

Ideas and Resources for Improving Health and Wellness: A Guide for Everyone



Bus Industry Wellness Taskforce

October 2015

Acknowledgements

The Bus Industry Wellness Taskforce was formed in 2015 by the Bus Association Victoria Inc.

The Taskforce was charged with commending a suite of ideas that operators can introduce into their own workplaces with the intent of improving the health, wellbeing and safety of their employees, and the overall productivity of the industry.

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- Public Transport Victoria
- Transport Safety Victoria
- Transport Workers Union
- TruckSafe
- Victorian Taxi Commission
- WorkSafe

Disclaimer

The information in this Guide is not a substitute for medical advice, nor is it to be used for diagnosis and treatment.

You, or anyone you are concerned about, are encouraged to seek professional advice and treatment from General Practitioners and/or qualified practitioners and providers in specific cases of need. If you or the person you are concerned about appear at risk of self-harm or harm to others, please seek immediate professional assistance.

When seeking professional advice, ensure the practitioners are qualified, accredited, registered and members of the peak representative bodies, such as the The Royal Australian College of General Practitioners and/or The Australian Medical Association, The Australian Psychological Society and The Royal Australian and New Zealand College of Psychiatry.

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SECTION 1: Introduction

1.1 Forward from the Bus Association Victoria Inc.

The safety and wellbeing of the Victorian bus and coach industry's people is our first priority because a healthy and productive workforce is key to operators' competitiveness and service quality. That's why your voluntary bus industry professional association has developed this resource: to help operators continuously improve their people policies and practices and remain great employers.

These guides are part of a five pillar action plan that was developed in 2013 to address the industry's safety and wellbeing. The plan has seen significant research undertaken, it advocates for politicians to legislate change, it contemplates regulators, operators and employee representatives work more cooperatively than ever before to realise substantial progress towards increasing our staff's safety and improving their wellbeing. The plan also contemplates co-investment in the long term by all stakeholders to achieve these objectives. This document is part of that plan.

These guides were developed by a taskforce consisting of multiple representatives from large and small, metropolitan and regional bus operators and external consultants. These individuals have given their time in a selfless and frequent manner so we express our sincere appreciation to them for their contribution and leadership. We also acknowledge TSV, PTV, WorkSafe and the TWU for sharing our vision on this topic and helping BusVic enact its plan.

Victoria's bus and coach operators have developed a reputation for reliability and safety over generations. We trust these guides help you sustain that.

Chris Lowe

Executive Director

1.2 Purpose and Use of the Guide

Work and the workplace play such an important role in our lives. They provide a sense of purpose, an opportunity to contribute and connect with others and be productive. However, at an individual, operational and industry level, there are barriers and challenges to being healthy, well and safe at work.

Identifying and addressing these has the potential to positively influence your health and safety, as well as increasing greater workforce and industry productivity.

This Guide presents some ideas and active hyperlinks to organisations and resources that may be of use to help you do this.

This Guide is divided into six sections. It starts with an overview of health, wellness and productivity in our industry. This is followed by ideas and resources across five major areas:

- 1. Health and Fitness,**
- 2. Driver Safety,**
- 3. Skills and Support,**
- 4. Sense of Belonging** and
- 5. Workplace Responsibility.**

Implementing one or two ideas across these five major areas may start a conversation that could have long term impact on improving health, wellness and productivity.

Think of this Guide as a menu, some ideas from which you can pick and choose. There are many more ideas, with only some outlined here. There are ideas that are free or cheap to implement, others require a financial commitment. The key thing to note is that this Guide is not a policy or directive, nor the solution to workplace wellness. It's a starting point to doing something new and different.

While there is a specific section of driver safety, the ideas in this Guide equally apply to everyone – those who work in administration, customer service, in the workshop, the refuelers and cleaners and bus chaperones.

If you are an operator or senior leader, this Guide will support the development of your Health, Wellness and Safety Strategy as outlined in the Making Health and Wellness a Strategic Priority guide. Even if you are a single operator working rurally, mid-sized firm servicing a region or a large operator in the city there will be something in this Guide that will suit your needs and budget for your entire workforce.

If you are a manager or supervisor, this Guide will get you thinking about what can be done to help your teams in the office, workshop and on the road. Read this in conjunction with the Managing Wellness in the Workplace Guide.

If you are individual, you can use this Guide to develop personal goals and action plan for your own health and wellness. Use the Personal Health and Wellness Plan template on page 33.



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SECTION 2: Health, Wellness and Productivity

2.1 Overview

A healthy workplace is one that focuses on:

Health, your ability to realise your own potential, cope with the normal stresses of life, work productively and make a contribution to your community (World Health Organisation, 2014). There are two major types of health –physical and mental. Throughout our lifetime, we may experience episodes of physical or mental illness (or varying degree and time) and recovering from illness relies on the ongoing process of acquiring new skills and mastering existing ones.

Wellness, your level of awareness you have when making choices in regards to your own (and others) physical, mental and social health and achieving your full potential. It means more than just being physically fit and healthy.

Safety, working in a safe way that minimises risk and harm to yourself and others.

To achieve this, healthy workplaces have:

- ✓ Policies and processes where everyone can easily raise health and safety concerns and have them responded to effectively. This includes issues relating to the physical work environment, as well as the psychological and emotional aspects of work.
- ✓ Training, resources and access to support for health, wellness and safety.
- ✓ Regular reviews of workplace practices and ongoing consultation with employees on what can be done to improve workplace health, wellness and safety.
- ✓ Ways where you (and your family) can participate and engage in the workplace and the broader community.

This is done to help you improve:

- ✓ Your knowledge and awareness about health and safety.
- ✓ Your energy, vitality and resilience.
- ✓ Your concentration, productivity and job enjoyment and fulfilment.
- ✓ Team work and work culture.
- ✓ Your recovery from incidents, accidents and conflict.
- ✓ Minimising the number of incidents and accidents that occur at work.

(adapted from Workplace Health Association of Australia, n.d. p.6)

45.5% of Australians between the ages of 16-85 will experience a mental health condition in their lifetime (Australian Bureau of Statistics, 2007).

One in five Australian adults will be affected by mental illness each year (Australian Bureau of Statistics, 2007).

By 2020, stress-related illnesses such as depression and cardiovascular disease will be the leading causes of disease globally (Dollard and Owen, 2013).

2.2 Be Responsible for Your Own Health and Wellness

We are all responsible for the choices we make about our physical and mental health.

Both employers and employees need to meet the obligations of the Occupational Health and Safety Act 2004 (Vic) and the regulations. In addition, we all need to:

- ✓ Take responsibility for the decisions and choices we make about our own health and safety,
- ✓ Look after ourselves and others,
- ✓ Cooperate and effectively communicate with each other,
- ✓ Help create a workplace culture where it's okay to talk about issues without fear of being bullied or discriminated against,
- ✓ Follow policies and procedures, and
- ✓ Respond to matters of workplace health, risk and harm.

To learn more, download a copy of the beyondblue's Taking care of your mental health in the workplace: A guide for employees



2.3 Organisations

beyondblue

1300 22 4436

<https://www.beyondblue.org.au/>

Resources on depression and anxiety and support services, with a 24/7 call centre and online chat service.

Black Dog Institute

<http://www.blackdoginstitute.org.au/>

Research education, information and clinical services on symptoms, treatment and prevention of bipolar disorder, depression and suicide.

Carers Australia

1800 242 636

<http://www.carersaustralia.com.au/>

Short-term counselling and emotional and psychological support services for carers and their families in each state and territory.

HeadSpace – National Youth Mental Health Foundation

1800 650 890

<http://headspace.org.au/>

Free online and telephone service that supports young people aged between 12 and 25 and their families going through a tough time.

Kids Helpline

1800 55 1800

<http://www.kidshelpline.com.au/>

A free, private and confidential, telephone and online counselling service specifically for young people aged between 5 and 25.

Lifeline

13 11 44

<https://m.lifeline.org.au/>

24/7 telephone and online emergency support for crisis and suicide prevention.

MensLine Australia

1300 78 99 78

<https://m.lifeline.org.au/>

A telephone and online support, information and referral service, helping men to deal with relationship problems in a practical and effective way.

mindhealthconnect

<http://www.mindhealthconnect.org.au/>

An innovative website dedicated to providing access to trusted, relevant mental health care services, online programs and resources.

MindSpot Clinic

1800 614 434

<https://mindspot.org.au/>

An online and telephone clinic providing free assessment and treatment services for Australian adults with anxiety or depression.

Relationships Australia

1300 364 277

<http://www.relationships.org.au/>

A provider of relationship support services for individuals, families and communities.

SANE Australia Helpline

1800 187 263

<https://www.sane.org/>

Information about mental illness, treatments, where to go for support and help carers.

Support after Suicide

<http://www.supportaftersuicide.org.au/>

Information, resources, counselling and group support to those bereaved by suicide.

SECTION 3: Health and Fitness

3.1 Overview

Section 3 presents ideas that could increase awareness and improvements in the areas of diet and nutrition, exercise and fitness, physical and mental health and managing smoking and addictions.

3.2 Diet and Nutrition

- Determine dietary requirements for every staff member (such as vegetarian, gluten free, Halal and Kosher) and cater all events accordingly.
- Source a local business that can provide fresh fruit, vegetables and healthy snacks to the office and depot.
- Identify food outlets near the office and depot and at key interchanges that provide healthy food options.
- Organise staff and family discounts or loyalty cards at healthy food outlets.
- Arrange for healthy mobile food services to visit offices and depots.
- Review the nutritional value of items in the vending machine, canteen menu and food that is provided in the lunchroom. There are some companies that provide this service, such as [Nutrition Australia](http://www.nutritionaustralia.org/vic/menu-assessments).
<http://www.nutritionaustralia.org/vic/menu-assessments>
- Provide chilled water and water bottles.
- Put up posters (such as the [Australian Guidelines Healthy Eating poster](https://www.eatforhealth.gov.au/sites/default/files/files/the_guidelines/n55_agthe_large.pdf) and the Australian Heart Foundation's [Healthy Eating and Drinking](http://www.heartfoundation.org.au/SiteCollectionDocuments/Healthy-Eating-Tips-2009-05.pdf) tips) in key areas, such as the lunchroom and bathrooms.
https://www.eatforhealth.gov.au/sites/default/files/files/the_guidelines/n55_agthe_large.pdf
<http://www.heartfoundation.org.au/SiteCollectionDocuments/Healthy-Eating-Tips-2009-05.pdf>
- Establish a Lunch Club, where members bring healthy ingredients to prepare a meal and share.
- Offer information on good eating and cooking and food preparation classes.
- Provide healthy cookbooks and magazines in employee spaces.
- Create a cookbook from employee healthy eating recipes.
- Keep the kitchen healthy and conduct daily checks of fridges, ovens, microwaves, cupboards and preparation areas. Keep them clean and throw out food that has passed its use-by-date.
- Establish a cleaning roster for the lunchroom, so the responsibility is shared.

3.3 Exercise

- Organise Walking Groups.
- Have a physiotherapist or chiropractor establish a program of stretches and exercises for all employees.
- Organise staff and family discounts to gym or local sporting clubs.
- Conduct regular aerobics or dance classes (either on-site or at the provider's location).
- Conduct social events in active places, such as parks or bowling clubs.
- Encourage the use of the stairs.
- Have stand-up or walking meetings.
- Map out safe walking and cycling tracks/routes around the office or depot.

3.4 Competitions

Think about creating individual or team-based competitions that promote daily exercise, healthy eating or weight loss.

There are companies, websites and smartphone apps that can help run these competitions for you, such as:

- Signing up to the [Biggest Loser Club](https://www.biggestloserclub.com.au/) or [Michelle Bridges 12-week Body Transformation](https://www.12wbt.com/?ppc=1&gclid=ClqU1K2I0sYCFVWSvQodD9oK8g) program.
<https://www.biggestloserclub.com.au/>
<https://www.12wbt.com/?ppc=1&gclid=ClqU1K2I0sYCFVWSvQodD9oK8g>
- Conduct [Weight Watches](https://www.weightwatchers.com.au/help/index.aspx?pageid=2002241) meetings on-site.
<https://www.weightwatchers.com.au/help/index.aspx?pageid=2002241>
- MasterChef cooking competitions with [Nutrition Australia](http://www.nutritionaustralia.org/node/511).
<http://www.nutritionaustralia.org/node/511>
- Enter a team into the [Global Corporate Challenge](https://www.gettheworldmoving.com/), competing against teams from companies all around the world to walk 10,000 steps per day, or run your own challenge with [10,000 Steps Australia](http://www.10000stepsaustralia.com/).
<https://www.gettheworldmoving.com/>
<http://www.10000stepsaustralia.com/>
- Enter a team in a local sporting club, a fun run or the state or national [Corporate Games](#).

If you are creating a competition internally, consider the following:

- ✓ Voluntary participation, don't make it mandatory.
- ✓ Encourage participants to seek advice from their GP before they sign up.
- ✓ Create teams of mixed abilities.
- ✓ Establish purpose, key benefits, rules of the competition and the prizes.
- ✓ Have a start and end date.
- ✓ Celebrate successes, progress and outcomes in newsletters and noticeboards.
- ✓ Nominate someone to maintain momentum and engagement in long-term competitions.

3.5 Health Checks

Have regular health checks with a local GP, qualified practitioner, hospital or organisation to assess the following:

- Blood pressure
- Weight
- Diabetes
- Eyesight and vision
- Hearing
- Skin cancer
- Spine, neck, shoulders and arms

3.6 Physio, Massage, Pilates and Meditation

Organise session times (either on-site or off-site at the practitioner's location) for:

- Physiotherapy
- Remedial massage
- Pilates
- Yoga
- Meditation

Dysons Bus Services have partnered with local provider Mill Park Physiotherapy to implement an In-house Physiotherapy Program. The physiotherapist attends Dysons Bundoora depot twice a week for five hours per day and provides a full suite of physiotherapy services. This includes direct physiotherapy treatment for injured employees, whether they have been injured at work or outside of work, at no cost to the employee.

The intent of the program is to provide early intervention treatment which most often results in the employee recovering more quickly from their injury. The program has also provided Dysons with more information regarding the type of injuries that are being experienced within the workplace, which is valuable when assessing how we can improve equipment and processes to prevent the recurrence of a similar injury.

The physiotherapist has also been involved in ergonomic training for drivers, directly assessing their driving technique and posture when travelling with them on the bus and identifying how the driver can better set up their seat and modify their driving style to reduce the risk of future injury.

A similar program of manual handling training is also being rolled out in our workshops, and our office workers have had their work stations reviewed to improve the ergonomics of their direct work areas.

We have also launched a Pilates Program once a week at the Depot using the Physiotherapy Program.



3.7 Mental Health Support

- Provide the contact details of key organisations that provide mental health support and advice (refer to Section 2.3 Organisations).
- Provide copies of beyondblue's [Taking care of your mental health in the workplace: A guide for employees](http://www.headsup.org.au/docs/default-source/resources/bl1247-booklet---taking-care-of-your-mental-health-in-the-workplace.pdf?sfvrsn=8)
<http://www.headsup.org.au/docs/default-source/resources/bl1247-booklet---taking-care-of-your-mental-health-in-the-workplace.pdf?sfvrsn=8>
- Provide information on the [Better Access to Mental Health Care](https://www.health.gov.au/internet/main/publishing.nsf/content/0F792912834609B4CA257BF0001B74FA/$File/patients2.pdf) initiative, which outlines how employees can access Medicare services, such as a GP Mental Health Treatment Plan.
[https://www.health.gov.au/internet/main/publishing.nsf/content/0F792912834609B4CA257BF0001B74FA/\\$File/patients2.pdf](https://www.health.gov.au/internet/main/publishing.nsf/content/0F792912834609B4CA257BF0001B74FA/$File/patients2.pdf)
- Source local practitioners that employees can be referred to, such as GP, counselling and psychology services. It is essential that you can verify their credentials in providing health, wellness and safety services, such as their qualifications, accreditations and membership to peak industry bodies. Obtaining references on their service performance and outcomes is also a good idea.
- Conduct mental health training for managers and supervisors, for example as SANE's [Mindful Employer Program](http://www.mindfulemployer.org/mindful-employer/mindful-employer-program), beyondblue's [National Workplace Program](https://www.beyondblue.org.au/about-us/programs/workplace-and-workforce-program/programs-resources-and-tools/national-workplace-program), mental health first aid or customised evidence-based programs from qualified providers.
<http://www.mindfulemployer.org/mindful-employer/mindful-employer-program>
<https://www.beyondblue.org.au/about-us/programs/workplace-and-workforce-program/programs-resources-and-tools/national-workplace-program>
- Conduct an annual health, wellness and safety survey with all employees.

Latrobe Valley Bus Lines, working with the Victorian Government's Healthy Together Achievement Program, conducted a health and wellbeing survey with their staff.

The purpose of the survey was to learn more about what health and wellbeing topics and activities the staff were interested in to improve their health, and help encourage positive health behaviours. Questions were asked about the staff's own interests and activities they'd like to be involved in at work, a self-assessment of their own healthy behaviours (such as diet, smoking, alcohol, exercise and sleep) and feedback on job satisfaction.

The results of the survey helped develop strategies and make changes to the workplace environment.

Healthy Together Achievement Program - <http://www.achievementprogram.healthytogether.vic.gov.au/>

3.8 Smoking, Alcohol, Drugs, Gambling and Other Addictions

- [Order posters and resources](http://www.quit.org.au/downloads/resource/quit-resource-order-form.pdf) from Quit Victoria and promote their [online training program](http://www.quit.org.au/learning-hub/).
<http://www.quit.org.au/downloads/resource/quit-resource-order-form.pdf>
<http://www.quit.org.au/learning-hub/>
- Source information from [Drink Wise](https://www.drinkwise.org.au/) and provide copies of the [Get the Facts](https://drinkwise-production-assets.storage.googleapis.com/6.10-Get-the-Facts-Brochure1.pdf) pocket brochure.
<https://www.drinkwise.org.au/>
<https://drinkwise-production-assets.storage.googleapis.com/6.10-Get-the-Facts-Brochure1.pdf>
- Include information from [Gambler's Help](http://www.responsiblegambling.vic.gov.au/getting-help/ways-to-get-help/help-yourself) and provide copies of [Help Yourself: A self-help guide to overcoming gambling problems](http://www.responsiblegambling.vic.gov.au/_data/assets/pdf_file/0005/7097/GH-Help-yourself_A4-booklet-v3-web-single-pages.pdf).
<http://www.responsiblegambling.vic.gov.au/getting-help/ways-to-get-help/help-yourself>
http://www.responsiblegambling.vic.gov.au/_data/assets/pdf_file/0005/7097/GH-Help-yourself_A4-booklet-v3-web-single-pages.pdf
- Source information and resources from the [Australian Drugs Foundation](http://www.druginfo.adf.org.au/drug-facts/drug-information)
<http://www.druginfo.adf.org.au/drug-facts/drug-information>

- Provide low and non-alcoholic drinks at work-related events.
- Suggest to employees that they can create a peer-support group for staff trying to quit smoking, drugs, alcohol or gambling.
- Consider healthier alternatives to 'after work drinks' and workplace gaming behaviour, such as lotto groups and sweeps.
- Create awareness of the impact of [increased internet and social media use](#) on health and wellness, such as 'Facebook addiction'.
http://www.betterhealth.vic.gov.au/bhcv2/bhcarticles.nsf/pages/Internet_addiction?open

3.9 Ergonomics

Ergonomics is the process of designing the physical workplace and having procedures in place that are appropriate to the people who use them. It refers to all workstations and places where work occurs and applies to:

- driving a vehicle,
- the design and placement of vehicle controls,
- manual handling,
- workshop activities and using tools and equipment, and
- how office chairs and desks are set up.

There are a number of factors that contribute to working in a healthy and safe way and these apply to each and every role:

- **Anthropometry**, body size, weight, height and shape.
- **Biomechanics**, physical strength, flexibility and how your body moves.
- **Body systems**, vision, hearing and sense of touch.
- **Environmental**, the immediate physical environment and includes the level of noise, light, heat, cold, space and being fit for purpose.
- **Cognitive**, ability react, solve problems, learn and adapt.
- **Psychological**, attitudes and behaviours, choices and outcomes, communication and engagement with others.

Addressing each of these will help promote a healthy and safe workplace, allowing everyone to work to the best of their abilities.

For more details specifically relating to bus drivers, refer to *Section 4.6 Health Monitoring for Drivers*.

- Conduct a self-assessment on your own physical abilities and limitations and determine how a plan on how to best use equipment and procedures to ensure compliance requirements are met and that you are working in a healthy and safe way.
- Consult with an external OHS advisor on where improvements can be made. Under Section 22(2)(b) of Victoria's Occupational Health and Safety Act 2004, operators must engage individuals who are suitably qualified in relation to OHS to provide advice concerning the health and safety of employees. To learn more, refer to WorkSafe's [guide on engaging qualified persons](#).
http://www.worksafe.vic.gov.au/data/assets/pdf_file/0006/13992/WorkSafe_Position.pdf

SECTION 4: Driver Safety

4.1 Overview

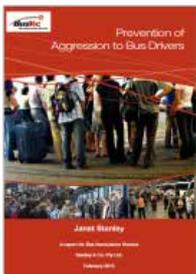
Driving a bus is a complex activity, relying on the ongoing development of particular skills. The top ten capabilities for bus drivers to safely undertake their work have been found to be:

1. **Operation and Control**, controlling operations of equipment or systems.
2. **Operation Monitoring**, watching gauges, dials, or other indicators to make sure the bus and all equipment is working properly.
3. **Active Listening**, giving full attention to what other people are saying, taking time to understand the points being made, asking questions, and not interrupting at inappropriate times.
4. **Time Management**, managing one's own time and the time of others.
5. **Critical Thinking**, using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
6. **Service Orientation**, actively looking for ways to help people and effectively manage service situations.
7. **Social Perceptiveness**, being aware of others' reactions and understanding why they react as they do.
8. **Speaking**, talking to others to convey information effectively.
9. **Coordination**, adjusting actions in relation to others' actions.
10. **Monitoring**, reviewing and assessing performance of yourself, others or organisations to make improvements or take corrective action.

For the full list of skills and other related information to bus drivers as an occupation, visit [Job Outlook](http://joboutlook.gov.au/occupation.aspx?search=alpha&tab=overview&cluster=&code=7312).
<http://joboutlook.gov.au/occupation.aspx?search=alpha&tab=overview&cluster=&code=7312>

However, there a number of challenges and risks facing bus drivers and their performance, such as traffic congestion, passenger behaviour, managing fares and mechanical and equipment problems.

This section presents some ideas on how to promote and support the health, wellness and safety for bus drivers and they need to be reviewed in conjunction with three key resources:



BusVic's Stanley Report on [Prevention of Aggression to Bus Drivers](http://www.busvic.asn.au/images/uploads/links/Prevention_of_Aggression_to_Bus_Drivers.pdf)

This report considers how to prevent aggression to bus drivers who work in Victoria. The reasons and circumstances for violence to bus drivers are examined, drawing on local and international research. Recommendations for preventative measures are presented.

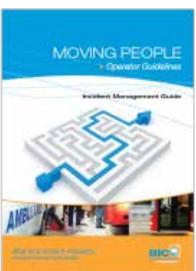
http://www.busvic.asn.au/images/uploads/links/Prevention_of_Aggression_to_Bus_Drivers.pdf



Transport Safety Victoria's guide to [Managing Difficult Passengers: Guidance Material for Bus Operators](http://www.transportsafety.vic.gov.au/_data/assets/pdf_file/0009/94176/Managing-difficult-passengers-guidance-for-bus-operators-WEB.PDF)

This guide provides some considerations for managing difficult passenger situations within the confines of the Victorian Bus Safety Act 2009.

http://www.transportsafety.vic.gov.au/_data/assets/pdf_file/0009/94176/Managing-difficult-passengers-guidance-for-bus-operators-WEB.PDF



Bus Industry Confederation's [Incident Management Guide](http://bic.asn.au/literature_99011/Incident_Management_Guide)

This resource provides specific guidelines on managing incidents to minimise the direct impact on staff and passengers (and indirect impact on family, friends and community). Bus and coach operators will learn how to minimise business risk, disruption and loss and ensure that services are provided in line with community expectations, duty of care and occupational health and safety requirements.

http://bic.asn.au/literature_99011/Incident_Management_Guide

4.2 Prevention, Policies and Procedures

BusVic's Stanley Report on [Prevention of Aggression to Bus Drivers](#) report outlines five broad set of actions that may assist in preventing on-board abuse, aggression and violence:

Actions	Example activities
Increase the effort the offender needs to make.	<ul style="list-style-type: none"> – Harden the target, such as security barriers. – Control access to the driver and money. – Reduce the presence of potential weapons.
Increase the risk for the offender.	<ul style="list-style-type: none"> – Strengthen surveillance. – Emergency communication devices and reporting procedures. – Increase presence of Authorised Officers and Police. – Report all incidents to the operator and the Police. – Support industry-led on-board media campaign targeting risks and ramifications to perpetrators of on-board violence. – Promote reward information that leads to an arrest
Reduce the rewards for the offender.	<ul style="list-style-type: none"> – Deny benefits of aggressive behaviour, such as asking that the behaviour stops or immediate reporting to the operator and/or police. – Deny a bus ride.
Reduce provoking the offender.	<ul style="list-style-type: none"> – Avoid disputes and diffuse situations. – Improve service interactions and communication with all passengers.
Remove excuses for the offender.	<ul style="list-style-type: none"> – Outline passenger rules, instructions for reporting passenger behaviour and how passengers can assist in compliance matters.

Use these five areas to inform initiatives you want to implement and then develop policies and procedures to support them. These policies would then form the basis of induction and ongoing training for bus drivers.

Example policies may include:

- ✓ Use and management of security screens.
- ✓ Cash management and securing the bus.
- ✓ Reporting incidents and mechanical issues.
- ✓ Using surveillance and security equipment and communication devices.
- ✓ Promoting and supporting passenger rules and media campaigns.
- ✓ Responding to abuse, aggression and violence, including what incidents and responses to situations may result in performance management.
- ✓ Managing fare evasion and anti-social passenger behaviour.
- ✓ Incident recovery support.

4.3 Reporting Incidents

BusVic's Stanley Report on [Prevention of Aggression to Bus Drivers](#) report categorises aggressive behaviour in order of risk and impact:

- Complaints.
- Verbal abuse.
- Minor intimidation.
- Major intimidation.
- Threat of physical assault.
- Attempted assault.
- Physical assault.
- Potential life-threatening situation.

Recent research indicated that bus drivers experience abuse or aggression (in some form) daily (21%) and weekly (24%) (mh@work®, 2015).

Reporting all incidents helps:

- ✓ Best support bus drivers in regards to incident recovery and support.
- ✓ Identify themes and trends in passenger behaviour.
- ✓ Identify opportunities for improvement that could increase driver health and safety.

Under the Bus Safety Regulations 2010 (Vic) bus operators must verbally notify Transport Safety Victoria of serious incidents as soon as possible after becoming aware that it has occurred. Operators must also provide the Safety Director with written notification of any serious bus incident within 72 hours. While the more serious incidents are required to be reported to TSV, reporting all incidents is highly valuable and represents opportunities to make improvements. For more information, visit Transport Safety Victoria's website.

<http://www.transportsafety.vic.gov.au/bus-safety/incidents-and-investigations/reporting-bus-incidents>

However, research (mh@work®, 2015) indicates that bus drivers did not report on-board incidents because:

49% stated that there is no point, it is not worth it as nothing gets done (or could be done) afterwards.

18% managed the situation themselves and didn't view the incident as severe enough to report it.

11% believed they could have been the cause of the problem and reporting the incident would have led to repercussions or termination.

7% said reporting is a time consuming and complex process with too much paperwork.

To increase reporting of incidents, consider the following:

- ✓ Implementing a formal statement on how management will respond to incidents, what will happen and when.
- ✓ Conduct regular, informal shift debriefs (with individuals or small teams) to discuss incidents, passenger behaviour and maintenance issues.
- ✓ Make reporting an easy process, or have a reporting officer drivers can speak with.
- ✓ Outline the support and assistance drivers will receive as a result of an incident.
- ✓ Publish monthly results of on-board incidents and examples of what was done.

4.4 Emergency Details, Distress Codes and Reporting Processes

- Establish categories of distress codes that drivers can use to communicate/report while incidents are taking place.
- Provide the Bus Industry Confederation's [Incident Management Pocket Guide](#) or create your own version, based on policies and procedures.
- Consider establishing a centralised operational control centre to effectively monitor and manage on road incidents and accidents.
- Have the tools of the trade:
 - Duress alarms and emergency communication systems, such as 2-way radios.
 - Audio and/or video CCTV surveillance.
 - Physical barriers
 - GPS vehicle tracking.
- Provide an on-board kit that contains:
 - Flowchart/checklist of the reporting process.
 - Key contact details.
 - Pre-shift and mid-route checklists.
 - Template documents for drivers to manually report details and facts of incidents and other key information about the bus and route. Consider making this process online, accessible through a smartphone.

Buslink Sunraysia has signed up with VicRoads for them to notify us of any incidents and/or collisions along our major V/Line bus route (it does include some parts of Victoria also). If a major incident or collision does occur, we are notified immediately of a road closure and alternative route that we can then provide to our driver to advise them prior to arriving and not knowing the alternative route around. Providing drivers the knowledge of what has occurred with a solution seems to keep stress levels at bay.



4.5 Toolbox Meetings for Drivers

Toolbox Meetings are regular small team meetings with drivers that can help share knowledge and information, increase participation in decision making and create peer support.

Topics for Toolbox Meetings could include:

- Identifying route trouble spots and risks, such as typical behaviours, passenger categories and locations and determine how they can be best managed.
 - Incidents reported and outcomes.
 - Skill development and training.
 - Improving security and communication.
 - Bus maintenance issues.
 - Recapping or introducing policies and procedures.
 - Health monitoring and wellness activities.
 - Up-and-coming events.
 - Guest speakers.
 - Open forum, discussing ideas and initiatives or projects drivers want to undertake.
- Schedule regular Toolbox Meetings, taking into consideration days, times and shifts and promote the focus and topics of each meeting.
- Invite drivers to prepare and present (or lead a discussion) at the meetings on a particular topic.
- Have a wellness focus to meetings, including a physical activity and healthy food options.

Ventura managers have continual conversations on key topics with bus drivers, such as:

- *Customer service skills, such as communication and behaviours that can calm and diffuse on-board situations.*
- *Encouraging drivers keep to timetables to ensure there are no early runnings and to use their initiative if a train is late, to wait an extra few minutes.*
- *How to be proactive in reducing fare evasion in a way that encourages passenger responsibility in a non-confrontational way.*



4.6 Health Monitoring for Drivers

It is essential that drivers are able to work in a comfortable seating position in a well-designed environment. While being the responsibility of the bus designer and manufacturer, the dimensions and position of a driver's seat, pedals and steering wheel should allow drivers to sit in an ergonomic seating position. With a healthy and comfortable posture, the driver is less stressed and can better concentrate on what is happening on the road.

The Bus Industry Confederation's [Health and Wellness Awareness Guide](#) outlines the number of demands placed on bus drivers, being:

- Anthropometry, body size, weight, height and shape.
 - Biomechanics, constant sitting, back, arm and neck movement.
 - Body systems, vision, hearing and sensitivity to movement.
 - Environmental, ensuring the vehicle is safe and fit to drive, cabin environment and controls, the type of bus it is and passenger load.
 - Cognitive, ability react, solve problems, learn and adapt.
 - Psychological, reacting and managing the attitudes and behaviours of passengers and the impact of traffic and running times.
- Establish a policy and procedure for regular driver health monitoring and checks.
 - Regularly ask or survey drivers on how they are tracking in regards to four demands (listed above) and what improvements can be made.
 - Schedule regular health checks with a GP or qualified practitioner, including blood pressure, cholesterol, weight, eyesight, hearing and back/neck/arm movement.
 - Refer to the Bus Industry Confederation's [Health and Wellness Awareness Guide](#) on the result of an ergonomic workplace assessment conducted on bus drivers.

Buslink Sunraysia is regularly in touch with the Shire Councils (in both Victoria and New South Wales) regarding road redevelopment and areas that may need improvement, for examples road surfaces and overhanging trees.

The regular monitoring of areas around the town assists with the physical demands of driving. Most driver seats are hydraulic, they can bounce the driver around a bit when road surface is uneven and to prevent any injury to the drivers, we keep a close eye to assist them whilst driving. This goes for the pruning of overhanging trees in areas around bus stops and through tight streets.

Driving can be a stressful job particularly at peak periods and especially in the metro areas and we do work closely with the Local Councils to keep stress levels at bay and minimise where we can.

4.7 Skill Development

- Driver-specific skill development and training topics could include:
 - Customer service standards.
 - Cross-cultural communication and working with passenger diversity.
 - Diffusing difficult situations and managing complaints and conflict.
 - Crisis and incident management and reporting.
 - Anger management and personal resilience.
 - Managing anti-social passenger behaviour.
 - Responding to abuse, aggression and violence.
 - Recognising and managing stress.
 - Self-care, health and wellness.

Buslink Sunraysia ensure employees are made aware of the process to report any incidents, whether it be bullying or harassment out on the road or within the depot and that management will follow up and action in a timely manner. We have Standard Operating Procedures to advise of the specific steps needed to be followed to allow the driver to be at ease when handling an incident.

Ventura has a two-day induction programme for new drivers, which includes the 'Back Off' DVD which was made for Ventura employees in an attempt to give them the tools to calm down volatile situations.

- Consider short sessions of 2-3 hours across a range of times. This gives drivers the option to choose a session that best suits their availability.
- Select presenters that are qualified and experienced, either in the industry or in their ability to build rapport and relate to bus driving.
- Seek opportunities to incorporate your own policies and procedures into the training programs.
- Develop support resources for ongoing reference, such as YouTube videos and fact sheets.
- When promoting training programs, outline the top benefits drivers will receive by attending (what's in it for them) and how it may help improve their health, safety and performance.

Christians Bus Co conducted training sessions with all staff on how to manage difficult people and situations. The aim of these sessions was to equip drivers with the skills to identify potential issues before they arise, manage difficult and aggressive customers in a professional manner and develop appropriate coping strategies and resilience. Training sessions involved role play scenarios which re-enacted real life examples.

The key outcomes from the training was increased driver awareness and increased driver confidence should they find themselves confronted with a difficult situation or person, even our longest serving and most experienced drivers said they learnt new skills.

SECTION 5: Skills and Support

5.1 Overview

Section 5 highlights how communication, policies and procedures and training could enhance knowledge, skills and awareness of workplace health, wellness and safety.

5.2 Support Structure

- Provide a clear organisational chart so staff know who to talk to, and for what reasons. Outline alternatives, if the person is not appropriate. This could include who to speak with regarding health and safety issues and bullying, harassment and discrimination.
- Consider establishing peer mentoring program, where nominated staff are recognised for their strengths and experiences who could be of value to employees seeking work-related skill developed and coaching. This is not a counselling relationship, it is focused on helping another develop new skills, advance existing abilities and help with changes to processes.
- Outline support services that everyone can access, such as external advisors and organisations (see Section 2.3 Organisations) and Employee Assistance Programs (if your operation has one).

5.3 Communication

Maintaining a focus on health, wellness and safety requires an ongoing conversation. Across all forms of communication you use, consider including the following content ideas:

- Individual progress and success stories.
- Hints and tips for diet and fitness.
- Reporting progress in safety, incidents and accidents.
- Highlighting key policies and procedures.
- Staff and driver profiles.
- Key celebrations, birthdays, marriages and births.
- Staff submission, such as stories or photos provided by employees.
- Passenger comments and compliments.
- Create a schedule for regular bulletins and newsletters, including regular columns on health, fitness and safety.
- Provide an annual calendar of meetings and events.
- Give employees multiple avenues to communicate effectively and suggest ideas. Form consultation sessions, focus groups and online 'suggestion boxes'.
- Include health and safety reminders and tips on payslip notices.
- Place health and safety themed posters in key locations, such as the noticeboard, lunchroom, stairwells and bathrooms.
- Send out SMS alerts to employees on key reminders and urgent updates.
- Include health and safety information on your website and through your social media activities.
- Consider on-screen messages and desktop screen savers to highlight key information.
- Issue pocket cards to drivers on key procedures, such as managing and reporting incidents.
- Consider ways in which to communicate and share with employee's families.
- Determine strategies to communicate daily with drivers that may not attend the depot, such as during meal breaks or mid-route changeovers.
- Ensure that noticeboards are regularly de-cluttered.
- Create a Thank You board, where staff can leave a message to someone they wish to thank.

Latrobe Valley Bus Lines posts a monthly calendar that includes internal company activities local community happenings, such as markets and festivals and state and national health, wellness and safety awareness campaigns. The calendar helps promote discussion on key health and wellness issues and encourages greater involvement in activities, both within the operations and in the communities with their families.

The MorelandBus and South Coast Bus Newsletter are published every two months (The Moreland Mail for metropolitan operations and the South Coast Times for regional operations). Features articles centre around health and wellbeing; such as the Bus Industry Confederation's health and wellness resources, nutrition and healthy cooking and community engagement just to name a few. In 2014 our themed focus area for these newsletters was Driver Safety where most articles related to this topic. In 2016, Mental Health will be the focus.

The Western Bulldogs Football Club, one of CDC Victoria's partners, launched a health program in 2013 called Sons of the West. The program is aimed at engaging men across the Western suburbs of Melbourne to get regular health checks, and encourage them to make healthy lifestyle choices.

As part of this initiative, CDC donated a bus to help promote the cause. In early 2015, the Sons of the West Mobile Health Check Bus visited our three western depots, Altona, Sunshine and Werribee, offering free self-health checks to all staff. Out of the 350 males at those depots, 152 employees completed the self-health check. Although some of our employees were a little hesitant at first, once the word got out about what the checks were really about, it didn't take long for the lines to form. CDC Victoria found that these checks got the conversation started in the workplace and heightened our employee's awareness about their health and fitness.

Following these checks, all employees were invited to take part in the Sons of the West 15-Week Health Program, which is a free program aimed at improving men's lifestyles and general health. This program provided participants with free exercise regimes, cooking demonstrations, sports meetings, and general health sessions. Some of the topics discussed were:

- the importance of increasing physical activity and increasing healthy eating,*
- raising awareness of family violence and violence against women,*
- the importance of reducing smoking rates, and*
- the importance of developing healthy social networks with the aim of increasing social connection and cohesion, thereby positively influencing the mental state of participants.*

CDC Victoria had two staff members join the 15-week program after completing the self-health check at their depots, with one recently graduated from the full program.

Sons of the West - <http://sonsofthewest.org.au/>

5.4 Induction, Ongoing Training and Personal Development

- When working with external training providers, ensure they are qualified, experienced and presenting evidence-based content. Refer to Section 5.6 Selecting the Right Training Program and Presenter for details.
- Induction training for new staff can include the following:
 - Overview of wellness and mental health.
 - Policies that support health, wellness and safety.
 - Personal accountability where you can provide a copy of beyondblue's [Taking care of your mental health in the workplace: A guide for employees](http://www.headsup.org.au/docs/default-source/resources/bl1247-booklet---taking-care-of-your-mental-health-in-the-workplace.pdf?sfvrsn=8) <http://www.headsup.org.au/docs/default-source/resources/bl1247-booklet---taking-care-of-your-mental-health-in-the-workplace.pdf?sfvrsn=8>
 - Support services available, such as the Employee Assistance Program or your Human Resource team.
 - Where to source advice and information.
 - Workplace activities and initiatives that focus on health and wellness.
 - Having a conversation about health and wellness, raising concerns and reporting incidents.
- Conduct annual refresher training (face-to-face or online) on:
 - The importance of health, wellness and safety.
 - Being accountable and self-care.
 - Having a conversation and raising concerns.
 - Building skills for mental and physical healthiness.
 - Self-assessment, goal setting and action plans.
 - Policies and support available.
- Organise personal development training that provides additional knowledge and skills that contribute to a person's overall health and safety. Topics can include:
 - Building better relationships.
 - Caring for yourself, ageing family members and those with special needs.
 - Diffusing difficult situations and managing conflict.
 - Goal setting and action planning.
 - Improving diet, nutrition and cooking workshops.
 - Interpersonal and intercultural communication.
 - Managing and overcoming addiction and creating new habits.
 - Managing change in the workplace.
 - Managing pressure and stress.
 - Money management and financial planning.
 - Mindfulness and self-awareness.
 - Personal productivity and making the most of your work day.
 - Positive parenting.
 - Quit smoking workshops or online training
 - Recognising and managing anxiety and depression.
 - Resilience and personal strength.
 - Responding to and managing bullying and harassment.
 - Time management.
 - Transitioning into retirement.
- Consider short sessions in the morning, lunchtime and or early evening. This gives people the option to choose a session that best suits their availability.
- When promoting training programs, outline the top benefits participants will receive by attending (what's in it for them), the qualifications and experiences of the presenters and how attending may help improve their health, safety and performance.
- Create a library of training resources, such as handouts and materials from previous sessions and YouTube videos.

5.5 Financial Literacy and Money Management

When asked what challenges they faced at home, bus drivers indicated that 'personal finances' was in the top four (mh@work®, 2015). Improved financial literacy and managing money effectively does have a positive impact on stress and anxiety.

- Create a schedule for regular bulletins and newsletters, including regular columns on health, fitness and safety.
 - Financial planning and budgeting.
 - Investing.
 - Life insurance.
 - Managing money, debt and cash flow.
 - Retirement.
 - Superannuation.
 - Tax returns.
 - Estate planning and writing a will.

Your current providers, superannuation fund or insurers may be able to provide cost-effective or free services.

5.6 Selecting the Right Training Program and Presenter

Selecting the right training program and presenter is important. Any investment into external training needs to deliver an outcome, plus provide an exceptional experience to your staff.

Consider the following when selecting a training program and presenter:

- ✓ Have they been recommended to you from someone you know and trust? If so, how would they rate the program in regards to improving knowledge, skills and confidence? How would they rate the presenter's ability to relate to employees and manage resistance to attendance and learning?
- ✓ Is the program nationally accredited?
- ✓ Are the presenters qualified and accredited, with a minimum Certificate IV in Training and Assessment?
- ✓ Are you able to contact current or past clients as references?
- ✓ What guarantees does the program make? How will success be measured and reported on?
- ✓ What resources are provided?
- ✓ To what extent can the content be customised to suit the industry and organisational requirements, such as policies, scenarios and case studies?
- ✓ To what extent is the training content evidence-based?
- ✓ What commitment from managers and supervisors is required to make the program a success? What do senior managers and supervisors need to know to effectively promote and discuss the program beforehand?

5.7 Medical, Counselling and Psychology Services

- Source local practitioners that employees can use, such as GPs trained in mental health, counselling and psychology services.
- When seeking professional advice, ensure the practitioners are qualified, accredited, registered and members of the peak representative bodies, such as the The Royal Australian College of General Practitioners and/or The Australian Medical Association, The Australian Psychological Society and The Royal Australian and New Zealand College of Psychiatry.

SECTION 6: Sense of Belonging

6.1 Overview

Everyone wants to experience a sense of belonging and be part of an environment that is respectful, accepting, honest and fair. Section 6 offers some ideas on how to form stronger social connections within the operation and with your local community.

6.2 Clubs and Committees

- Encourage Health and Safety representatives and Union delegates to include ideas from this Guide into their focus and discussions.
- Establish small working groups or committees to focus on health and wellness, key celebrations or initiatives. Ensure that these groups reflect the diversity of the operation.
- Create policies and procedures for Walking Groups, Lunch Clubs and peer-support groups.

MorelandBus has a Staff Social Club, where employees have social outings, get-togethers and scheduled events. These are organised by the employees themselves and do not necessarily involve the 'boss' in attendance, so employees can enjoy each other's company in a relaxed social environment. The company has provided a bus in the past for the Staff Social Club (for example, a day trip to a country pub) which has worked quite effectively. It is a good way to break down the barriers between management and supervisors and drivers, cleaning and refuelling staff.

6.3 Staff Meetings and Social Events

- Create an annual calendar of staff meetings and social events. Ensure that social events are appropriate and respectful towards age, gender and religious observances.
- Link meetings and social events to a campaign or celebration. This will help highlight key messages and activities.
- Use meetings to report on key successes, update on changes and challenges, promote good news stories, recognise and reward employees and include a focus on health, wellness and safety. Aim to have employees present an agenda item.
- Issue follow up notes to everyone, to remind of key outcomes from the meeting and issues for next time.

6.4 Celebrating Bus Drivers

As an industry, we continually work towards improving the respect and care towards drivers from a passenger and workplace perspective. It is all about highlighting the importance of the role and raising the profile of bus driving.

- Implement an internal rewards program for bus drivers based on key performance indicators, such as driver of the month or year.
- Celebrate [International Bus Driver Appreciation Day](#), 18 March.
- Include bus driver profiles in newsletters and social media.
- Publish passenger comments and compliments.

6.5 Working with Schools

- Work with local schools to determine appropriate on-board behaviour, how to report and escalate incidents and establish what support the school will provide. Document these and provide to schools, children and parents. Include these on your website.
- Establish customer service standards and procedures for managing common situations for school routes.
- Promote good news stories through communication channels.

6.6 Promoting Good Passenger Behaviour

- Establish customer service standards and how to manage common situations, such as fare evasion and anti-social behaviour. Promote these standards through your website, social media and on-board communications.
- Publish good news stories of good passenger behaviour from a driver's point of view.
- Support larger industry-led campaigns on passenger behaviour.

6.7 Awareness Campaigns

- Implement an awareness campaign to highlight key issues and causes, such as:
 - World Health Day, 7 April
 - Exercise Right Week, late May.
 - World No Tobacco Day, 31 May
 - Men's Health Week, mid-June
 - Mental Health Week, early October.
 - World Mental Health Day, 10 October
 - Victorian Health and Safety Week, mid-October

Consider including the following as part of your campaign:

- On-site activities that link to the theme, such as health checks, guest speakers and training.
- Communicate hints, tips and benefits leading up to the event.
- Send 'message of the day' emails and SMS to staff throughout the campaign.
- Discuss the topics in staff meetings, driver Toolbox Meetings and shift debriefs.
- Posters, flyers and information brochures.
- Promote what you are doing on your website, social media and on-board.

6.8 Volunteering

Research has established a strong relationship between volunteering, social impact and health (Australia Bureau of Statistics, 2008). There is an immediate positive impact to the community or organisation you volunteer your time to, as well as benefits to:

- √ Increasing physical activity.
- √ Reducing the risk of isolation and depression.
- √ Making new friends, contacts and establishing a support network.
- √ Learning new skills and develop social and relationship capabilities.

(adapted from Saisan et al. 2015)

- Consider supporting a charity or group(s) with in local community. Establish a working group of employees to decide on which charity, why, how fundraising would work and an action plan of deliverables.
- Operators are encouraged to provide opportunities for volunteering and consider how this will be supported through policies and procedures.
- Promote volunteer involvement, activities, how to participate and outcomes through your website, social media activity and on-board communications.

Volunteering as a family

While it might be a challenge to coordinate everyone's schedules, volunteering as a family has many worthwhile benefits. Children watch everything you do. By giving back to the community, you show them firsthand how volunteering makes a difference and how good it feels to help other people and animals and enact change. It's also a valuable way for you to get to know organisations in the community and find resources and activities for your children and family (Saisan et al. 2015).



SECTION 7: Workplace Responsibility

7.1 Overview

This final section focuses on creating a positive workplace culture, where contribution is encouraged, recognised and rewarded and where everyone is responsible to taking action and doing the right thing. These ideas can promote individual empowerment self-determination and accountability in relation to behaviour and workplace performance.

7.2 Vision and Values in Action

Most operators have a vision of what they hope to be and achieve, and a set of organisational values that guide decision-making and behaviours. To help put vision and values into action consider the following:

- What do your values look like in action? What would people have to say and do to demonstrate it in practice?
 - What would your vision and values look like in regards to health, wellness and safety?
- Include your vision and values in action statements in staff induction and ongoing training.
 - Encourage your Health and Safety Committee and Union delegate to have conversations with staff about your vision and values and how they help promote a healthy and safe workplace.

7.3 Being Accountable to Policies and Practices

Every workplace has policies, standards and procedures to follow. Most of these are linked to legal, regulatory and quality requirements, while others are linked to best practice and ensuring smooth operation and productivity.

Policies, standards and procedures are important to follow as they are designed to help you work in a healthy, safe and highly productive way. However, there are a few key reasons why people don't follow procedures, such as they are out of date, unrealistic, too long and wordy, hard to find, unclear, complicated or difficult to understand.

Being accountable to policies and workplace practices requires everyone to know what and where they are, why they are in place and how they help you.

Being accountable means doing the right thing, accepting that there may be consequences and harm if they are not followed.

- Have policies in both hard-copy and easily accessible soft-copy format.
- Links policies and procedures to induction and ongoing training.
- Source a translation service, use [Google Translate](https://translate.google.com.au/) or use a team member to convert messages and documents into key languages spoken at the office and depot. This will significantly help Non-English Speaking Background employees.
<https://translate.google.com.au/>
- Have an open forum about key policies or changes to procedures, where employees can learn more and ask questions.
- Establish an annual cycle of review, where employees can provide ideas and feedback on improving policies and practices.

7.4 Personal Goals and Action Plans

Improvements to personal health and safety can only happen when we choose to make changes. Establishing goals and creating an action plan to achieve them will help map out what needs to change, the benefit it will have and how challenges will be overcome.

The Personal Goals and Action Plan template on page 32 will help you complete the following:

- ✓ An assessment on the top four aspects of your job that you feel unprepared to do or have challenges with. This is called a risk assessment.
- ✓ Create goals using the SMART criteria (Doran, 1981). SMART is an acronym that guides the development of setting clear goals:

Specific – target a specific area for improvement.

Measurable – quantify or at least suggest an indicator of progress.

Attainable – the action plan that outlines what you are willing and able to do.

Realistic – state what results can realistically be achieved, given available resources.

Time-related – specify when the result(s) can be achieved.

The template suggests you can create goals for the key areas covered in this guide; health and fitness, driver safety, skills and support, sense of belonging and workplace responsibility. You don't have to set goals for all of these, at least one or two will help you get going.

- ✓ Identify the benefits of achieving your goals and the challenges or hurdles you may need to overcome. This also includes identifying the resources and support you need.
- ✓ An action plan of what, when and who to help you break down your goals into smaller, more achievable tasks.
- Include the Personal Goals and Action Plan into new staff inductions and ongoing performance reviews. In order for it to be most effective, the Plan cannot be mandatory, only suggested.
- Ensure that professional advice and treatment from General Practitioners and/or qualified practitioners and providers is sought before starting the action plan.
- Showcase individual progress and results through internal communications, such as newsletters and noticeboards.

7.5 Rewarding a Job Well Done

- Establish internal awards program recognising:
 - Best and most improved performance against clearly set out criteria.
 - Health, wellness and safety.
 - Best employee initiative.
 - Individual progress and success against personal goals.
 - Peer-initiated coaching or mentoring.
 - Achievements that demonstrate vision and values in action.
 - Volunteer and community involvement.
 - Challenges overcome.
- Enter into state and national awards, such as WorkSafe Awards.

7.6 Celebrate Diversity

Acknowledging and celebrating diversity within the workplace creates a deeper sense of belonging and connection within your operation and with the local community.

Diversity includes (but not limited) to:

- Age.
- Culture.
- Disability.
- Religious beliefs.
- Gender.
- Indigenous status.
- Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) status.

Consider celebrating internally and in the broader community during key dates, such as:

[Australia Day](http://www.australiaday.org.au/), 26 January - <http://www.australiaday.org.au/>

[Cultural Diversity Week](http://www.multicultural.vic.gov.au/projects-and-initiatives/cultural-diversity-week), mid-March - <http://www.multicultural.vic.gov.au/projects-and-initiatives/cultural-diversity-week>

[World Harmony Day](http://www.harmony.gov.au/celebrate/), 21 March - <http://www.harmony.gov.au/celebrate/>

[International Women's Day](http://www.internationalwomensday.com/), 8 March - <http://www.internationalwomensday.com/>

[International Day of People with Disability](http://www.idpwd.com.au/), 3 December - <http://www.idpwd.com.au/>

- Acknowledge key celebrations, such as Lunar New Year, Diwali and Ramadan.
- Have a map of the world and flags representing employee heritage.
- Conduct cultural training on how to improve intercultural relations and communication.
- Have employees teach a language or cooking class.
- Provide faith spaces (such as prayer rooms).

7.7 Raising Concerns and Reporting Incidents

Everyone is responsible for working in a healthy and safe workplace. This includes speaking up when you have concerns and reporting near misses and incidents. Without management knowing what is happening in the workplace and on the road, nothing can be done about it.

Managers are responsible for responding to all concerns and reports in a timely and fair manner.

Employees are responsible for raising issues and reporting incidents as they occur with facts and details. This includes:

- Raising concerns about bullying, harassment and discrimination.
 - Reporting near misses and incidents, no matter how small.
 - Reporting of accidents, assaults and violence.
 - Reporting vehicle maintenance problems.
- Provide ways in which concerns can be raised anonymously to the right person.
 - Instigate regular checks investigations and audits on near misses, incidents and accidents with Health and Safety representatives and Union delegates.
 - Communicate outcomes of regular audits with all employees, including common issues. This will help create awareness on trends and where and when increases (and decreases) of incidents are occurring.

7.8 Recovery and Return to Work

Supporting employees to return to safe and sustainable work as soon as possible after illness or injury may be necessary to meet legal obligations but it is equally good for employees and the operation.

Under the Victorian Occupational Health and Safety Act 2004, after a work-related injury employers are obligated to:

- ✓ Obtain relevant information about an employee's capacity for work.
- ✓ Consider reasonable workplace support, resources or modifications to assist a return to work.
- ✓ Assess and propose options for suitable pre-injury employment to employees.
- ✓ Provide employees with clear, accurate and current details of return to work plans.
- ✓ Monitor progress when employees are absent from work and when they return.

For more information, refer to WorkSafe regarding [employers return to work obligations](#). Include a broader view of health and wellbeing in your return to work policy and procedure that takes into account returning from non work-related illness or injury.

<http://www.worksafe.vic.gov.au/return-to-work/information-for-employers2/information-for-employers>

- For employees who are returning to work from depression, anxiety or a mental health problem, refer to key information in Orygen Youth Health's [Return to Work Guidelines](#)
<http://www.superfriend.com.au/uploads/page/331/Return-to-Work-Guidelines.pdf>
- Provide Return to Work Coordinators, managers and supervisors with knowledge and skills on managing mental health problems in the workplace and employees returning to work.
- Ensure that Return to Work Plans include considerations of depression, anxiety and stress.

SECTION 8: Tools and Resources

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Risk Assessment

In determining your personal health and wellness goals, start with listing the top four tasks or possible scenarios that directly relate to your role that you feel most unprepared to effectively manage physically or psychologically.

Think about how the following may impact your ability to do your job well:

- **Anthropometry**, body size, weight, height and shape.
- **Biomechanics**, physical strength, flexibility and how your body moves.
- **Body systems**, vision, hearing and sense of touch.
- **Environmental**, the immediate physical environment and includes the level of noise, light, heat, cold, space and being fit for purpose.
- **Cognitive**, ability react, solve problems, learn and adapt.
- **Psychological**, attitudes and behaviours, choices and outcomes, communication and engagement with others.

What tasks or situations relating to your job to you feel most unprepared for?	What could go wrong?	What policies and procedures are already in place to support you on this?	What is within your control to help you be prepared and skilled?	What else can be done to help you feel confident and ready?

<p>My Goals</p> <p>What do I want to achieve? What areas of my life do I want to improve on?</p> <p>Be clear and create SMART goals:</p> <ul style="list-style-type: none"> — What specifically do I want to achieve? — How will I measure progress and success? — How will I attain my goals? This is the action plan (below) — How realistic are the goals? Am I willing and able to do the work to make it happen? — How are my goals time-bound? What is the start and finish date? When am I going to check and measure progress?
<p>Health and Fitness</p>
<p>Job-related</p>
<p>Skills and Support</p>
<p>Sense of Belonging</p>
<p>Workplace Responsibility</p>
<p>My motivation</p> <p>What are the benefits to myself, my family and the workplace if I achieve my goal?</p> <p>How am I going to reward progress and achievement?</p> <p>What are the consequences for not achieving my goal?</p>



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