



Managing Wellness in the Workplace: A Guide for Managers



Bus Industry Wellness Taskforce

October 2015



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

Managers and supervisors are at the forefront of employee health, wellness and safety every day. They play a critical role in engaging with employees and monitoring how well policies best promote performance and productivity.

Managers and supervisors are often the first to know and notice health, wellness and safety issues. While health and safe workplace is everyone's responsibility, managers and supervisors are essential in helping everyone understand the benefits of participating and contributing to a healthy workplace.

This Guide is for managers and supervisors. It presents some ideas on how to manage health and wellness in the workplace and best support employees – from those who work in administration, customer service, in the workshop, the refuellers and cleaners through to bus chaperones and our bus drivers.

The other two guides in this series are:

- *Making Health and Wellness a Strategic Priority: A Guide for Operators and Senior Leaders*
- *Ideas and Resources for Improving Health and Wellness.*

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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1.3 The Bus Industry Wellness Taskforce

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.

The Taskforce members that were involved in the creation of this Guide were:

- Dr. Julia Evans (Chair)
- Ashlee Loveridge, Buslink Sunraysia
- Elke Peters, Ventura
- Ingrid Ozols, mh@work® (mental health at work)
- Dr Janet Stanley, Melbourne Sustainable Society Institute, The University of Melbourne
- Marcelle Davis , CDC Victoria
- Rebecca Christian, Christian Bus Co.
- Rhonda Renwick, Latrobe Valley Bus Line
- Robert Wright, MorelandBus and South Coast Bus
- Rochelle Dickason and Greg Deacon, Dysons
- Peter Kavanagh & Chris Lowe, BusVic

1.4 Acknowledgements and Consultations

The Taskforce wishes to acknowledge and thank the following organisations who participated in consultations for the preparation of this Guide:

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



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SECTION 2: Health, Wellness and Productivity

2.1 Making Health and Wellness a Daily Priority

As a manager, you are at the forefront of creating a healthy workplace, where there are:

- ✓ Policies and procedures in place so employees 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 in which employees (and their families) can participate and engage in the workplace and the broader community.

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 fruitfully 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.

Having policies and procedures in place for a healthy workplace is one thing; making health, wellness and safety a daily priority for everyone is another.

As a manager, you are essential to helping everyone understand the benefits of workplace policies and encourage participation in health and safety practices and activities. In doing so, you will be able to:

- ✓ Improve everyone's knowledge and awareness about health and safety.
- ✓ Increase energy, vitality and resilience.
- ✓ Improve concentration, productivity and job enjoyment and fulfilment.
- ✓ Improve team work and work culture.
- ✓ Improve driver recovery from on-board incidents and violence.
- ✓ Decrease the number of incidents, accidents and workplace conflict.
- ✓ Decrease absenteeism and worker's compensation claims.

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

In making health, wellness and safety a daily priority you are encouraged to:

- Check yourself, lead by example and take responsibility for your own health, wellness and safety.
- Talk with a different person every day about health and safety in their job, and indicate your availability to discuss these issues.
- Create a safe and positive climate where it's okay to talk about issues, with zero tolerance to bullying and discrimination.
- Support policies and practices, and know what the next steps (and boundaries for employer action lies) in responding to information and incidents.

Include health and safety questions and support tips in daily briefings and have them as permanent agenda items in meetings

2.2 Recognising the Red Flags

Mental healthiness is important for living vital, enjoyable contributing lives at individual, family, community, workplace and societal levels.

Mental health suicide prevention and resilience workplace educator and advocate Ingrid Ozols from mh@work® says:

Being aware of how you and others are feeling in life, at home or work is important to helping live healthier productivity lives.

Stress, whether positive (eustress) or negative (di-stress) is a natural part of being human, it is not an illness, but our response to an upcoming event or experience, the body's "fight or flight" mechanism, warning us that we need to pay attention to ourselves. A positive example of stress maybe achieving a work deadline, a sporting award, a promotion, expecting a baby. A negative example may include, going to the dentist, selling a house, public speaking.

Imagine a thermometer, scale or continuum. At one end, health is in a positive space, we are feeling and interacting well with the world around us. As life happens we may start demonstrating signs of potential overload, too much stress (eustress and distress), pressure, overexertion, not enough time. Experiencing more headaches, stomach aches, catching a cold, not sleeping well or too much, reaching for an extra glass of wine, or chocolate or skipping meals. These are a way for our bodies to alert us to potential unwellness.

Here we have a choice to make some small changes in our lives to help ourselves return back to wellness. If, however, we choose to ignore the signs and keep going, we may well end up unwell with a range of health issues. Prevention is far better and easier than cure.

It is important to consider the analogy "using the oxygen mask on yourself first in an emergency whilst in a plane because you won't be able to help anyone else if you are unconscious". If we don't self-care, or learn to recognise signs and symptoms of potential unwellness in ourselves and potentially others, we miss important opportunities to make beneficial health changes in our lifestyles.

We are living in a time of unprecedented dynamic change and expectations, our very health is impacted by many environmental, biological, family, cultural influences, and life events.

It is normal to experience down days, not being motivated, feeling on edge. It is when these feelings persist over time, at least two weeks becoming overwhelming and interfering with a person's ability to function, work, live, love that recognising this in oneself or someone else may start of a conversation that encourages seeking assistance from a General Practitioner (GP) or other qualified health professional.

The table below provides an overview from the Australian Psychological Society on anxiety and depression:

	Red Flags
<p>Anxiety is an uncomfortable feeling of fear or impending disaster and reflects your thoughts and bodily reactions when you are presented with an event or situation that you feel you cannot manage or undertake successfully.</p> <p>When anxiety is too high, you may not come up with an effective way of managing the stressful or threatening situation. You might freeze, avoid the situation, or even fear you may do something that is out of character.</p> <p>Alternatively, it is common for people to experience panic attacks whose symptoms can be very similar to a heart attack and may require immediate assistance by contacting the Ambulance on 000.</p> <p>Learn more about anxiety here</p> <p>https://www.psychology.org.au/publications/tip_sheets/anxiety/</p>	<ul style="list-style-type: none"> – Withdrawing from, or avoiding situations or certain individuals or groups. – Increased heart rate/racing heart and shortness of breath. – Vomiting, nausea or stomach pain. – Muscle tension and pain (e.g. sore back or jaw). – Having trouble sleeping. – Confusion and difficult making decisions. – Trembling and sweating, faintness or dizziness. – Restlessness and irritability.
<p>Depression may mean feeling sad, 'blue', downhearted, disappointed, detached or upset. However, a person can feel all these emotions without being 'clinically' depressed. Feelings of sadness or the 'blues' are generally brief and have slight effects on normal functioning. Clinical depression is an emotional, physical and cognitive (thinking) state that is intense and long-lasting, and has more negative effects on a person's day-to-day life.</p> <p>Learn more about depression here</p> <p>https://www.psychology.org.au/publications/tip_sheets/depression/</p>	<ul style="list-style-type: none"> – Loss of interest in pleasurable activities and daily routine. – Social withdrawal from family and friends, not going out or engaging socially at work. – Worrying and negative thinking. – Feeling and belief of hopelessness. – Irritability, agitation and fatigue. – Changes in sleeping patterns. – Loss or change of appetite, significant weight loss or gain.

(Australian Psychological Society, 2015)

2.3 Your Obligations and Responsibilities

Even if you provide employees with a range of information, resources and activities that support health, wellness and safety; employees will always make their own choices. A large part of the manager's role is to educate and encourage employees to seek professional advice with someone they feel comfortable with.

The Victorian Occupational Health and Safety Act 2004 (Vic) sets out the rights and mandatory responsibilities of both [the employee](#) and [the employer](#). However, the boundaries for addressing employee mental health and wellness concerns are less clear.

Employee - <http://www.worksafe.vic.gov.au/laws-and-regulations/worker-rights-and-responsibilities>

Employer - <http://www.worksafe.vic.gov.au/laws-and-regulations/employer-rights-and-responsibilities>

Where do you draw the line?

You may be the first point of contact for when employees want to talk about a situation, incident, personal issues or mental health concerns.

You are responsible for responding with compassion, listening and showing genuine concern. However, it is not your responsibility to solve their problems for them, diagnose or suggest treatment.

Ingrid Ozols from mh@work® says:

It is not the responsibility of employers and employees to diagnose and treat mental or physical health conditions or create an expectation that you can 'fix' another person's problems. It is no one's role to 'fix' another.

Whatever attitudes or feelings you may experience or have about emotional health issues or suicide, park those to one side and focus on the individual, their feelings and distress. Active non-judgemental listening, asking open ended questions, demonstrating genuine care, experiencing the person is valued are all important in being supportive. Expressing that these issues are very common can help the person feel more comfortable in sharing. Ask the person what would help them feel better and if appropriate work through next steps of what you and they could do, such as access the resources available to them in the workplace or speak with their GP.

Following up and maintaining regular contact is important in keeping the conversation going and supporting them in making good choices about their health and wellness. Be prepared that the person you are concerned about and talking to maybe in denial, may not realise that they are not quiet themselves or simply feel shame and fear of sharing with their employer potential vulnerability in case of rejection. They may answer that nothing is wrong and all is well. Do not push, but confirm that your door is open at any time.



2.4 Start a Conversation

Talking positively and openly about health, wellness and safety in the workplace is something that managers can do every day. It helps encourage communication when problems arise and create awareness of what is happening. This often leads to employees feeling valued and that this is an environment where talking about personal health issues is ok and will not be treated punitively, this will also encourage the person to take greater accountability for their health and wellness as they feel more supported.

Voicing your concerns is not a performance review or disciplinary discussion; it is an opportunity to have an informal conversation. If you begin to list all the problems or offer quick solutions, you may prevent the employee taking on responsibility for their own health and wellness.

If you are concerned about someone and want to start a conversation, here are a few things to be aware of:

- ✓ Be respectful and let it be. Not everyone is comfortable in speaking about their personal problems or health.
- ✓ Start the conversation at the right time. One-on-one informally is best, perhaps at the end of their shift or day and in a suitable place or office at work.
- ✓ Start the conversation in the right way with open-questions. Mental health educator and advocate Ingrid Ozols from mh@work® suggests the following conversation starters:
 - ‘You don’t seem to be yourself ... is everything okay?’
 - ‘Would it help to talk about what happened?’
 - ‘You’ve had a rough time ... how are you going?’
 - ‘Are you feeling safe at work and on the road?’
 - ‘How long have you been feeling like this?’
 - ‘What could you do to feel better?’
 - ‘What could we do to help support you?’

Saying ‘tell me more...’ often creates the safe space for employees to share their concerns.

- ✓ Protect privacy and confidentiality. Respect their wishes and clearly establish what aspects of their situation or condition they are prepared to disclose to others. If however you are concerned for the person’s safety to themselves or others you are encouraged to raise this with them. It is important to let the person know that if you are concerned about them and they may want to seek professional health advice.
- ✓ Talk about possible next steps by encouraging them to access the resources available to them in the workplace, visit their GP or contact the organisations listed in Section 5 of this Guide.

Some conversations may get emotional and overwhelming, as it might have been the first time the employee has openly discussed what’s going on for them. In these situations, find a private space to talk (if not already) and ask them if they want to continue or need a break. If the employee wants to return to the conversation later, let them choose the time as it promotes accountability. It may be appropriate to ask if you could contact someone on their behalf, a friend or family member.

Remember, it is not your responsibility to solve their problems, diagnose or suggest treatment ... just listen, be supportive and create a safe environment for them to share what would potentially help them feel better and discuss what the next steps could be.

SECTION 3: How to...

3.1 Lead by Example

As a manager, you play an important role in the health and wellbeing of your employees. Your employees look to you to reinforce what to do, and how to do it.

- Role model the behaviours you would like to see copied in the workplace, such as respectful interactions, showing genuine care and concern for others, noticing and appreciating positive work experiences and successes (adapted from SuperFriend n.d.)
- Take responsibility for your own health, wellness and safety and demonstrate that you are being active in making positive changes.
- Participate in initiatives implemented and maintain a presence at events.
- Continually communicate and talk about issues relating to health, wellness and safety.
- Work with senior leaders to eliminate barriers to workplace health, safety and productivity.
- Support and monitor initiatives and provide feedback on progress and results.
- Follow the rules, and support company policies and procedures.
- Use the same tools and resources that everyone else use to demonstrate how it can be done.

One of the greatest ways you can lead by example is looking after yourself and seek support from your own managers or the organisations listed on page 16. This will help you debrief difficult conversations and situations and how to best escalate serious issues while being mindful of privacy and confidentiality.

3.2 Put Policy into Practice

As managers, most of your time is spent making working with employees to ensure standards are being met and procedures are followed. Workplace policies are needed for smooth operations and individual job performance, but they only make a difference if they are effectively implemented and monitored.

When putting a wellness policy into practice, managers need to know the answers to the following questions:

- ✓ What is the purpose of the policy? What is the desired outcome or standard that needs to be achieved, what are the benefits to individuals and the company, and what are the key performance indicators?
- ✓ What actions required? What are the procedures, the day-to-day tasks that need to be done?
- ✓ What is everyone responsible for? Who needs to do what, when and why?
- ✓ What are the tools and resources? What information, resources and training do staff need and how will it be provided?
- ✓ How will success be measured? How often will the policy and procedures be reviewed against key performance indicators and how will staff feedback be gathered? What key performance indicators will be measured on an individual team and operational level?
- ✓ Are we ready to implement? For new policies, initiatives or changes to current practices, is everything prepared and ready to go? Do you have the knowledge and skills to support the new policy? Is there a plan to effectively communicate to the team?

Knowing the answers to these questions will help promote the benefits of the policy and how to best support individuals in adapting to change, therefore giving the policy a better chance of survival and acceptance.

3.3 Talk About Issues

Effective communication is the cornerstone of your role as a manager. Being able to clearly, concisely and effectively communicate with your team (and for them to do the same with each other and you) is essential when promoting health, wellness and safety in the workplace.

Managers get the chance to talk about issues in a range of ways, such as informal one-on-one catch ups, group discussions in the lunchroom and more formal meetings. Regardless of the setting, effective communication occurs when managers:

- ✓ Make it about the other person not them.
- ✓ Know the person beyond their job role, understanding a little about their life away from work.
- ✓ Focus on facts.
- ✓ Listen, more than speak.
- ✓ Ask open-ended questions.
- ✓ Think before they speak.
- ✓ Take ownership of their reactions.
- ✓ Address misunderstandings quickly.

For health, wellness and safety to be a priority for everyone, it needs to be openly and positively discussed and part of the ongoing conversation:

- Have health, wellness and safety as a permanent agenda item in formal meetings. Pick a policy and have a discussion on the purpose, the benefits, challenges and what could be done better.
- 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 employees who come from a non-English speaking background.
<https://translate.google.com.au/>
- Pose conversation starters in the lunchroom, such as:
 - 'How was your shift today? Anything interesting happen out there?'*
 - 'What ideas have you got about [up-and-coming event, hot topic etc]?'*
 - 'Did you see in the news [insert health and safety issue]? What are your thoughts about that? Have you ever experienced that?'*
 - 'What's been going on for you? We haven't had a chance to catch up for a while.'*
- Aim to check in with your team frequently, even those who aren't regularly based at the depot.
- Encourage staff members to share their success stories in regards to health and safety, a challenge they have overcome or their hints and tips.
- In larger meetings, have the staff discuss in small groups the following questions and report back so to collate ideas:
 - What is working well, and why?
 - What are the opportunities to improve health, wellness and safety?
 - How can we get more people involved in what we're doing?
 - What information and tools do you need to job effectively?

Not everyone will be comfortable sharing issues either one-on-one or in a group setting, in front of their peers. Acknowledge that this is perfectly understandable and respected and reinforce that individuals are not compelled or obligated to share whatever they are comfortable with.

3.4 Reporting Incidents and Managing Complaints and Conflict

Part of the management role is to address issues when they arise. Effectively handling problems when they arise helps maintain a smooth operation and minimises further conflict within the workplace.

A proactive approach is to encourage staff to report safety issues, near misses and accidents, as well as reporting all incidents of on-board aggression and violence. Reporting all incidents helps:

- ✓ Identify issues needing critical attention.
- ✓ Maintain occupational health and safety obligations.
- ✓ Identify opportunities for improvement that could increase health and safety.
- ✓ Best support everyone in regards to incident recovery.
- ✓ Provide evidence and data on what and where the problems are.
- ✓ Acknowledges to the person who experienced the incident that the aggressive behaviour is not acceptable and there will be consequences for the aggressor (where possible).

Recent research indicated that 49% of surveyed bus drivers did not report on-board incidents because 'there is no point, it is not worth it as nothing gets done (or could be done) afterwards' (mh@work®, 2015).

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>

Responding to complaints and conflict in the workplace is much the same. People may not say anything because they believe nothing will happen or they will be victimised for speaking up. Complaints and conflict needs to be addressed quickly and effectively so all parties involved can work on resolving the problem, rather than focus on what hasn't been done.

The manager's role is to help everyone appropriately respond, because if the problem is not known then it can't be resolved. This involves:

- ✓ Knowing what the process is (and following it) for responding to on-board incidents and aggression to drivers, employee grievances, bullying and discrimination.
- ✓ Identifying potential problems early and intervening, and responding to reports and complaints quickly.
- ✓ Treating all matters seriously by being genuine and showing concern.
- ✓ Being neutral and calm. Support all parties involved equally and avoid favouritism, blame or victimising others.
- ✓ Helping individuals report incidents, escalating issues to the right person and accessing support. For some employees, writing or speaking about incidents and experiences may be distressful or traumatic and they may not wish to share anything. Acknowledge this and discuss how you can work together.
- ✓ Ensuring reports and paperwork gets done accurately, completely and on time.
- ✓ Following up with those involved:

Do they understand the next steps, what the process is and possible outcomes?

In accordance with the law or policy, does the matter need to be investigated? How will you help them through that process?

Do they need additional information, help or support?

3.5 Protect Privacy and Confidentiality

Respect and Protect Privacy

As managers, you often have conversations and collect information that is of a personal and sensitive nature about other people. You may hear of the challenges someone may be experiencing at work or at home, or learn about their health and wellness. Sometimes you may hear this first hand, from the employee themselves, or from others as rumour or gossip.

Effectively managing what is said about someone's personal situation is essential in helping create a positive workplace climate that does not stigmatise or victimise individuals who are experiencing challenges. This includes respecting and protecting the privacy of personal information from all parties directly provided to you and swiftly addressing rumour and gossip.

All workplaces need to respect and protect the privacy of the personal and sensitive information which it collects and holds. Managers must comply with the Australian Privacy Principles under the Privacy Act 1988 (Cth), which govern the way in which you obtain, keep, use and disclose personal information (including sensitive information). You can only collect information (such as asking questions) that is essential to providing, managing and overseeing a healthy and safe workplace and directly related to performing the requirements of the role.

If an employee shares with you details of personal challenges, concerns about their health, wellness and safety, you need to determine with them how it might impact their work and what aspects of their situation or condition they are prepared to disclose to others. Disclosing information to others (with their permission) is all about providing support and having a unified approach to managing their health and safety at work.

Manage Gossip and Rumours

Everyone at work has a natural curiosity about what's going on among people. That's why most of what we talk about at work is about people – the boss, co-workers and passengers. Sometimes conversations can turn to gossip and then create rumours that spread throughout the operation.

Gossiping occurs when you belittle or are being offensive about other people in conversations. It can involve betraying a confidence and spreading sensitive information or hurtful judgments. Rumours often start because people don't know what's going on (and will make up reasons based on some limited knowledge or insignificant fact) or they see a pattern of behaviour in someone (and form their own conclusions as to what's happening). Spreading private information or negative judgments is painful to others, as it may further impact the health and safety of the individual. It also promotes a negative environment of blame, victimisation and bullying.

Managers are responsible for swiftly addressing rumours and gossip:

- √ Lead by example and protect the privacy of others.
- √ Let people know that rumours are unacceptable.
- √ Identify patterns of rumours, such as individuals or incidents that trigger gossip.
- √ Regularly audit your rumour behaviour:
 - In what way did you contribute and participate in gossip and spreading rumours? Why?
 - What are you accountable for?
 - What are the ramifications to health, wellness and safety if rumours and gossip are not managed?

3.6 Develop Essential Management Skills

As a manager, you actively contribute and shape workplace attitudes and behaviours. You are instrumental in creating a positive work environment and demonstrating the attitudes and behaviours you'd like to see others adopt.

In creating a supporting work environment that is healthy, safe and productive you need to master these essential management skills:

- ✓ Taking a positive approach to work.
- ✓ Regular communication and interaction.
- ✓ Providing ongoing positive feedback and highlighting opportunities for improvement.
- ✓ Rewarding and recognising effort, progress and achievement.
- ✓ Giving clear direction and delegation.
- ✓ Effective management of concerns, complaints and conflict.
- ✓ Support employee growth through training and coaching.
- ✓ Provide support during change and challenging situations.
- ✓ Being consistently trustworthy, honest and fair.
- ✓ Promote a sense of belonging and social wellbeing amongst everyone.
- ✓ Promote the benefits and value that everyone plays.

(adapted from SuperFriend, n.d.)

Use these skills to form the basis of your ongoing training and assess your development during regular meetings with your leaders and in performance reviews. There are many training programs and nationally recognised courses available that address these skills. Discuss the possibility for participating in training with your leader by starting the conversation with what skills you want to develop and what the benefits will be.



SECTION 4: Resources

Support 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.

Reports, Guide and References

- Australian Bureau of Statistics (2007). National Survey of Mental Health and Wellbeing. Available at <<http://www.abs.gov.au/AUSSTATS/abs@.nsf/Latestproducts/4326.0Main%20Features32007?opendocument&tabname=Summary&prodno=4326.0&issue=2007&num=&view=>>>
- Australian Bureau of Statistics (2008). Voluntary work. Available at <<http://www.abs.gov.au/AUSSTATS/abs@.nsf/Lookup/4102.0Chapter4102008>>
- Australian Psychological Society (2015). Psychology Topics. Available at <<https://www.psychology.org.au/public/psychology-topics/>>
- beyondblue (2014). Taking care of your mental health in the workplace: A guide for employees. Available at <<http://www.headsup.org.au/docs/default-source/resources/bl1247-booklet---taking-care-of-your-mental-health-in-the-workplace.pdf?sfvrsn=8>>
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