ul>	<ul> <li>Make sure employees have the knowledge, skills and abilities to do their jobs.</li> <li>Offer regular training on policies such as Diversity and Inclusion, Risk Management, and Code of Conduct.</li> <li>Train leaders and managers in effective communication.</li> </ul>
Development	Performance
Development Allow your employees to drive their own learning and development. Empower people to make decisions.	<b>Performance</b> Make regular performance feedback two-way and expected.
Allow your employees to drive their own learning and development. Empower people to make	Make regular performance feedback two-way and
Allow your employees to drive their own learning and development. Empower people to make decisions.	Make regular performance feedback two-way and expected.



## Workplace engagement

## Build a positive culture to be proud of.

Foster positive organisational values, beliefs, behaviours, goals, attitudes and work practices.

- » Do you communicate your expectations and encourage collaborative relationships?
- » How do you recognise employees who show positive behaviours in line with your culture?
- » Do you provide wellbeing activities to boost employee engagement and create meaningful connections?

#### What you can do

Understand the dynamics of your team by talking about recent events or challenges. Manage change well by listening, refining and empowering new ways of thinking.

Communication and consultation	Recognition
Offer clear and ongoing collaborative communication with workers at all levels.	Provide recognition to those employees who demonstrate positive behaviours.
<ul> <li>Tell your team about how and why decisions are made.</li> </ul>	<ul> <li>Formally or informally congratulate employees and/or teams when tasks are done well.</li> </ul>
Consult with employees when planning change.	<ul> <li>Implement a rewards program.</li> </ul>
<ul> <li>Encourage feedback and participation during consultations.</li> </ul>	<ul> <li>Recognise or celebrate exceptional efforts of those supporting a healthier work environment.</li> </ul>
Relationships	Fairness and equity
Encourage a culture of collaboration, respect and support.	Encourage a culture of collaboration, respect and
support.	support.
<ul> <li>Encourage honest, open communication at all levels to embed trust.</li> </ul>	<ul> <li>Give all employees equal and fair access to rewards, recognition, development and</li> </ul>
Encourage honest, open communication at all	Give all employees equal and fair access to

#### Wellbeing

Build trust and loyalty through social team interactions. Encourage healthy individual behaviours.

- Create a yearly wellbeing calendar of events and activities get employee input.
- Offer optional presentations on mental health and wellbeing topics.
- Include time for social interactions or personal updates at staff meetings.

## Workplace support

## Support your people, especially in challenging times.

When an employee is injured or unwell, they need to know they're supported to recover and get back to work.

- » Do you offer clear processes for supporting your people?
- » Are you regularly checking in with them?
- » Do your employees know how to access temporary or longer-term support or variations to their job to suit their current health issues?

#### What you can do

Create options for reasonable adjustments, flexible work hours or work-from-home options. Seek external support services for your injured or unwell employees sooner rather than later.

Response and support	Work adjustments
Provide accessible ways for your employees to tell you when their illness or injury is affecting their work.	Be open to changes or supports that can be put in place to keep people working when they face health issues.
<ul> <li>Have regular wellbeing 'check-ins' and make sure to follow up.</li> <li>Give all employees regular information about how to access support programs.</li> <li>Set up an Employee Assistance Program for confidential counselling services.</li> </ul>	<ul> <li>Offer temporary reduction in hours.</li> <li>Consider a temporary change in duties.</li> <li>Understand recovery requirements and adjust the physical workspace if needed.</li> </ul>
Injury management	Flexible work
Injury management Make access to confidential external services easy, especially for injury management and return to work programs.	Flexible work Give employees flexibility so they can continue to contribute during challenging times or changes in life.
Make access to confidential external services easy, especially for injury management and return to	Give employees flexibility so they can continue to contribute during challenging times or changes in

## Workplace leadership

## Lead with dignity and respect.

Commit to all aspects of a healthy workplace. Lead by example with positive behaviours, attitudes and work practices.

- » Do you have a clear vision and set of values for your workplace?
- » Do you have policies and plans that underpin your commitment to workplace health and wellbeing?
- » Do you encourage inclusive and transparent styles of management, with availability to talk through issues or ideas?
- » Are your leader's role-modelling healthy work practices?

#### What you can do

Always treat employees with dignity and respect. Be sensitive to personal and professional challenges.

Values and vision	Policies, strategies and plans
Communicate your organisational values and vision – what you believe in and what you want to achieve.	In consultation with your employees, regularly review policies, strategies and plans for relevance and accuracy.
<ul> <li>Create a mission, vision and values statement for your workplace commitment to health and wellbeing.</li> <li>Set priorities for increased workplace diversity and inclusion.</li> <li>Make your mission, vision and values accessible to all employees and promote these regularly.</li> </ul>	<ul> <li>Lead with an overarching workplace health and wellbeing policy.</li> <li>Make policies and procedures accessible – online and in hardcopy.</li> <li>Get employee feedback and communicate updates to any policies, strategies or plans.</li> </ul>
Commitment and application	Evaluation and accountability
Commitment and application Keep everyone on the same page when it comes to being a healthy workplace.	<b>Evaluation and accountability</b> Track the progress of key healthy workplace activities and plans. Assign accountability.
Keep everyone on the same page when it comes to	Track the progress of key healthy workplace
<ul> <li>Keep everyone on the same page when it comes to being a healthy workplace.</li> <li>Lead with openness so employees understand</li> </ul>	<ul> <li>Track the progress of key healthy workplace activities and plans. Assign accountability.</li> <li>Regularly review decisions to check decision-</li> </ul>



## How to achieve a healthier workplace

## Six steps to healthier work

Creating a healthier workplace is more than ticking a few boxes. It is a proactive and integrated aspect of your day-to-day work across the entire organisation. And it pays off!





Establish workplace commitment from leadership

You need a formal organisational commitment and support from management. Then identify a key leader or leaders, develop a workplace health and wellbeing policy and assign a budget. Build a healthier work team

Form a workplace health team that considers human resources, WHS and wellbeing, with representatives across all levels of your business. Have your social committee and wellbeing committee report to this overarching group. 3

## Bring what you are already doing together in a plan

Look at what your organisation is doing well. Many businesses already see the value in certain strategies, such as risk management systems or clear position descriptions. Celebrate what you've already achieved.

Health and wellbeing policy information

Workplace leadership resources

How to build a healthier work team information

Healthier Work plan template



Identify your gaps: do a needs analysis

After identifying any existing initiatives, look at priority needs and interests of employees. Involve employees early to help formulate ideas. Also identify workplace needs.

Healthier Work gap assessment tool



## Create a health and wellbeing plan

Create a plan that includes timelines and strategies you intend to use in your program. Make sure you include a start date and emphasise the support of management. Consider both immediate and longer-term implementation, as well as performance indicators to help assess your progress.

Policies, strategies and plan resources

6

Manage and evaluate your plan

Undertake sound program coordination, regular communication and record keeping. Evaluate and review progress against your action plan and communicate progress and results to all employees.

Evaluation and accountability resources



## Keys to success



#### Time

Improving health and wellbeing in the workplace is not a one-dimensional process. Creating and implementing new programs and initiatives – and changing your existing culture – takes time.



#### Consultation

You have an obligation to consult employees. By involving them and showing a genuine interest in what they have to say, you will be able to tailor a program that achieves greater productivity and job satisfaction



#### Relevance

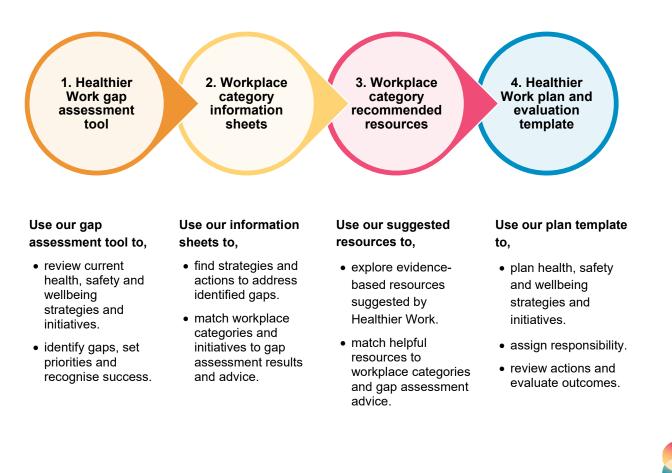
All businesses are different and face unique problems and challenges. Make the program relevant for your business and your employees. It may take a few attempts to find the right strategies that work for your organisation.



#### Communication

Communication is key to a successful program. Include employees in discussions to help formulate ideas and create relevant strategies and activities for your business. It will also help keep everyone motivated in the program and informed about progress.

## Supporting resources



## 1. Healthier Work gap assessment tool

## The Healthier Work gap assessment tool is designed to help businesses identify gaps in workplace health, safety and wellbeing.

Take the time to work through the tool's survey questions. Once complete, the Healthier Work team will provide information and advice tailored to your business situation.

#### Healthier Work gap assessment survey

The Healthier Work gap assessment survey steps businesses through each workplace category and subcategory and asks questions about current workplace strategies that impact the health and wellbeing of employees. The survey takes approximately 30 minutes to complete and should be undertaken by people in the organisation with a broad knowledge of workplace operations. For best results we suggest doing the survey with at least one other work colleague.

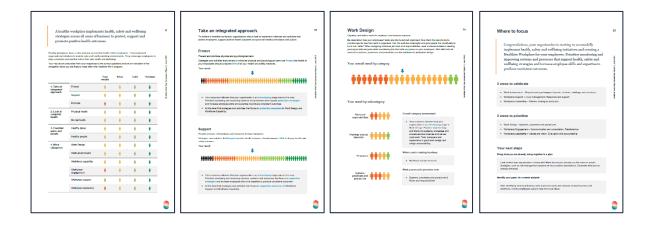


Access the Healthier Work Gap Assessment survey

#### Healthier Work gap assessment report

The results of the gap assessment survey for your business will be presented in a report. The report,

- » assesses the results against each criterion. (*Take an integrated approach / Look at complete health/ Consider place and people*)
- » assesses the results against the six work categories
- » provides an indication of what recognition level the business might meet
- » provides advice and recommendations based on the results.





### 2. Workplace category information sheets

Explore all the practical solutions to achieve a healthier workplace. Each category information sheet offers potential strategies and actions you may apply in your organisation.

As all businesses are different and face unique challenges, it may take a few attempts to find the right strategies that work for your organisation. To make the most of the category information sheets, use your gap assessment results to help identify priority areas. You can then make your health and wellbeing program and strategies relevant for your business and your employees.

- » Work design information sheet
- » Work environment information sheet
- » Workforce capability information sheet
- » Workplace engagement information sheet
- » Workplace support information sheet
- » Workplace leadership information sheet

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#### 3. Resources

Find resources and information relating to workplace health, safety and wellbeing recommended by Healthier Work. Use the Resource Finder or go directly to resources relating to workplace categories.

These are only suggested resources. Organisations should consider their own needs when selecting resources to use.

- » Resource Finder search for resources by topic, subtopic, type and industry (Coming soon)
- » Work design suggested resources
- » Work environment suggested resources
- » Workforce capability suggested resources
- » Workplace engagement suggested resources
- » Workplace support suggested resources
- » Workplace leadership suggested resources

## 4. Templates and information

Our templates and information sheets are designed to work together to make identifying priorities, finding the best strategies and implementing actions easier. Participating businesses are not required to use our tools but may find them helpful.

- » How to build a healthier work team
- » Healthier Work achievement/plan template
- » Health and wellbeing policy information
- » Healthier Work recognition application form

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For further assistance, please contact the Healthier Work team.

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