Blueprint for Mentally Healthy Workplaces

Release 3, 2024

Australian Government

National Mental Health Commission

About this Blueprint

The Blueprint for Mentally Healthy Workplaces has been produced as part of the National Workplace Initiative, a Commonwealth Government investment in creating a nationally consistent approach to mentally healthy workplaces in Australia.

The National Workplace Initiative is a collaborative project of the Mentally Healthy Workplace Alliance, a group of national organisations representing business, union, mental health, workplace health and government sectors.

The Blueprint for Mentally Health Workplaces outlines the core pillars and principles underpinning a nationally consistent approach to mental healthy workplace. It aims to help align the work of business, unions, government, workplace health and mental health organisations in implementing these core pillars and principles.

The Blueprint also outlines key focus areas of the Mentally Healthy Workplaces digital platform being developed by the National Workplace Initiative. This platform connects people with the information and support they need to make workplaces mentally healthy.

Note on language:

What work looks like for people varies widely across Australia. The language people use to define their experience of mental health also varies, and the language related to mentally healthy workplaces is always evolving. The Blueprint uses the term 'leadership' when referring to the act of leading or championing change. Anyone can be a leader in this sense. When we refer to formal leadership positions, we use specific terms such as 'top management'. Please see the glossary at the end of the document for more information about the terms we use.

Release 3

This final release of the Blueprint incorporates feedback from individuals and organisations from the business, unions, government, workplace health and mental health sectors. Thank you to everyone who provided their input.

What has changed

Much of the guidance in the Blueprint is the same, including the key pillars and principles.

Minor revisions aim to support implementation by

- Introducing the Mentally Healthy Workplaces digital platform, which curates resources and guidance to help organisations put the Blueprint's principles into action

- More clearly differentiating legislated and aspirational activities

- Clarifying the roles for some key individuals, including top management

- Refining language

These revisions reflect our commitment to developing the Blueprint as an iterative document. Thank you to everyone who has collaborated on developing and refining all 3 iterations of this national document.

To learn more about mentally healthy workplaces, and access trusted information and resources, visit the Mentally Healthy Workplaces digital platform: **www.mentallyhealthyworkplaces.gov.au**

Introduction

We all experience ups and downs throughout our working lives, whether they are financial stress, difficulties with colleagues at work, high job demands, the death of a loved one, or other big life or work events. These are the experiences that people bring to work every day that organisations and businesses cannot afford to ignore. Mental illness is also common, with 1 in 2 Australians expected to experience a mental illness in their lifetime.

Workplaces can be a source of comfort, helping people through life's challenges. We can connect with others and find a listening ear. Workplaces can also provide a safe place to talk, or encouragement to seek professional support.

Importantly, work can promote mental health by providing things like financial security, social connection, structure and opportunities for personal growth and development. It can also provide us with a sense of purpose and meaning. Workplaces can be mentally healthy when they create environments, cultures and practices that protect and promote mental health. A mentally healthy workplace can help people manage periods of stress from life outside work too.

However, workplaces can also negatively impact our mental health. Experiences like bullying, harassment, high demands and micro-management can harm mental health, confidence and careers. We can also be negatively impacted by outdated leadership practices, poorly handled change, poor work design, as well as outdated organisational policies, technology or management processes.

Mentally healthy workplaces are good for business

Organisations are powered by people. These are the people who make critical decisions, produce and deliver essential products and services, and interact with customers and the public on behalf of organisations and businesses.

To function at their best, people need safe and healthy environments, cultures and practices to protect them from potential hazards, support recovery, and provide opportunities to develop professionally and personally.

Investment in mentally healthy workplaces provides returns to organisations, including increased engagement, loyalty, productivity and attendance at work. It can also reduce injuries and the costs associated with sick leave, workers' compensation claims and time away from work. Mentally healthy workplace initiatives can help organisations attract and retain talented and skilled people. They can also support people living with mental ill-health to stay at, or return to, work.

While everyone has a role in creating mentally healthy workplaces, it is important that top management (e.g. executives, senior managers, business owners) understand that they have a range of legislated requirements related to mental health at work. Understanding and meeting requirements related to work health and safety, workers' compensation, discrimination, privacy and workplace relations is essential for protecting people, reputations and organisations.

Creating a mentally healthy workplace is important for organisational sustainability and social responsibility. An organisation's performance and the wellbeing of its people are mutually dependent. The benefits of investments in creating a mentally healthy workplace extend beyond workplaces into benefits for families, communities and economies.

Making complexity simple by focusing on key pillars and principles

People want to make their organisation, business or workplace mentally healthy for many reasons. In researching how the National Workplace Initiative can help, we heard that it is common for people to feel confused about where to start.
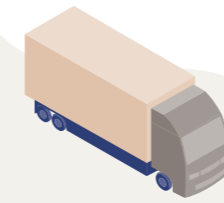
When first considering your approach, you may feel uncertain about where to start or overwhelmed by information and advice. It may also require people to work together in new ways or learn new skills. Like most changes, this can feel challenging.

And like many strategic approaches, your plan and actions may evolve over time. Focusing on areas such as key pillars and principles and legislated requirements, and consulting regularly with workers can help shape your path forward.

National Workplace Initiative

Small business

66 How do we support our people going through a rough patch?

Human resources and safety professionals

66 Do we have the right policies and programs?

66 Is our approach best practice?

CEO and top management

66 How are we performing relative to others? Are we compliant?

Industry bodies

66 How do we address mental health impacts in our industry?

Sole trader

66 How do I manage stress from work?

Foundations of mentally healthy workplaces

Creating mentally healthy workplaces hinges on ongoing commitment and action to strengthen the Protect, Respond and Promote pillars across any organisation.

These pillars intersect, with action in one area often leading to improvements in others.

Protect

Identify and control work-related risks to mental health.

Respond

Identify and respond to signs of people experiencing mental ill-health or distress.

Promote

Recognise and enhance the positive aspects of work that contribute to good mental health.

It is the law: Organisations and businesses have legal obligations related to the Protect and Respond pillars, making these a good place to start. But good practice goes beyond achieving minimum legal requirements. Once your approach is underway, there are benefits to extending your focus beyond compliance and minimum requirements to explore the opportunities a mentally healthy workplace provides.

Continually improving your approach

Differences in risk profiles, demographics or context means the journey towards a mentally healthy workplace may look slightly different for each organisation or business.

On the journey to creating mentally healthy workplaces, people can expect to progress through stages:

- Setting up for success by understanding how to achieve change, whether as an individual, a team or an organisation of thousands.

- Understanding how to measure and monitor mentally healthy workplaces to track change.

- Creating foundations for mentally healthy workplaces by building capability across the 3 pillars of Protect, Respond and Promote.

- Identifying how to refine existing approaches to support different groups, career stages and types of work.

- Demonstrating leadership by extending approaches into supply chains and communities.

Hearing from people with lived experience

People who have a lived experience of mental health challenges and mental illness or suicide have unique perspectives that can inform your approach to creating a mentally healthy workplace. Similar to how workers can provide important perspectives on what they think will work, people with a lived experience can share insights such as what they have found most or least helpful. As this experience can be very personal, it is important to listen to these experiences with sensitivity and respect.

Diversity and inclusion in your approach

Ensuring that everyone in the workplace feels accepted, included and valued - regardless of their background - is key to creating a mentally healthy workplace. It is important that organisations implement policies and processes that are respectful and inclusive of all people, including those from diverse backgrounds. This includes Aboriginal and Torres Strait Islander peoples; those from culturally and linguistically diverse backgrounds; lesbian, gay, bisexual, transgender and intersex people; younger and older workers; and people with disability.

Continually improving your approach

Creating a mentally healthy workplace can take time. Small steps can make it feel more manageable. Other times a bold strategic shift or investment may be required.
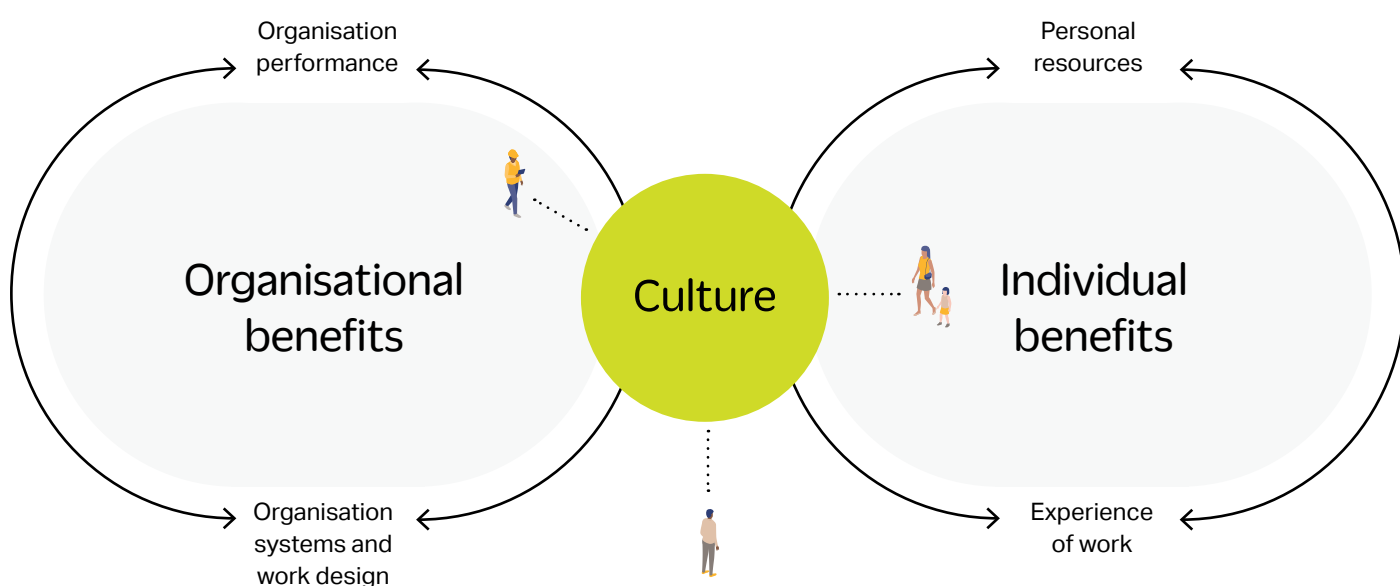
Like physical health and safety at work or diversity and inclusion initiatives, creating mentally healthy workplaces evolves over time. It takes continual improvement, assessing where action is required and learning from what works and what needs improvement.

Everyone has a role in supporting positive change across the 3 pillars and helping to create a mentally healthy workplace.

While legal obligations must inform your approach, there is a lot of scope to tailor and refine your approach. In addition, different roles and professionals offer different perspectives to mentally healthy workplaces.

Achieving a nationally consistent approach to mentally healthy workplaces requires action from industries, policy makers, researchers and service providers supporting organisations and businesses. These larger-scale initiatives can provide tailored supports, focus on key industry needs and provide expert advice.

Many industries are already taking steps to support mentally healthy workplaces. This Blueprint can act as a common foundation that can be adapted and tailored to suit the needs and contexts of a range of work environments and industries. It can create a common language that links different frameworks in different contexts.

Protect

Organisations and businesses have legal obligations related to work health and safety that include psychological health.

These obligations include identifying reasonably foreseeable psychosocial hazards and controlling the risk, so far as is reasonably practicable. Psychosocial hazards are aspects of work that can lead to psychological or physical harm. These can stem from how work is designed and managed, the work environment and equipment, interactions with others or the types of tasks required.

There will always be things that impact mental health that are outside the reasonably foreseeable control of a workplace. Creating a mentally healthy workplace can help people manage periods of stress from life outside work too.

Expectations and legal obligations that outline how your organisation or business is expected to manage psychological health and safety is evolving. Check with your regulator or Safe Work Australia for the latest obligations or guidance.

Aspects of Protect can include:

- Compliance with legal obligations related to work health and safety, workers' compensation, workplace relations, privacy and discrimination

- Workers feel safe to raise concerns at work and have options to do so without negative consequence

- Preventative psychosocial hazard identification and management

- Work design

- Consultation and communication with workers and their representatives

- Planning and processes to manage periods of increased demands or pressure

- Proactive and systematic approaches to manage or prevent bullying, harassment and discrimination

- Effective training and supervision across the organisation, including for supervisors and managers

For more information on psychosocial hazards, visit Safe Work Australia: **www.safeworkaustralia.gov.au/psychosocial-hazards**

For more information specific to your jurisdiction, see your relevant work health and safety regulator: **https://www.safeworkaustralia.gov.au/law-and-regulation/whs-regulators-and-workers-compensation-authorities-contact-information**

Respond

It is common for people to experience periods where they need additional support or flexibility because of life circumstances, caring responsibilities or mental ill-health. Organisations can support people by building capability to respond and support people experiencing mental ill-health or distress.

Responding appropriately to mental ill-health in the workplace is also linked to legislated duties ranging from workers' compensation, discrimination, privacy and workplace relations.

Creating an environment that reduces stigma, makes it safe to talk, supports early intervention and ensures people are able to recognise, respond and refer will lead to a win–win situation for individuals, organisations, businesses and communities.

Aspects of Respond can include:

- Compliance with legal obligations related to work health and safety, workers' compensation, workplace relations, privacy and discrimination

- Recognition of and responses to signs of mental ill-health and distress

- Education on how to talk about mental health in a compassionate and supportive way

- Strategies to address stigma within organisations

- Suitable duties and reasonable workplace adjustments to support people returning to work or experiencing mental ill-health

- Initiatives that promote help seeking and pathways to treatment

- Research-supported early intervention initiatives

- Return to work and stay at work initiatives

- Resolving workplace disagreements or conflicts is critical for a successful return to work and protecting workers from further harm

- Tailored approaches to ensure people get the right support for them

Promote

Bringing out the positive elements of work can enhance mental health. Strong workplace relationships, feeling work has purpose, and creating opportunities for personal and professional development are good for mental health. By building on the aspects of work that help people thrive, organisations and businesses can function at their best too.

Finding ways your workplace can support good mental health can help build organisational resilience. These approaches are a valuable addition when used alongside strategies from the other pillars.

Activities, structures and supports that enable people to reach their potential can also contribute to worker engagement and commitment to the organisation. They can help people do their best work and bring their best ideas to life.

Aspects of Promote can include:

- Opportunities for personal and professional development
- Meaningful connections at work
- Recognising and rewarding positive behaviours
- Opportunities for people to shape their work such as through job crafting
- Recognition and celebration of diversity and inclusion
- Connection to meaning and purpose
- Holistic wellbeing programs that cover both physical and mental health
- Strengths-based approaches
- Workers engaged in co-designing approaches to create ways of working that help them reach their potential
- Work design to support professional growth

Foundations of mentally healthy workplaces

Protect

Identify and manage work-related risks to mental health.

Promote

Recognise and enhance the positive aspects of work that contribute to good mental health.

Respond

Identify and respond to signs of people experiencing mental ill-health or distress.

These pillars overlap, with action in one of these areas often leading to improvements in others.

Core principles for change

From factories and farms to offices and online businesses, there is huge diversity in where and how work occurs in Australia. However, there are some core principles for change that set initiatives up for success. Thinking about 'how' change can happen in an organisation or business can be just as important as thinking about 'what' change to make. Organisations can find that getting started can be the hardest step, if people feel they are changing how they do things or breaking new ground.


1. **Consult and listen:** In addition to being part of legal obligations, consulting with all workers who may be affected provides valuable insights about what people need, what could improve, their solutions and where initiatives may come unstuck. Organisations should create environments where workers feel supported to raise workplace mental health issues and are protected against adverse consequences or retaliation when concerns are raised. Listening to workers makes initiatives more likely to succeed and can help design enhanced systems and job roles. Approaches such as audits, surveys and observation can help determine risks and opportunities.

2. **Engage decision-makers early:** Whether it is a team of 2 or an organisation governed by a board, engaging decision-makers from the beginning is essential for successful change. Decision-makers set the tone, culture, budgets and strategic directions of organisations. They also bear most of the accountability for legislated requirements.

3. **Link action to outcomes:** There are many valid reasons organisations may choose to invest in mentally healthy workplaces from compliance through to social benefit. Being clear on the 'why' will help maintain motivation and enthusiasm.

4. **Assign accountability:** Shared responsibility for mental health is important, but so is individual accountability for action. Assigning clear, tangible, realistic and measurable accountabilities for specific activities will make it less likely things fall through the cracks or get put on the backburner. However, ultimately it is important to remember that work health and safety laws assign legal duties and accountabilities to certain persons. It is not possible for these persons to contract out or transfer these duties to other parties.

The core principles of our change process

Some of these principles are more relevant for medium to large organisations others more relevant to sole traders and small businesses; but they are all worth considering in any approach.
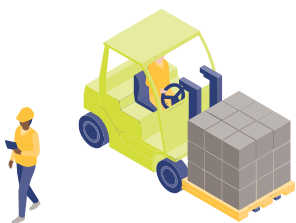
5. **Integrate into business as usual:** Activities that are built into strategic plans, governance, existing workflows, policies, procedures and practices are much easier to maintain than standalone initiatives. Building things into existing practices, like work health and safety assessments, professional development and wellbeing initiatives, can make changes more likely to stick.

6. **Make change visible and transparent:** People can become easily frustrated and cynical if they feel talk is not backed up by action. Bringing people on the change journey and clearly communicating outcomes and updates can improve results. Talk openly about mental health and aspects of work that can help or hinder it. Make sure people feel involved in decisions and efforts are visible and accessible.

7. **Base decisions on research-supported approaches:** Drawing on expert sources and focusing on initiatives with research support will help protect both people and investments. Initiatives that do not work can waste time, money, hope, trust and goodwill.

8. **Continually review and improve:** Rather than trying to do everything at once, adopt an incremental approach that starts small, reviews where action is required, identifies what is working and responds to what needs improving. Regularly review outcomes, both hits and misses, and respond accordingly.

What we are working towards

Creating mentally healthy workplaces is more than simply providing supports for people in distress. Although awareness and supports for mental ill-health are important, they are not the entire picture. Mentally healthy workplaces also reflect environments, cultures and practices that protect and promote mental health. They involve making decisions and taking action that proactively shapes how individuals experience work.

Many organisations are aware of the importance of finding ways to support and enhance mental health at work. However, there is an overwhelming amount of advice to consider and messages can seem to conflict.

Some of this confusion comes from differences due to organisation size. As mentally healthy workplaces are linked to how things operate and how decisions are made, the size of organisations may influence what mentally healthy workplaces look like.

For example, a larger organisation may see more value in focusing on systems and processes while a small business may focus more on relationships. Both are important and required by model work health and safety regulations, but variations in organisation size can mean different starting points.

What we are working towards

Mentally healthy workplaces can feel:

safe accepting motivating inclusive worthwhile varied

participatory respectful fair collegial collective comforting

just energising supportive authentic welcoming cohesive

friendly interesting open tolerant appreciative valued

healthy flexible trusting constructive listened to engaging

rewarding positive connected empowering

Mentally unhealthy workplaces can feel:

tense stressful overwhelming exclusionary disjointed disillusioned

on-edge aggressive violent negative exhausting uncaring

unfair unsafe unmanageable isolating unsupportive combative

unwelcoming discriminatory tough unrealistic inconsistent powerless

worthless stigmatising disrespectful harsh draining over-controlling

confusing uncivil overwhelmed toxic micro-managing boring

Mentally healthy workplaces

What do mentally healthy workplaces look like for **a sole trader?**

Sole traders recognise the importance of looking after their own mental health as an essential investment in the quality of their work. They set healthy boundaries that allow time to connect and recharge.

They recognise that good business practices are also good for mental health, with effective and compliant processes reducing some of the stress that can come with running a business. They reach out for help when required, whether it is with finances, administration, strategy or mental health.

When working with other people, sole traders feel equipped to support others. They recognise that organisations and businesses subcontracting work to sole traders have a duty to identify and control work-related risks to mental health.

Sole traders also recognise the impact that their work has on others and understand their role in protecting, responding to and promoting mental health in people around them. They understand the value of a strong professional and personal network for providing support in tough times.

What do mentally healthy workplaces look like for **small businesses?**

Small business owners model the importance of looking after mental health as an essential investment in business health. They balance the pressures of running a small business with time away to connect and recharge, and encourage their people to do the same.

Small business owners recognise that addressing psychological hazards at work is as important as addressing physical hazards and do what they can to support people in their roles. Effective planning and management of rosters, workloads, equipment and technology all contribute to supporting mental health. They recognise that good business practices are also good for mental health, with effective and compliant processes reducing some of the stress that can come with running a business.

Small business owners support their people through the peaks and dips of being in a small business by keeping communication open, listening to concerns and finding ways to support their valued teams. These initiatives may be informal, but they make people feel heard and valued.

Small business owners ensure their people have the autonomy, resources, skills and support they need to perform their roles. Workers are clear about what is expected of them, they feel confident raising issues, and feel connected to the team and valued for their contributions. People feel they can be themselves at work, no matter who they are.

Mentally healthy workplaces

What do mentally healthy workplaces look like for **medium to large organisations?**

Top management teams, such as executives and senior managers, make a commitment to mental health that is visible across all policies, processes and practices. They create a safe and inclusive environment from the top, starting with what they say and do to foster diversity within their governance and operational levels. Top management proactively invest in a strategic approach that integrates best practice into operations, safety and human resources. Top management prioritise good work design that considers the work, the organisation's systems, the physical work environment, and the needs and experiences of workers. Top management design their systems, technologies and work practices to ensure work responsibilities can be carried out in a mentally healthy way. They consider people's mental and physical health alongside meeting productivity targets.

Managers are trained and capable, with people management recognised as a critical skill requiring ongoing development. Managers are recognised as the people who shape the day-to-day experience of work for many, and are empowered and accountable for this essential role. They recognise that mental health fluctuates and people may occasionally require additional support or time to recover. Managers feel equipped and supported to respond appropriately and balance support for individuals with organisational needs. They genuinely engage and consult with workers.

Individuals and teams have the resources, skills, autonomy, reasonable workloads, technology and support they need to perform their roles. People are clear about what is expected of them. Communication and consultation with workers is open and respectful, and people feel connected and valued at work. Schedules, equipment and technology support mental health rather than creating stress. Time away from work is encouraged to enable people to refresh, recharge and enjoy life.
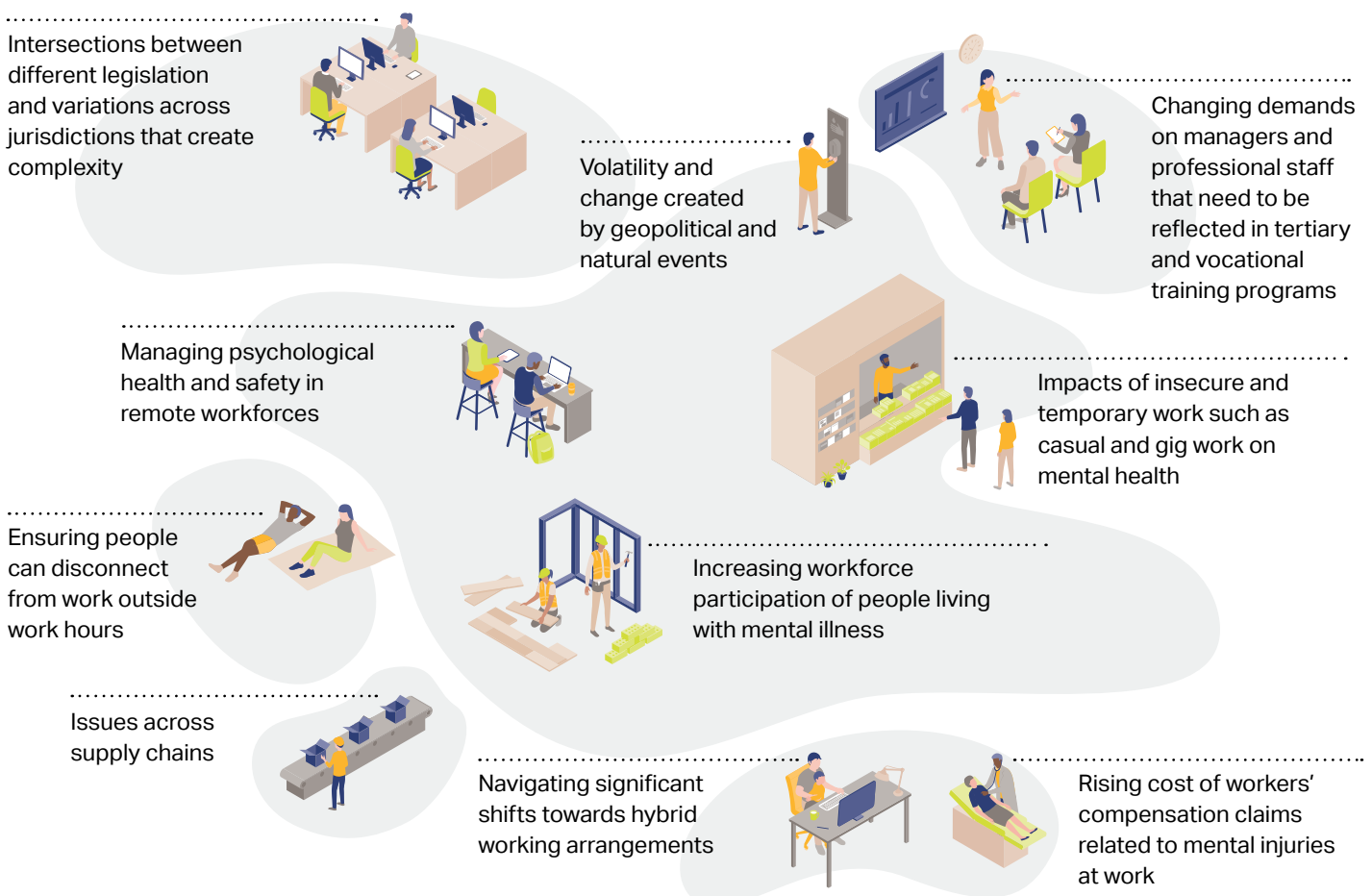
All people feel clear about their role in creating a mentally healthy workplace. This includes roles such as Health and Safety Representatives, human resources, work health and safety, wellbeing and other operational staff. There are clear ways of working together on shared challenges or processes that involve many areas of the organisation.

Interactions with customers, suppliers and contractors reflect the same commitment to protecting mental health. People feel they can be themselves at work, no matter who they are.

Acknowledging challenges to mentally healthy workplaces

Workplaces are influenced by national and international events, policies, attitudes and trends that can create challenges to achieving mentally healthy workplaces.
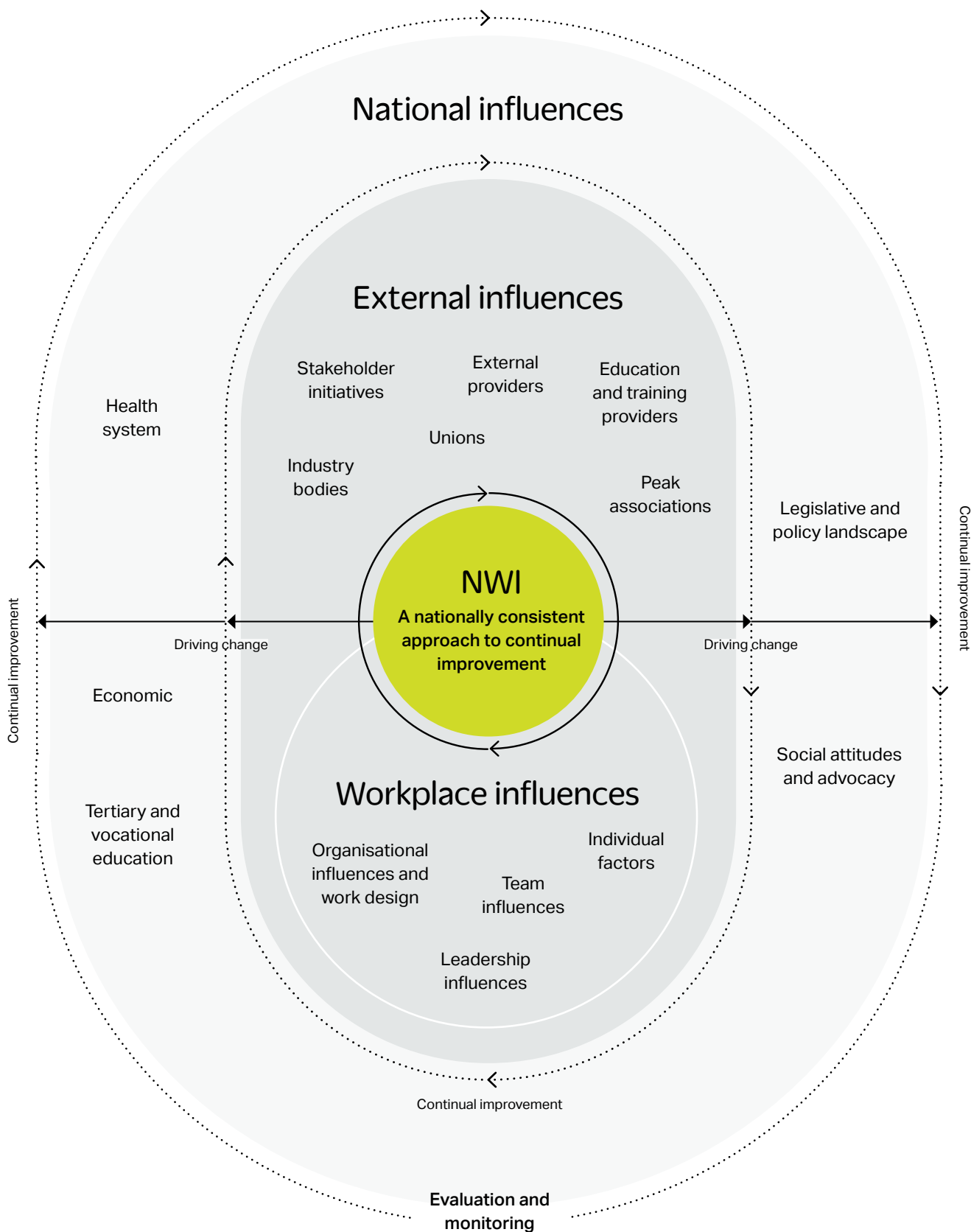
Here are some of the challenges we have heard workplaces and workers are facing. They offer opportunities for innovation and strategic reform.

Intersections between different legislation and variations across jurisdictions that create complexity

Volatility and change created by geopolitical and natural events

Changing demands on managers and professional staff that need to be reflected in tertiary and vocational training programs

Managing psychological health and safety in remote workforces

Impacts of insecure and temporary work such as casual and gig work on mental health

Ensuring people can disconnect from work outside work hours

Increasing workforce participation of people living with mental illness

Issues across supply chains

Navigating significant shifts towards hybrid working arrangements

Rising cost of workers' compensation claims related to mental injuries at work

Many workplaces can be affected by change, such as iterations to policies or adoption of new technology, and disruption, such as extreme weather events and the outbreak of social unrest, conflict or war. Recovery from these events can take time and extend beyond the immediate responses and reactions.

Action at all levels

A range of areas influence mentally healthy workplaces, from those within workplaces to those created by national policies, laws and social attitudes. A continual improvement approach is just as relevant for government as it is for workplaces in creating mentally healthy workplaces.

National influences

External influences

Health system

Stakeholder initiatives

External providers

Education and training providers

Unions

Industry bodies

Peak associations

Legislative and policy landscape

NWI
A nationally consistent approach to continual improvement

Driving change

Driving change

Continual improvement

Continual improvement

Economic

Workplace influences

Tertiary and vocational education

Organisational influences and work design

Team influences

Individual factors

Leadership influences

Social attitudes and advocacy

Continual improvement

Evaluation and monitoring

Mentally Healthy Workplaces digital platform

The **Mentally Healthy Workplaces digital platform** curates guidance and resources to help you put the Blueprint principles into practice in your organisation.

It is a 'one stop shop' of trusted information and resources, for organisations of all sizes, industries and locations across Australia.

Developed by the National Mental Health Commission and the Mentally Healthy Workplace Alliance through the National Workplace Initiative, the platform aims to help you find information and resources that help you:

- **Protect** – Identify and manage work-related risks to mental health

- **Respond** – Identify and respond to support people experiencing mental ill-health or distress

- **Promote** – Recognise and enhance the positive aspects of work that contribute to good mental health.

With the digital platform, you can:
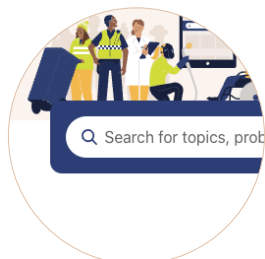
Search for quick answers

Find trusted information and resources that can help with a specific issue or challenge in your workplace.
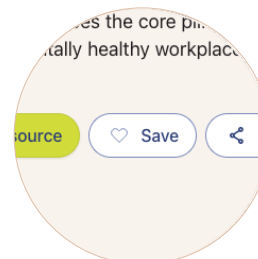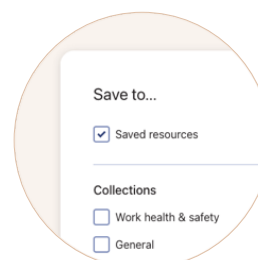
Build your own collection

Bookmark resources that you can share with your network.
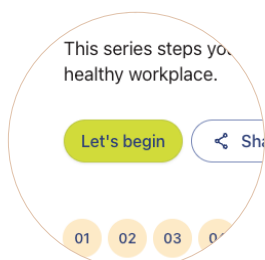
Complete a learning series

Follow a guided learning journey that can help you better understand how to build and maintain mentally healthy workplaces.

Create a 'My Hub' account

Track your progress through the platform and save and share resources.

Browse resources

Find the information and resources that best meet your needs through curated libraries for different industries, roles and topics.

Visit **www.mentallyhealthyworkplaces.gov.au**

Mental health supports for individuals

If you are experiencing mental ill-health, we encourage you to reach out for support. Support may be from family, friends, your GP or a mental health professional. You can also seek information and advice from the free and confidential support services listed below, or connect online with resources and tools. In an emergency, please call 000.

Organisation	Contact	Description
Head to Health	w headtohealth.gov.au	Provided by the Department of Health and Aged Care to search free or low cost digital supports for mental health
Beyond Blue	t 1300 22 4636 w beyondblue.org.au	24/7 support for mental health and wellbeing via phone, web chat andonline forum
Lifeline Australia	t 13 11 14 w lifeline.org.au	24/7 crisis support and suicide prevention services
13Yarn	t 13 92 76 w 13yarn.org.au	The first national crisis support line for mob who are feeling overwhelmed or having difficulty coping.
Suicide Call Back Service	t 1300 659 467 w suicidecallbackservice.org.au	24/7 telephone crisis support for people at risk of suicide, carers and those bereaved, as well as online resources and information
MensLine Australia	t 1300 78 99 78 w mensline.org.au/ phone-and-online-counselling	24/7 telephone and online support, information and referral service for men
Kids Helpline	t 1800 55 1800 w kidshelpline.com.au	24/7 telephone counselling for young people under 25 years
headspace Australia	t 1800 650 890 w headspace.org.au	Telephone and web chat for young people aged 12 to 25 years
QLife	t 1800 184 527 w qlife.org.au	Telephone and online chat support service for lesbian, gay, bisexual, trans, intersex, queer and/ or diverse in sexuality or gender (LGBTIQ+)

Mental health supports
for individuals cont.

Organisation	Contact	Description
Relationships Australia	t 1300 364 277 w relationships.org.au	Broad services for individuals, families and communities throughout Australia
Butterfly Foundation	t 1800 334 673 w butterfly.org.au	Support via telephone, web chat or email for people affected by eating disorders
Carers Australia	t 1800 422 737 w carersaustralia.com.au	Carer gateway of practical advice and connection with local carer services.
SANE	t 1800 187 263 w sane.org	Resources, forums and support for people affected by complex mental health issues.
National Debt Helpline	t 1800 007 007 w ndh.org.au	Financial counselling advice for financial hardship.
Counselling Online	w counsellingonline.org.au	24/7 support for anyone affected by alcohol and/or other drugs.
Gambling Help Online	t 1800 858 858 w gamblinghelponline.org.au	24/7 support for anyone affected by gambling.
Wellmob	w wellmob.org.au	Social, emotional and cultural wellbeing online resources for Aboriginal and Torres Strait Islander peoples

Supports for organisations and businesses

If you are experiencing mental ill-health, we encourage you to reach out for support. Support may be from family, friends, your GP or a mental health professional. You can also seek information and advice from the free and confidential support services listed below, or connect online with resources and tools. In an emergency, please call 000.

Organisation	Contact	Description
Fair Work Ombudsman	w fairwork.gov.au	Information about workplace rights and obligations
Australian Human Rights Commission	w humanrights.gov.au	An independent third party that investigates complaints about discrimination and human rights breaches
Safe Work Australia	w safeworkaustralia.gov.au	An Australian Government statutory agency established to improve work health and safety and workers' compensation arrangements across Australia. For advice on work health and safety in specific to your jurisdiction, see the work health and safety regulator for your jurisdiction.
Office of Australian Information Commissioner	w oaic.gov.au	The independent national regulator for privacy and freedom of information
Ahead for Business	w aheadforbusiness.org.au	Supporting small business to be mentally healthy. Funded by The Australian Treasury, the Ahead for Business digital hub has been developed with and for small business
My Business Health	w asbfeo.gov.au/resources-tools-centre	A free portal provided by the Australian Small Business and Family Enterprise Ombudsman

Glossary

Job crafting: The process through which a worker shapes the way they do their work, in a way that makes their job more engaging and meaningful.

Leadership: The act of leading or championing change in an organisation. In this sense, anyone in an organisation can be a leader when they are championing efforts to creating mentally healthy workplaces.

Lived experience: In this Blueprint, lived experience refers to people who have either current or past experience of mental health challenges or mental illness or a carer.

Mental health: A positive concept and more than just the absence of illness. In this Blueprint, the term mental health refers to a state of wellbeing where a person can realise their own potential, can cope with the normal stresses of life, can work productively and fruitfully and is able to contribute to their community.

Mental ill-health: A term that encompasses both mental illness and changes in emotion or behaviour that can impact a person's cognitive, emotional or social abilities but not to the extent that it meets the criteria for a mental illness diagnosis. These changes can result from life stressors and often resolve with time or when the individual's situation changes. These changes may develop into a mental illness if they persist or increase in severity. Although a person may experience mental ill-health, it is important to recognise the fluid nature of mental health and what good mental health may look like to the individual.

Mental illness: A disorder diagnosed by a health professional that significantly interferes with a person's cognitive, emotional or social abilities. Mental illness can vary in both severity and duration. The term mental illness refers to a wide spectrum of diagnosable conditions that affect how a person feels, thinks, behaves and interacts with other people.

Glossary

Mentally healthy workplace: Workplace experiences that protect, respond to and promote mental health.

Psychosocial hazard: Hazards that arise from aspects of work such as the design or management of work, the work environment, equipment or behaviours and interactions in the workplace that may cause psychological harm.

Reasonable adjustments: Some people with disabilities may face barriers at work because of some feature of their work situation which could readily be altered. Making these changes is commonly referred to as 'reasonable adjustments'. Employers can be required by law to make reasonable adjustments to the workplace.

Top management: The senior leadership team of an organisation, usually consisting of a CEO or Managing Director, other executives or department heads, and the Board of Directors.

Work design: The process through which an organisation works to optimise work health and safety, human performance, job satisfaction, and business success. See Safe Work Australia's 'Principles of Good Work Design'.

Our approach to language has adhered to the conventions outlined in the Life in Mind National Communications Charter and the Our Words Matter guidelines, where applicable.

How this Blueprint was developed

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Mark Goodsell, Chair
Australian Industry Group

Ngaire Anderson
Comcare

Dr Mark Deady
Black Dog Institute

Jorgen Gullestrup
Semicolon Consulting

Heather Ikin
Work Life Psychology

Prof Karina Jorritsma
Future of Work Institute, Curtin University

David Kelly
Life Buoyancy Institute

Prof Tony LaMontagne
School of Health and Social Development, Deakin University

Jennifer Low
Australian Chamber of Commerce and Industry

Sean Marshall
Australian Council of Trade Unions

Dr Ruth Martin
Small Business Wellbeing and Support, The Treasury

Dr Robyn Mildon
Centre for Evidence and Implementation

Professor Sharon Parker
Future of Work Institute, Curtin University

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Ingrid Ozols AM
Lived Experience Advisor

The evidence behind our approach

Our Blueprint is based on research about mentally healthy workplaces. If you are interested in learning more about the research underpinning this approach, we recommend reading:

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The evidence behind our approach cont.

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