

Healthier  
Work.



# Workplace leadership

October 2023



**ACT**  
Government

# What is workplace leadership?

*It's about leading with dignity and respect.*

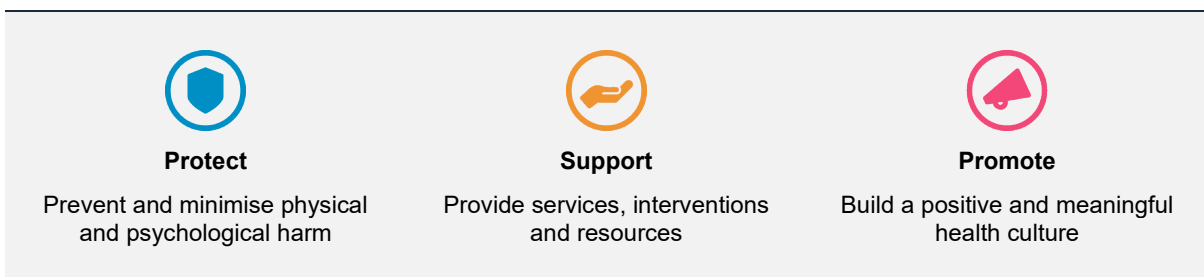
Commit to all aspects of a healthy workplace. Lead by example with positive behaviours, attitudes and work practices. Set a clear vision and set of values for your workplace. Create policies and plans that underpin your commitment to workplace health and safety. Encourage inclusive and transparent styles of management, with availability to talk through issues or ideas. Always treat employees with dignity and respect. Encourage leaders to role-model healthy work practices. Be sensitive to personal and professional challenges.

## Become a healthier workplace

This information sheet is designed to explain how to build your workplace leadership in a practical way, offering a variety of strategies and actions you can take to achieve a healthier workplace. The breadth of options is extensive. Not all suggested activities will be relevant to your workplace, but it's important to cover workplace leadership deficiencies identified in your gap assessment report.

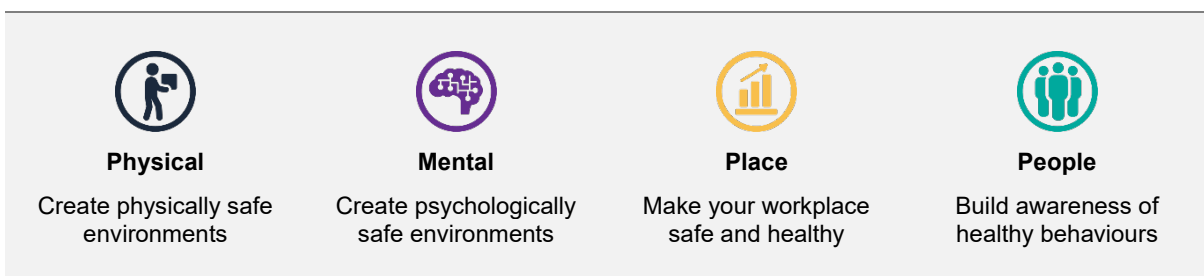
*Suggested actions and strategies listed in the following pages are labelled with icons to show what aspects of healthier work they address.*

### Take an integrated approach



### Look at complete health

### Consider place and people



# What you can do (actions and strategies)

## Values and vision

Communicate your organisational values and vision – what you believe in and what you want to achieve.

	PROTECT	SUPPORT	PROMOTE	PHYSICAL	MENTAL	PLACE	PEOPLE
Create a mission, vision and values statement for your workplace commitment to health and wellbeing. This informs your strategic plan.							
Make your mission, vision and values for workplace health and wellbeing accessible to all employees and promote these regularly.							
Report annually on workplace health and wellbeing outcomes against mission criteria.							
Set organisational priorities to increase workplace diversity and disability inclusion as diverse and inclusive workplaces have positive health and wellbeing outcomes.							
Train managers to communicate and role model your vision and values to employees.							
Allow employees to have input into how the vision and values can be expressed within their role.							
Translate visions and values into the day-to-day activities and decisions that employees make daily.							



# Policies, strategies and plans

*In consultation with your employees, regularly review policies, strategies and plans for relevance and accuracy.*

	PROTECT	SUPPORT	PROMOTE	PHYSICAL	MENTAL	PLACE	PEOPLE
Make organisational policies and procedures easily available to employees so they know what's expected. Have these documents online and in hardcopy. Use the documents at induction and remind employees to check them regularly.							
Update your WHS and wellbeing policies regularly. Get employee feedback. Let people know when updates have been made.							
Create Workplace Health and Wellbeing policy that encompasses your WHS, Injury Management and Employee Wellbeing policies.							
Create a flexible work policy with hybrid work controls (for communication and technology) to provide boundaries between home and work.							
Create a workplace code of conduct policy and agreement.							
Create an early intervention/injury management policy and plan to cover both physical and psychological injuries.							
Make sure employees, contractors and labour hire workers are made aware of policies relating to acceptable behaviour in the workplace.							
Align leadership training with human resources practices and policies to build more inclusive leaders.							
Create a corporate social responsibility strategy.							
Create a volunteer policy.							



## Policies, strategies and plans (cont.)

*In consultation with your employees, regularly review policies, strategies and plans for relevance and accuracy.*

	PROTECT	SUPPORT	PROMOTE	PHYSICAL	MENTAL	PLACE	PEOPLE
Create a healthy eating and nutrition policy for catering for meetings, functions or events, vending machines, onsite canteens/cafes, fundraising, food safety and alcohol consumption.							
Create a workplace travel plan to help employees get to and from work without needing a car (such as cycling, public transport).							
Create a change management strategy with a clear methodology.							
Create a fair complaint and grievance policy, as well as clear procedures, which is understood and trusted by all employees.							
Create a smoke-free workplace policy to support a non-smoking environment and culture with help for those who wish to quit.							
Create a diversity and disability inclusion policy with actions for recruiting a diverse workforce.							
Create a leave policy with options for wellbeing/mental health days and maternity/paternity leave.							
Create a policy about second jobs to manage risks associated with conflict of interest, excessive hours, fatigue and performance.							
Create a policy that supports physical activity during the workday.							
Create a workplace policy about responsible alcohol consumption at work-related events that follows the Australian low risk alcohol guidelines.							



# Policies, strategies and plans (cont.)

*In consultation with your employees, regularly review policies, strategies and plans for relevance and accuracy.*

	PROTECT	SUPPORT	PROMOTE	PHYSICAL	MENTAL	PLACE	PEOPLE
Create relevant fatigue management policies and procedures.							
Create a hazard and incident reporting policy and procedures.							
Explain the organisation's bullying and harassment policies to all leaders and employees, including how these are enforced.							
Explain the organisation's discrimination policies to all leaders and employees, including how these are enforced.							
Include diversity in all key workplace policies, such as recruitment, training and promotions.							
Implement team-based targets as an effective measure for improving overall performance against the organisational goals and to build effective teams.							



# Commitment and application

Keep everyone on the same page when it comes to being a healthy workplace.

	PROTECT	SUPPORT	PROMOTE	PHYSICAL	MENTAL	PLACE	PEOPLE
Be open and transparent about why and how changes may affect the business and employees.							
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.							
Make sure leaders are aware of the services offered by the employee assistance program and their role in facilitating access to the program.							
Encourage leaders to be visible, take action when issues arise, display acceptable work behaviour and communicate effectively.							
Show commitment to employees by being willing to confront people issues and manage their resolution.							
Make sure leaders know how to have development conversations with their employees.							
Make sure leaders know their role in fostering diversity and inclusion.							
Make sure leaders know who to support employees through difficult decisions.							
Make leaders visible and accessible by having them sit in communal areas or at shared desks.							
Encourage an open-door policy so employees can discuss their concerns with their manager or supervisor.							



# Evaluation and accountability

Track the progress of key healthy workplace activities and plans. Assign accountability.

	PROTECT	SUPPORT	PROMOTE	PHYSICAL	MENTAL	PLACE	PEOPLE
Make sure decision makers are impartial in areas of recruitment and procurement and regularly check policies are being followed.							
Make sure policies, practices and work design promote positive physical and mental health.							
Make sure people management systems and processes reflect health and wellbeing expectations.							
Do a staff satisfaction survey to get feedback and ideas about creating a workplace that supports positive mental and physical health.							
Collect and publish statistics on your organisation's diversity and disability inclusion.							
Create a process so work-related issues can be reported anonymously for review by the leadership team.							
Implement code of conduct standards to demonstrate the consequences for poor behaviour.							
Make sure all employees have read and understand the code of conduct.							
Have the leadership team regularly review statistics on wellbeing and compensation claims.							
Evaluate return-to-work strategies.							
Review team and individual work plans after organisational change to check roles, objectives and accountabilities are clear.							
Review the learning and development function within your organisation.							





# Tools and resources

## 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.

- » [How to build a healthier work team](#)
- » [Healthier Work achievement/plan template](#)
- » [Health and wellbeing policy information](#)
- » [Healthier Work recognition application form](#)
- » [Healthier Work Gap Assessment survey](#)

## Resources






Find resources and information relating to workplace health, safety and wellbeing recommended by Healthier Work. 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](#)

## Get help

The Healthier Work Program is a free ACT Government initiative for Canberra businesses. [Get in touch](#) to ask a question or organise a free site visit from our Healthier Work team.

## All category worksheets in this series

					
Work Design	Work Environment	Workforce Capability	Workplace Engagement	Workplace Support	<b>Workplace Leadership</b>





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Work.**

For further assistance, please  
contact the Healthier Work team.

Healthier Work, GPO Box 158, Canberra City,  
ACT 2601 or email: [healthierwork@act.gov.au](mailto:healthierwork@act.gov.au)

[www.healthierwork.act.gov.au](http://www.healthierwork.act.gov.au) | [www.act.gov.au](http://www.act.gov.au)