TJMF
Workplace Wellbeing: Best Practice Guidelines

www.tjmf.org.au
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Why

It is recognised that all workplaces are stressful. It has been shown that medical professionals are disproportionately at risk of suffering from psychological distress and illness.¹ Workplace factors have been proven to contribute to this risk,² causing harm to people’s health and adverse impacts on the organisations that employ them (including absenteeism, “presenteeism”, staff attrition, and WHS liability risks).

The aim

The Guidelines promote psychologically healthy workplaces. The aim of the Guidelines is to assist organisations to create workplaces that fulfil each of the Workplace Factors, identified by extensive research as critical to psychological health:

<table>
<thead>
<tr>
<th>Workplace Factor</th>
<th>A work environment characterised by:</th>
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<tbody>
<tr>
<td>Organisational culture</td>
<td>trust, honesty and fairness</td>
</tr>
<tr>
<td>Psychological and social support</td>
<td>support for employees’ psychological and mental health concerns</td>
</tr>
<tr>
<td>Clear leadership and expectations</td>
<td>employees that know what they need to do and how their work contributes</td>
</tr>
<tr>
<td>Civility and respect</td>
<td>employees are respectful and considerate of each other</td>
</tr>
<tr>
<td>Psychological competencies and requirements</td>
<td>a good fit of interpersonal and emotional competencies and roles</td>
</tr>
<tr>
<td>Growth and development</td>
<td>encouragement and support of interpersonal, emotional and job skills</td>
</tr>
<tr>
<td>Recognition and reward</td>
<td>acknowledgement and appreciation in a fair and timely manner</td>
</tr>
<tr>
<td>Good involvement and influence by staff</td>
<td>employees that are included in discussions about their work and how important decisions are made</td>
</tr>
<tr>
<td>Workload management</td>
<td>responsibilities that can be accomplished successfully within the time available</td>
</tr>
<tr>
<td>Engagement</td>
<td>employees that feel connected to their work and are motivated</td>
</tr>
<tr>
<td>Balance</td>
<td>recognition of the need for balance between work, family and personal life</td>
</tr>
<tr>
<td>Psychological protection</td>
<td>appropriate action is taken to protect employees’ psychological safety</td>
</tr>
<tr>
<td>Protection of physical safety</td>
<td>appropriate action is taken to protect the physical safety of employees</td>
</tr>
</tbody>
</table>


2. See the TJMF Guidelines FAQs in this document, and online at www.tjmf.org.au, for more information.

Guidelines at a glance

How

The Guidelines are a voluntary framework for organisations to utilise. Signatories are encouraged to implement the Guidelines at their own pace and in their own way; implementation of the Guidelines can be tailored to each individual workplace. The Guidelines framework is based on a spectrum of self-motivated improvement.³ The Guidelines framework encourages ongoing improvement within the profession. In time, the Guidelines will assist cultural change and change of attitude; changes in the way we think, speak and act in addressing psychological health and safety. In turn, the structure, policies and processes of organisations will change to match that new attitude and culture. By becoming signatories to the Guidelines, organisations are demonstrating that they are leaders in the profession and they are committing to putting psychological safety at the heart of their organisational culture and at the forefront of their minds.

Sign

The Guidelines are for every organisation. Organisations can become signatories at www.tjmf.org.au.
13 Workplace Factors

PF1: Organisational culture
A work environment characterised by trust, honesty and fairness.

a) All people in the workplace are held accountable for their actions
b) People at work show sincere respect for others’ ideas, values and beliefs
c) Difficult situations at work are addressed effectively
d) Staff feel that they are part of a community at work
e) Staff and management trust one another

PF2: Psychological and social support
A work environment where co-workers and supervisors are supportive of employees’ psychological and mental health concerns, and respond appropriately as needed.

a) The organisation offers services or benefits that address employee psychological and mental health
b) Staff feel part of a community and that the people they are working with are helpful in fulfilling the job requirements
c) The organisation has a process in place to intervene if an employee looks distressed while at work
d) Staff feel supported by the organisation when they are dealing with personal or family issues
e) The organisation supports employees who are returning to work after time off due to a mental health condition
f) People in the organisation have a good understanding of the importance of employee mental health

PF3: Clear leadership and expectations
A work environment where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organisation, and whether there are impending changes.

a) In their jobs, employees know what they are expected to do
b) Leadership in the workplace is effective
c) Staff are informed about important changes at work in a timely manner
d) Supervisors provide helpful feedback to employees on their expected and actual performance
e) The organisation provides clear, effective communication

PF4: Civility and respect
A work environment where employees are respectful and considerate in their interactions with one another, as well as with customers, clients and the public.

a) People treat each other with respect and consideration in the workplace
b) The organisation effectively handles conflicts between stakeholders (staff, customers, clients, public, suppliers, etc.)
c) People from all backgrounds are treated fairly in the workplace
d) The organisation has effective ways of addressing inappropriate behaviour by customers or clients

PF5: Psychological competencies and requirements
A work environment where there is a good fit between employees’ interpersonal and emotional competencies and the requirements of the position they hold.

a) The organisation considers existing work systems and allows for work redesign
b) The organisation assesses employee demand and job control issues such as physical and psychological job demands
c) The organisation assesses the level of job control and autonomy afforded to its employees
d) The organisation monitors the management system to address behaviours that impact employees and the workplace
e) The organisation values employee input particularly during periods of change and the execution of work
f) The organisation monitors the level of emphasis on production issues
g) The organisation reviews its management accountability system that deals with performance issues and how staff can report errors
h) The organisation emphasises recruitment, training, and promotion practices that aim for the highest level of interpersonal competencies at work
PF6: Growth and development
A work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills.
a) People receive feedback at work that helps them grow and develop
b) Supervisors are open to employee ideas for taking on new opportunities and challenges
c) People have opportunities to advance within their organisation
d) The organisation values employees’ ongoing growth and development
e) People have the opportunity to develop their “people skills” at work

PF7: Recognition and reward
A work environment where there is appropriate acknowledgement and appreciation of employees’ efforts in a fair and timely manner.
a) Immediate supervision demonstrates appreciation of employees’ contributions
b) People are paid fairly for the work they do
c) The organisation appreciates efforts made by employees
d) The organisation celebrates shared accomplishments
e) The organisation values employees’ commitment and passion for their work

PF8: Good involvement and Influence by staff
A work environment where employees are included in discussions about how their work is done and how important decisions are made.
a) Staff are able to talk to their immediate supervisors about how their work is done
b) People have some control over how they organise their work
c) People’s opinions and suggestions are considered with respect to work
d) People are informed of important change that can impact how their work is done
e) The organisation encourages input from all staff on important decisions related to their work

PF9: Workload management
A work environment where tasks and responsibilities can be accomplished successfully within the time available.
a) The amount of work employees are expected to do is reasonable for their positions
b) People have the equipment and resources needed to do their jobs well
c) Staff can talk to their supervisors about the amount of work they have to do
d) People’s work is free from unnecessary interruptions and disruptions
e) Staff have an appropriate level of control over prioritising tasks and responsibilities when facing multiple demands

PF10: Engagement
A work environment where employees feel connected to their work and are motivated to do their job well.
a) People enjoy their work
b) People are willing to give extra effort at work if needed
c) People describe work as an important part of who they are
d) Staff are committed to the success of the organisation
e) People are proud of the work they do

PF11: Balance
A work environment where there is recognition of the need for balance between the demands of work, family and personal life.
a) The organisation encourages people to take their entitled breaks (e.g. lunchtime, sick leave, annual leave, parental leave)
b) Staff are able to reasonably meet the demands of personal life and work
c) The organisation promotes life-work harmony
d) Staff can talk to their supervisors when they are having trouble maintaining harmony between their life and work
e) People have energy left at the end of most workdays for their personal life

PF12: Psychological protection
A work environment where management takes appropriate action to protect employees’ psychological safety.
a) The organisation is committed to minimising unnecessary stress at work
b) Immediate supervisors care about employees’ emotional wellbeing
c) The organisation makes efforts to prevent harm to employees from harassment, bullying, discrimination, violence or stigma
d) People would describe the workplace as being psychologically healthy
e) The organisation deals effectively with situations that can threaten or harm staff (e.g. harassment, bullying, discrimination, violence, stigma, etc.)

PF13: Protection of physical safety
A work environment where management takes appropriate action to protect the physical safety of employees.
a) The organisation cares about how the physical work environment impacts mental health
b) People feel safe (not concerned or anxious) about the physical work environment
c) The way work is scheduled allows for reasonable rest periods
d) All health and safety concerns are taken seriously
e) Staff asked to do work that they believe is unsafe, have no hesitation in refusing to do it
f) People get sufficient training to perform their work safely
g) The organisation assesses the psychological demands of the jobs and the job environment to determine if it presents a hazard to people’s health and safety
As part of the Tristan Jepson Memorial Foundation’s commitment to support healthy workplaces we are pleased to introduce the TJMF Workplace Wellbeing: Best Practice Guidelines intended for use by all workplaces in Australia.

Introduction

The purpose of the Guidelines is to provide a resource for Australian workplaces by using evidence-based approaches to promoting a psychologically healthy workplace. The Guidelines are intended to support workers and employers to raise awareness of mental health issues, and to understand the initiatives and methods of management that assist in the creation and maintenance of psychologically healthy and supportive workplaces.

The Guidelines have been developed through the work of a Sub-Committee of the Tristan Jepson Memorial Foundation, representing a broad range of people within the profession. They build on a range of international and national activities, including the work of the Mental Health Commission of Canada (MHCC), under the auspices of the Canadian Standards Association and the Bureau de Normalisation du Québec (BNQ), and, in Australia, the Mental Health Alliance.

The Guidelines also recognise the value of providing specific guidance tailored to the particular workplace issues and aim to provide that guidance in a way which reflects the varied nature of workplaces, particularly in terms of size and resources.
The Guidelines are structured around 13 psychosocial factors which will assist organisations in their commitment to the psychological health of their staff.

A range of implementation practices are recommended for each workplace factor, increasing in stages from Basic, Standard, Advanced to Best Practice.

The Guidelines have been structured to support organisations to progressively build programs and initiatives, depending on the resources available, size of workplace and risk profile. The following table sets out a matrix approach with four levels, and assumes that a higher level incorporates the lower levels.

<table>
<thead>
<tr>
<th>Level</th>
<th>Description</th>
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<tbody>
<tr>
<td>Basic</td>
<td>Has established policies which are intended to raise awareness of relevant issues.</td>
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<tr>
<td>Standard</td>
<td>Conducts awareness and education activities designed to ensure that all staff understand what resources and support are available to them.</td>
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<tr>
<td>Advanced</td>
<td>Builds capability at all levels to provide a psychologically safe workplace.</td>
</tr>
<tr>
<td>Best practice</td>
<td>Measures effectiveness of interventions and responds appropriately to ensure continuous improvement of systems, policies and practices.</td>
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How do we demonstrate our commitment to the Guidelines?

You may also register your organisation as a signatory to the Guidelines through the Tristan Jepson Memorial Foundation website – www.tjmf.org.au. This will enable you to use the following statement in any promotional material: "We support the TJMF Workplace Wellbeing: Best Practice Guidelines and work to create a psychologically safe workplace for our people." If your organisation becomes a signatory you will automatically be updated by email on the latest developments in this area as they become known to the Foundation.
The suggested implementation framework
### Guidelines

<table>
<thead>
<tr>
<th>Workplace Factor</th>
<th>Definition</th>
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<tbody>
<tr>
<td>1. Organisational culture</td>
<td>A work environment characterised by trust, honesty and fairness.</td>
</tr>
<tr>
<td>2. Psychological and social support</td>
<td>A work environment where coworkers and supervisors are supportive of each other's psychological and mental health concerns, and respond appropriately as needed.</td>
</tr>
<tr>
<td>3. Clear leadership and expectations</td>
<td>A work environment where there is effective leadership and support that helps employees know what they need to do, how their work contributes to the organisation, and whether there are impending changes.</td>
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### Suggested implementation framework

<table>
<thead>
<tr>
<th>Workplace Factor</th>
<th>Guidelines</th>
<th>Basic</th>
<th>Standard</th>
<th>Advanced</th>
<th>Best practice</th>
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</thead>
<tbody>
<tr>
<td>1. Organisational culture</td>
<td>Establish: organisational values. Educate: organisational values.</td>
<td>Establish and promote: organisational vision and values. Ensure promulgation of values and associated HR policies including incorporation of values into appraisal system and ensure resources are accessible.</td>
<td>Establish assessment of behaviours in accordance with values as part of appraisal system and performance management.</td>
<td>Measure: effectiveness of organisational values as part of performance management. Respond: to metrics and feedback.</td>
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<tr>
<td>2. Psychological and social support</td>
<td>Establish: psychological health and wellbeing policy outlining the workplace's approach and commitment to the mental health and wellbeing of all people. Educate: all leaders and staff regarding policy provisions.</td>
<td>Educate: ensure leaders and staff understand: — what a &quot;mental illness&quot; is — the prevalence within the Australian community and workplaces — the signs and symptoms of common psychological illnesses, and — the appropriate professional support options. Establish, educate and promote: leaders and staff regarding Employee Assistance Program</td>
<td>Establish: Mental Health First Aid officers across all occupational groups. Develop: leadership skills focused on creating and sustaining a resilient workforce.</td>
<td>Develop: staff resilience. Measure: effectiveness of all interventions and core people metrics. Respond: to metrics and feedback.</td>
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</tr>
<tr>
<td>3. Clear leadership and expectations</td>
<td>Establish: demonstrated leadership and support.</td>
<td>Establish: expectations of effective leaders. Educate: leaders through external (or possibly, internal) leadership programs. Dedicate resources to ensure effective processes and policies support management of psychological health, wellbeing and workplace behaviour.</td>
<td>Educate: leaders and potential leaders through internal or external leadership programs and emerging leaders programs. Establish: assessment of leaders through appraisal process.</td>
<td>Measure: effectiveness of leadership through 360 degree review process including staff feedback. Measure: leadership effectiveness through engagement surveys. Respond: to metrics and feedback.</td>
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<tr>
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<tr>
<td>4. Civility and respect</td>
<td>A work environment where all people are respectful and considerate in their interactions with one another, as well as with other professionals, clients and the public.</td>
<td>Establish: values that include civility and respect.</td>
<td>Develop: performance and promotion criteria based on civility, respect and professionalism.</td>
<td>Establish assessment of these values through appraisal process.</td>
<td>Measure: staff, client and other professional satisfaction with workplace, including communications, delivery of services, responsiveness.</td>
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<tr>
<td>5. Psychological competencies and requirements</td>
<td>A work environment where there is a good fit between people’s interpersonal and emotional competencies and the requirements of the position they hold.</td>
<td>Establish: relevant position descriptions.</td>
<td>Develop: more detailed position descriptions including psychological competencies.</td>
<td>Evaluate: effectiveness of position descriptions and identification of psychological competencies.</td>
<td>Respond: to concerns and conflicts in a timely and transparent manner.</td>
</tr>
<tr>
<td>6. Growth and development</td>
<td>A work environment where employees receive encouragement and support in the development of their interpersonal, emotional and job skills.</td>
<td>Establish: practices which enable people to have ready access to their supervisors or delegates throughout the life of a matter.</td>
<td>Establish: dedicated learning and development resources within the business.</td>
<td>Establish: a structured graduate development program (including psychological health and resilience program).</td>
<td>Establish: leadership programs at senior associate and partner levels run at least annually.</td>
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<td>Provide: access to continuing professional development (CPD) to both meet CPD requirements and encouragement and support in the development of their interpersonal, emotional and job skills. Educate: people and provide access to Resilience@law DVD made available as part of induction.</td>
<td>Develop: orientation programs provided at induction and promotion points. Develop: individual development plans as an appraisal outcome which identifies work, engagement and formal training opportunities and which is reviewed at least annually.</td>
<td>Establish: structured professional development programs (covering topics such as communication, people, practice management and resilience skills).</td>
<td>Establish: integrated performance management and development systems and processes.</td>
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<td>Educate: people and provide access to Resilience@law DVD made available as part of induction.</td>
<td>Provide: access to postgraduate study support.</td>
<td>Provide: supervisors with appropriate management and leadership training.</td>
<td>Measure: satisfaction with growth and development programs.</td>
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<td></td>
<td></td>
<td>Establish: a work environment in which people have opportunities to advance. Develop: a clear set of competencies or expectations for performance and promotion.</td>
<td>Establish: mentoring programs (formal and/or informal). Provide: access to internal and/or external coaching</td>
<td>Establish: mentoring programs (formal and/or informal). Provide: access to internal and/or external coaching</td>
<td>Respond: to concerns and conflicts in a timely and transparent manner.</td>
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<tr>
<td>8. Good involvement</td>
<td>A work environment where people are included in staff discussions about how their work is done and how important decisions are made.</td>
<td>Establish: an open door approach/environment that encourages people to provide input on decisions relating to their work without fear of retribution. Encourage: foster open dialogue on matters of concern to employees, including workload/deadlines.</td>
<td>Develop: an intranet site regularly updated to inform people what is happening in their firm.</td>
<td>Establish: communication strategy regarding management/board decisions. Develop and evaluate: feedback mechanism to ensure people know their input has been considered.</td>
<td>Measure: level of involvement through staff survey. Measure: effectiveness of communications strategies. Respond: to metrics and feedback.</td>
</tr>
<tr>
<td>9. Workload management</td>
<td>A work environment where tasks and responsibilities can be accomplished successfully within the time available.</td>
<td>Establish: practices that promote regular meetings with supervisors to discuss workload. Educate: staff on time management and resources available.</td>
<td>Establish: flexible work arrangements to enable staff to work from home when necessary. Establish: designated quiet areas or rooms so staff can have a quiet environment to work when necessary. Establish: team planning meetings to plan workload.</td>
<td>Establish: a workload review process. Establish: guidelines on specific aspects on work and workload e.g. Fatigue Guidelines. Educate: people through training on how to prioritise work.</td>
<td>Measure: workload management and workload review process. Respond: to metrics and feedback.</td>
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<tr>
<td><strong>10. Engagement</strong></td>
<td>A work environment where all members feel connected to their work and are motivated to do their job well.</td>
<td>Determine: factors that contribute to staff engagement and motivation (e.g. autonomy, mastery, purpose). Develop: the organisation’s vision and purpose and educate people about how their role contributes to the organisation’s vision and purpose. Provide opportunities to be involved in the wider community (e.g. through volunteer programs). Educate: all staff on the resources, services and facilities available in the workplace that support staff work practices and wellbeing.</td>
<td>Foster: active support of staff wellbeing and collegiality by management. Develop: mentoring programs for staff.</td>
<td>Develop: talent management strategy – flexibility, individual incentives, alternative work arrangements (all sexes). Establish: regular meetings between management and staff. Establish: community service recognition program and opportunities for staff to be involved in community projects.</td>
<td>Measure: mentoring program, staff satisfaction of inclusiveness, collegiality and optimism in workplace, including measuring levels of staff engagement. Respond: to concerns and feedback in a timely and transparent manner.</td>
</tr>
<tr>
<td><strong>11. Balance</strong></td>
<td>A work environment where there is recognition of the need for balance between the demands of work, family and personal life.</td>
<td>Establish: parental leave and carer’s leave policies. Educate: all leaders and staff regarding policy provisions.</td>
<td>Establish: flexible work arrangements, purchasing flexible leave and working from home policies. Educate: leaders and staff regarding policy provisions and the importance of balance. Establish, educate and promote: leaders and staff regarding the Employee Assistance Program.</td>
<td>Establish and promote: sponsored events (e.g. sporting, community events). Develop: leadership skills regarding how to create a balanced, high performing culture. Establish: wellbeing program that promotes and educates people about work/life balance and thriving in challenging environments.</td>
<td>Establish: staff support options (e.g. child care, home support, etc.). Establish: mentoring program for all staff (specifically “high risk” occupational groups). Measure: effectiveness of policies and programs. Respond: to concerns and feedback in a timely and transparent manner.</td>
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<tr>
<td>Workplace Factor</td>
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<td>12. Psychological protection</td>
<td>A work environment where management takes appropriate action to protect employees' psychological safety.</td>
<td><strong>Basic</strong></td>
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<td><strong>Best practice</strong></td>
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<td></td>
<td></td>
<td>Establish: bullying and harassment policies.</td>
<td>See Workplace Factor 2:</td>
<td>Further development to be undertaken.</td>
<td>See Workplace Factor 2:</td>
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<td></td>
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<td>Educate: all leaders and staff regarding policy provisions.</td>
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<tr>
<td>13. Protection of physical safety</td>
<td>A work environment where management takes appropriate action to protect the physical safety of workplace members.</td>
<td><strong>Basic</strong></td>
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<td><strong>Advanced</strong></td>
<td><strong>Best practice</strong></td>
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<td>Establish: work, health and safety (WHS) policies including psychological health and wellbeing, and bullying and harassment policies.</td>
<td>Establish:</td>
<td>WHS committee/ action teams, first aid officers, fire wardens, etc.</td>
<td>Establish and promote: sponsored core health initiatives (e.g. sporting and community events, including annual flu vaccine).</td>
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<td></td>
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<td>Educate: all leaders and staff regarding policy provisions.</td>
<td>Establish:</td>
<td>WHS governance model / approach.</td>
<td>Establish: regular safety audits and leadership reporting.</td>
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<td><strong>Educate: all leaders and staff regarding policy provisions.</strong></td>
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<td>Establish:</td>
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CSA: www.csa.ca/z1003
BNQ: En: www.bnq.qc.ca/can-csaz1003-bnq9700-803/en
Fr: www.bnq.qc.ca/can-csaz1003-bnq9700-803/fr
1. **What are the Guidelines?**

The Guidelines are a free and comprehensive set of resources designed to protect and promote psychological health and safety in workplaces. The Guidelines allow employers to effectively assess and address the 13 workplace factors known to have a powerful impact on organisational health, the health of individual employees, and the financial bottom line. By utilising the Guidelines to shape your organisation’s policies, processes, structure and culture, you will work towards a psychologically healthy workplace which is good for your people and good for your business.

The Guidelines were developed by researchers from the Centre for Applied Research in Mental Health and Addiction (CARMHA) within the Faculty of Health Sciences at Simon Fraser University on the basis of extensive research, including data analysis of a national sample and reviews of national and international best practices. The relevant research conducted and utilised by CARMA includes:


2. **How do I access the Guidelines?**

The Guidelines are freely available on the TJMF website: [www.tjmf.org.au](http://www.tjmf.org.au).

3. **Why were the Guidelines developed?**

While resources related to physical health and safety are readily available in most workplaces, unfortunately there are very few resources available to help protect psychological health and safety. These Guidelines were developed to help fill that gap.

All managers need to effectively assess psychological health and safety in their workplace, undertake appropriate interventions, and measure the effectiveness of their actions. It answers the questions “Where do we begin?” and “Where can we best use our limited resources?”.

4. **Why is the Tristan Jepson Memorial Foundation (TJMF) rolling out the guidelines?**

TJMF aims to ‘Raise the Standard’ of psychological support in workplaces through the newly launched TJMF Workplace Wellbeing: Best Practice Guidelines.

5. **What are Workplace factors?**

Workplace factors are elements that impact employees’ psychological responses to work and work conditions, potentially causing psychological health problems. Workplace factors include the way work is carried out (deadlines, workload, work methods) and the context in which work occurs (including relationships and interactions with managers and supervisors, colleagues and co-workers, and clients).

6. **How were the 13 Workplace Factors in the Guidelines determined?**

The 13 Workplace Factors were determined via a Grounded Theory approach, which involved a thorough review of relevant literature and extensive consultation with Canadian employers, unions and employees. This included the following steps:

- Review of the scientific literature pertaining to workplace mental health.
- Review of relevant Canadian regulatory and case law pertaining to the workplace and psychological safety.
- Formation of an advisory committee which provided input on each step of the development of the Workplace Factors. The committee consisted of representatives from the mental health, scientific, union, occupational health and employer communities.
- Consultation with experts in workplace mental health from countries and jurisdictions with well-developed workplace risk assessment resources.
- Implementation of focus groups across Canada with key stakeholders — legal professionals, union representatives, small and large employers, employees and researchers — to provide input into the description and relevance of the workplace factors.
- Implementation of a national survey amongst a diverse array of informants to gain input into the description and sample questions for each of the 13 Workplace Factors.

7. **What is a psychologically healthy and safe workplace?**

A psychologically healthy and safe workplace is one that promotes employees’ psychological wellbeing and actively works to prevent harm to employee psychological health due to negligent, reckless or intentional acts.

8. **What are some indicators of a psychologically unhealthy and/or unsafe work environment?**

The failure to adequately address workplace hazards at work is apparent in the escalation of disability claims based on depression or “stress”, increased reports of workplace conflict, and decreased levels of job satisfaction, health and commitment. These, in turn, lead to reduced performance, higher turnover, increased costs and compromised safety. If they are not dealt with appropriately, the net result may well be loss of customers, productivity and valued employees. On the other hand, proper awareness and attention to ensuring the psychological health of staff will yield enhanced employee engagement and wellbeing and organisational effectiveness and sustainability.
9. Employee well-being is fine, but what about the bottom line. Are the Guidelines good for business?
Absolutelly. Psychologically healthy employees are more productive and have significantly lower absenteeism and disability rates. The economic impact of mental health problems on business is estimated at tens of billions of dollars annually, due to lost productivity, accidents/injuries, and short and long-term disability rates. The goal of the Guidelines is to minimize such impacts on an organisation. You can implement the Guidelines with full confidence that you are not only supporting the health and wellbeing of employees but also helping to ensure a thriving and profitable enterprise. This is especially true during difficult economic times when the financial impacts of absenteeism, disability, or legal/regulatory sanctions are more difficult to absorb.

10. Aren’t these Guidelines just for the large firms to implement?
No. The Guidelines have been designed to cater for all workforces.

11. Who can sign up to the Guidelines?
All organisations now have the opportunity to sign up to the Guidelines through the TJMF website: www.tjmf.org.au. In return, signatories will be able to display a special TJMF Workplace Wellbeing: Best Practice Guidelines logo and advertise themselves as a signatory.

12. How big is the commitment for my organisation?
What will we be judged on and does this create any issues for us if we are deficient in areas and will take time to improve?
The Guidelines are a helpful way to focus efforts on achieving positive psychological health outcomes within workplaces. TJMF recognises that it may take time for organisations to plan and introduce initiatives, and organisations can do as little or as much as they feel comfortable with.

13. Must I sign up to the Guidelines? Is it the only way?
No. The Guidelines are just one way that may help you and your organisation. There is no problem or issue with not signing up, although participating in the Guidelines is a good public demonstration of your organisation’s commitment to employees’ psychological health.

14. Are the Guidelines meant to be a one size fits all?
The Guidelines are structured around 13 Workplace Factors that should be in place in any organisation committed to the psychological health of its staff. For each workplace factor, a range of practices are recommended, from Basic, to Standard, Advanced, and Best Practice.

15. Do you need to pass any test? Are there prerequisites?
There are no barriers to signing up to the Guidelines, and TJMF welcomes all legal organisations that are committed to achieving positive psychological health outcomes in the workplace.

16. Will the goal posts move from year to year?
No. The Guidelines will remain unchanged; however additional information and resources will be added.

17. What will happen if we don’t comply?
Organisations will not be forced to comply with the Guidelines. They are a tool for use by leaders throughout the profession to support their organisations and employees. How much or how little you comply with the Guidelines is up to you.

18. Can I pick and choose from the Guidelines?
Yes. Any positive step forward is encouraged, big or small.

19. Are there reporting requirements and/or compliance through an audit etc?
No. The Foundation is encouraging legal organisations to take the first steps towards improving their workplaces. We will work with your organisation to implement the Guidelines and, in future years, the Foundation will work with signatories to discuss how best to monitor progress toward each organisation’s goals.

20. How much does it cost to access/sign up to the Guidelines?
There is no cost. The Guidelines are freely accessible on the Foundation’s website and organisations can apply to become signatories online at no cost. Simply go to www.tjmf.org.au to access the Guidelines and to sign up!

21. How can I trust the Guidelines are sound?
What makes them credible?
The Guidelines are based on the combined research efforts of the Canadian Standards Association, the Bureau de Normalisation du Québec, and the Mental Health Commission of Canada.

22. Are these standards that must be met?
No. They are Guidelines which offer a useful framework for your workplace.

23. Does this effect WHS compliance?
No. Workplaces have obligations under WHS law to address risks to their staff’s health and safety. The Guidelines are a tool to help organisations better address and mitigate those issues.
The Guidelines

Part of creating a safe work place is creating a psychologically safe workplace. The Best Practice Guidelines are intended to support the profession in raising awareness of mental health issues and understanding the initiatives and methods of management that assist in the creation and maintenance of psychologically healthy and supportive workplaces.

The Guidelines are accompanied by specific guidance tailored to different workplaces of varying sizes. As different organisations will be at different stages of their journey to improve the standard of psychological support provided to employees, the Guidelines provide a range of recommendations across the 13 Workplace Factors from Basic to Best Practice.

Further commentary on how to effectively implement the Guidelines will be provided over time as organisations sign up and provide feedback.
About the Tristan Jepson Memorial Foundation

The Tristan Jepson Memorial Foundation’s is an independent, volunteer, charitable organisation. The Foundation’s objective is to decrease work-related psychological ill-health in the community and to promote workplace psychological health and safety.

The Foundation aims to raise awareness, improve education and build effective models of support which focus on psychological wellbeing within workplaces.

Our purpose is to be an independent “hub” to support all initiatives within workplaces that aim to decrease the distress, disability and causes of depression and anxiety.
We need your help

The TJMF is a voluntary organisation, and needs your help. If you are currently undertaking, involved with or planning initiatives related to depression and anxiety, please let us know.

For more information on the Tristan Jepson Memorial Foundation, or if you wish to become involved or donate, please contact Marie Jepson at info@tjmf.org.au.

www.tjmf.org.au