



Making Health and Wellness a Strategic Priority: A Guide for Operators and Leaders



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

A healthy and safe workplace is everyone's responsibly with operators and senior leaders playing a critical role in creating a culture and driving policies and practices that promote health, wellness and safety.

When mental health, wellness and safety is valued by leaders, and appropriate resources are available and practices are in place, there are real benefits to employees in terms of improved health and wellbeing, as well as to operations such as increased productivity and job satisfaction, reduced absenteeism and reduced compensation claims.

This Guide is for operators and senior leaders and aims to provide practical hints and tips on how to make health, wellness and safety a strategic priority. If you are a single operator working rurally, a mid-sized firm servicing a region or a large operator in the city, there will be something in these Guides that will suit your needs and budget for your entire workforce.

The other two guides in this series are:

- *Managing Wellness in the Workplace: A Guide for Managers*
- *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:

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- 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 Health Wellness and Productivity

Throughout this Guide the terms health, wellness and safety are used.

Health refers to 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 is about the 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 is all about working in a safe way that minimises risk and harm to yourself and others.

The World Health Organisation states that a healthy workplace is one where:

‘workers and managers collaborate to use a continual improvement process to protect and promote the health, safety and wellbeing of all workers and the sustainability of the workplace’ (World Health Organisation, 2010).

A healthy workplace has:

- ✓ Policies and processes where 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. This can include identifying risks to physical and mental health, benchmarking results against key performance indicators and determining any themes or patterns.
- ✓ Ways in which employees (and their families) can participate and engage in the workplace and the broader community.

A healthy and safe workplace can contribute to:

- Improved productivity, performance and accountability.
- Improved employee engagement, morale, job satisfaction and commitment which reduces staff turnover.
- Reduced sick leave and absenteeism.
- Reduced presenteeism (where you turn up for work but you’re distracted and not as productive as you would normally be).
- Improved safety and management of on-board incidents.
- Improved health and wellness outcomes, as staff feel healthier, happier and safer at work.
- Reduced workplace injury and workers compensation costs.
- Improved managers/employee relations, resulting in concerns, complaints and conflict being effectively managed.
- Improved corporate image.
- Greater ability to support an ageing workforce.
- Increased attraction and retention of high calibre employees.

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

All these factors impact the level of service, productivity and performance within the workplace.

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).

On average 6 working days of productivity is lost per year per employee due to stress-related presenteeism and absenteeism, with estimated costs to the Australian economy of \$14.81 billion per year and to employers \$10.11 billion a year (Medibank Private and Nous Group 2013).

What does this look like in our industry?

Research tells us that ...

Employees in the bus and coach industry are typically older than the nation's average workforce. With age comes a higher risk of illness and health issues which are likely to negatively impact productivity and reliability (Bus Industry Confederation, 2015).

55% of workers in one survey were either obese or overweight, yet many of these workers have a poor understanding of their weight and the impact on their health, wellness and productivity at work (Bus Industry Confederation, 2015).

Common reactions to challenges experienced by bus drivers were demotivation, taking increased sick leave and wanting to change shifts and routes (mh@work[®] 2015).

Bus drivers have reported their top five health issues to be increased stress, increased feelings of frustration and irritability, changes in sleep patterns, loss of energy and anxiety (mh@work[®], 2015).

2.2 Making it a Priority

Creating a healthy workplace is everyone's responsibility, and as the operator or senior leader you have a critical role in creating a culture and driving policies and practices that promote health, wellness and safety.

If you are a single operator working rurally, a mid-sized firm servicing a region or a large operator in the city, making health, wellness and productivity a strategic priority makes sense.

Operators are encouraged (regardless of size or location) to consider developing, implementing and embedding:

- A Health, Wellness and Safety Strategy (see Section 3: Your Health, Wellness and Safety Strategy) that will support a workplace culture committed to health, wellness and productivity.
- Policies and procedures that focus on health, wellness and safety (see Section 3.6 Policies and Practices)
- Workplace activities that centre on: Health and Fitness, Job Safety, Skills and Support, Sense of Belonging and Workplace Responsibility (refer to the Ideas and Resources for Improving Health and Wellness Guide for details)

SECTION 3: Your Health, Wellness and Safety Strategy

3.1 Overview

We know health, wellness and safety is a concern for operators and it will continue to be a challenge if it is not addressed at a strategic and management level.

While each and every individual is accountable for their own choices and actions around health, wellness and safety, as a leader you have the opportunity to drive and reinforce healthy behaviours. Leaders create the strategy – the vision and commitment made to improved workplace health, wellness and safety and managers reinforce it, by keeping staff informed, engaged and motivated.

You are encouraged to develop, implement and embed a Health, Wellness and Safety Strategy that will help you and your employees work safely and healthily. Such a strategy will help articulate the operation's vision, position and commitment to:

- ✓ Improving the health, fitness and wellness of employees.
- ✓ Measuring impact and improvements.
- ✓ How on-board incidents and violence will be managed and supported.
- ✓ Legislative occupational health and safety requirements.

Aligned with the overall business strategy for the operation, this specific strategy will significantly contribute to creating a sustainable healthy, safe and productive workplace.

How to develop your strategy is outlined below and will need to be supported by two key elements:

- ✓ Policies that document mandatory (the laws and regulations) and desirable (such as service standards and job performance) requirements. Every policy has a purpose and will be of benefit to individuals, teams and the overall operation.
- ✓ Practices, the procedures, resources and leadership commitment needed to fulfil the policy.

Research indicates that in organisations where workplace health and safety is managed well, financial performance increased by more than 2.5 times (Right Management, 2009)

To develop your strategy, there are a series of steps involved:

- ✓ Step 1: Established commitment and leadership support.
- ✓ Step 2: Analyse your operation.
- ✓ Step 3: Establish a Health, Wellness and Safety Strategy.
- ✓ Step 4: Key Performance Indicators for health and wellness.
- ✓ Step 5: Enhance policies and practices
- ✓ Step 6: Monitor, review and adjust.

These steps are outlined in the following sections.

3.2 Establish commitment and leadership support.

Owners, the Board and senior leaders are encouraged to implement effective policies and procedures that will support a healthy and safe workplace. It is about understanding the business case for resources and the commitment required to make health, wellness and safety a priority.

Beyond your obligations to legal and regulatory compliance requirements, determine the following:

- What is your vision for health, wellness and safety in the workplace?
- What are you willing and able to commit to make this vision become a reality?
- What are the short and long term benefits it will provide individuals and the operation?

Analysis of data from the Australian Bureau of Statistics and other key research found that for every dollar spent on successfully implementing appropriate action, there is on average \$2.30 in benefits to be gained by the organisation through increased productivity and reduced absenteeism and worker's compensation claims. Implementing multiple targeted actions is likely to lead to further increases in Return on Investment (PwC, 2014).

Essential to developing, implementing and embedding improvements to health and wellness is ongoing consultation with your employees. Establishing champions and involving health and safety representatives and union delegates at this stage of developing your strategy would be incredibly beneficial to implementation and long term sustainability.

3.3 Analyse your operation

Identify the current state of your operation and underlying issues by gathering information on the following:

- Employee profile, such as gender and age.
- Data on worker's compensation claims, absenteeism, sick leave, amount of annual and long service leave.
- Number of reported complaints, near misses, incidents and accidents.
- Individual attendance at meetings, training and social events.
- Individual performance against targets and reported medical issues.
- Identify the biggest health concerns for employees.

This will allow you to identify current operational strengths, opportunities for improvement and key risks and determine what behaviours and choices do you need change within the company, and why.

You can conduct interviews, focus groups or even survey staff to gather information – just ensure you speak with representatives of every role across your operation and outline the privacy and confidentiality of the information you collect meet your obligations under the Privacy Act 1988

When analysing your operation, also consider what you are doing now – what has been the success, challenges and impact of your own health and wellness activities? The Victorian Government Health Together Achievement program has tools and templates to help you assess your current health and wellness activities. To learn more visit their website

<http://www.achievementprogram.healthtogether.vic.gov.au/workplaces>



3.4 Establish a Health, Wellness and Safety Strategy

In consultation with your leadership team, Health and Safety Representatives, union delegates and employees across a range of roles and positions, document your strategy:

- The vision and 2 to 5-year goals for workplace health, wellness and safety.
- Identify key performance indicators and measures of success and allocate responsibility for achieving them.
- Outline the resources, initiatives and programs you will implement across health and fitness, driver safety, learning and support, connectedness and culture and accountability (refer to the Ideas and Resources for Improving Health and Wellness Guide for inspiration). Remember to ensure that they are suitable to the needs, interests and capabilities of the workforce.
- Establish support structures, such as clearly defining management responsibilities, the role of Health and Safety Representatives and union delegates and the possibility of a Health and Wellness Sub-Committee to support implementation and activities.
- Determine budget and resource commitment, including time for participation.
- Develop consultation, communication and implementation plans.
- Establish processes for review and improvement.
- Consider a reward and recognition scheme that celebrates effort, progress and achievement.

Resources and Guides

To help you develop your strategy, refer to the following resources:

- The Bus Industry Confederation has made a commitment to promote the Heads Up campaign – a joint initiative between beyondblue and the Mentally Healthy Workplace Alliance. [Download a copy of the Starter Kit](#), which provides free resources to operators, including the [Creating a Mentally Healthy Workplace guide for leaders and managers](#).
<http://bic.asn.au/information-for-moving-people/Heads-Up>
- The Bus Industry Confederation's [Health and Wellbeing Awareness Guide](#) on implementing a Health and Wellbeing Policy (including templates).
<http://bic.asn.au/LiteratureRetrieve.aspx?ID=189002>
- SuperFriend's [Promoting Positive Mental Health in the Workplace Guide](#), with a focus on strategy, leadership and human resource policies.
<http://www.superfriend.com.au/uploads/page/533/Promoting-Positive-Mental-Health-in-the-Workplace-Guidelines-for-organisations.pdf>
- The Victorian Government's [Healthy Together Achievement Program](#), can register to access the support and resources which can include an on-site assessment and connecting you to local events.
<http://www.achievementprogram.healthytogether.vic.gov.au/workplaces>
- BusVic's Stanley Report on the [Prevention of Aggression to Bus Drivers](#). 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
- The Bus Industry Confederation's [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
- mh@work® [Review of the Mental Health and Wellbeing of the Bus and Coach Industry](#) report provides a snapshot on key issues and concerns facing Victorian bus drivers.
http://www.busvic.asn.au/images/uploads/links/A_Review_of_Mental_Health_and_Well_Being_of_the_Bus_and_Coach_Industry_-_January_2015.pdf

3.5 Key Performance Indicators for Health and Wellness

Key performance indicators (KPIs) or targets measure the performance of certain areas of the operation. KPIs provide feedback on what is working well and shows where improvements can be made. KPIs can be financial, operational and human resource-related and provide a view of what's going on at any given time.

Common KPIs that are used to measure the health and safety of the workforce are:

- ✓ Number of sick leave days taken and days of worked missed with no explanation provided.
- ✓ Number of days without a workplace accident or incident report.
- ✓ Number of worker's compensation claims.

Emerging KPIs for measuring health and wellness include:

- ✓ **Health Risks;** establish 'high, medium and low health risk' categories for each job role and assess during regular performance reviews.
- ✓ **Health Habits;** track the big four daily habits that have the biggest impact on productivity: exercise, diet, sleep and tobacco/alcohol use.
- ✓ **Participation Rates;** track attendance across all initiatives and activities.
- ✓ **Participation Satisfaction;** survey employees in determine their level of satisfaction in participating in key activities and the extent to which they would recommend them to their work colleagues.

(adapted from Stovall, 2013)

These KPIs will provide insight on what programs and activities are working best and to what extent they are impacting other KPIs across the operation.



3.6 Policies and Practices

Underpinning your Health, Wellness and Safety Strategy will be clearly set out policies and practices on the following (but not limited to):

- Health and Wellbeing Policy. For details and a template, refer to the Bus Industry Confederation's [Health and Wellness Awareness Guide](#)

<http://bic.asn.au/LiteratureRetrieve.aspx?ID=189002>

- Workplace Health and Safety
- Equal Opportunity
- Harassment, Bullying and Discrimination
- Feedback, Discipline and Performance Management
- Managing Grievances and Disputes
- Raising Concerns and Reporting Incidents, including how whistleblowing and concerns can be raised and how they will be addressed by management.
- Return to Work from WorkCover and from non work-related injuries or illness
- Induction, Skill Training and Ongoing Development
- Volunteering and Community Involvement
- Smoking, Alcohol, Drugs and Gambling. For more information, review [Transport Safety Victoria's guidelines](#) on creating an alcohol and drug management policy.

<http://www.transportsafety.vic.gov.au/bus-safety/safety-duties/bus-operators/alcohol-and-drug-management-policy>

- Support Services Available to employees and how they can be accessed.
- Rostering Practices, outlining how you will ensure reasonable rostering that complies with industrial relations requirements and operational needs, while taking into consideration sufficient rest and life/work balance.
- Managing Leave, clearly stipulating how excessive amounts of annual and long service leave can be used to improve health, wellness, adequate rest and a work life balance.
- Addressing On-board Incidents, Aggression and Violence. Refer to Bus Industry Confederation's [Incident Management Guide](#) and Transport Safety Victoria's guide to [Managing Difficult Passengers: Guidance Material for Bus Operators](#)

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

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

An issue worth considering a policy and procedure for supporting employees who care for family and friends with significant illnesses, disabilities or mental health conditions. A 2013 study found that over 70% of research participants who cared for someone with a mental illness reported levels of psychological distress that suggested a likely presence of a mental disorder (Hunter Institute of Mental Health 2013, p. 3).

3.7 Monitor, Review and Adjust

- Regularly review your strategy to ensure outcomes are being met and positive changes are being made.
- Incorporate your strategy into regular management meetings.
- Report on the KPIs to your staff and outline how feedback will be used.
- Seek feedback from your managers and employees on what has worked well and what needs improvement.

3.8 Managing Risk

- You may also want to seek feedback from your **legal, accounting and insurance providers** as they will have a view on how a Health, Wellness and Safety Strategy will impact risk management and your operations.
- In supporting your strategy, you may include external organisations and individuals as referrals – such as **medical, counselling, psychology and specialist health practitioners**. 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.
- When selecting **training organisations and presenters**, consider the following:
 - √ 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 before hand?
- Consider implementing an **Employee Assistance Program** (EAP). EAPs are provided by outsourced organisations engaged by the employer to provide free advice and support to their employees who have issues that may be impacting on their health, wellness and performance.

EAPs aim to provide preventive and proactive interventions for the early detection, identification and possible resolution of both work and personal problems that may adversely affect performance and wellbeing. They provide employees with support across a range of issues, such as stress, problems at home and personal challenges. Discussions are strictly private and confidential and the employer cannot access records or details of conversations.

Learn more about Employee Assistance Programs in the Bus Industry Confederation's [Health and Wellness Awareness Guide](http://bic.asn.au/LiteratureRetrieve.aspx?ID=189002) (<http://bic.asn.au/LiteratureRetrieve.aspx?ID=189002>) and:

- √ Ensure that you provide is a member of the [Employee Assistance Professional Association of Australasia](http://www.eapaa.org.au/) (<http://www.eapaa.org.au/>).
- √ Determine if your EAP provider can deliver ongoing free training programs or information sessions to your employees.

Please note that EAPs are not regulated by a governing body and you may want to discuss how quality assurance is managed by the company and what service guarantees are in place with potential EAP providers.

SECTION 4: How to...

4.1 Lead by Example

As the owner, operator or senior leader, you play an important role in the health and wellbeing of your employees. You provide them with a vision, commitment, work conditions and resources that will impact their health, safety and productivity at work.

Your employees look to you to reinforce what behaviours and actions are acceptable. It is one thing to implement a Health, Wellness and Safety Strategy, the other is to lead 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.
- Communicate your commitment to helping others achieve better health, wellness and safety.
- Aim to eliminate barriers to workplace health, safety and productivity.
- Create wellness champions or teams to lead, 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.
- Publically celebrate when your organisation is demonstrated success in your strategy.

4.2 Talk About Issues

Effective communication is the cornerstone of leadership, as it enables you to clearly, concisely and effectively translate vision and passion into action. As the leader, you need to lead the conversation on health, wellness and safety in the workplace.

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 board and management meeting meetings.
- Review and discuss the trends and stories that sit behind key performance indicator data.
- Regularly meet with Health and Safety Representatives, union delegates and key employees to seek their view on health, wellness and safety.
- Have daily conversations with employees, different ones every day, about how they are going.

If you are part of a small operation, or located remotely, regularly connecting with other operators and within your own community about health, safety and safety is of critical importance – even if it is your own.

4.3 Measure Success and Key Performance Indicators

As with all operational targets that you review in meetings, you will now need to add the key performance indicators that form part of your Health, Wellness and Safety Strategy into formal meeting agendas and management reports.

It is also encouraged to regularly share health and safety KPI results with the staff and use it as an opportunity to recognise and reward improvements and achievements – individual, team and overall.

4.4 Leverage Relationships

Your operation already has strong relationship with external providers and organisations. As health, wellness, safety and social connectedness are emerging as key priorities across most industries, you may want to discuss with the following their views and how they may be able to support your initiatives:

- Accountants and financial consultants.
- Superannuation providers.
- Insurance providers.
- Industrial relations or Employee Assistance Program providers.
- Local councils and community education centres.
- Under the Victorian Government's [Healthy Together Achievement Program](http://www.achievementprogram.healthytogether.vic.gov.au/workplaces), you can register to access the support and resources which can include an on-site assessment and connecting you to local events. <http://www.achievementprogram.healthytogether.vic.gov.au/workplaces>

4.5 Develop Leadership Skills to Face New Challenges

Our industry and the communities we serve are constantly changing, which brings new and ongoing challenges to face from a leadership perspective. Different skills need to be mastered to be effective.

The most effective leaders are those who:

- ✓ Know their own strengths and limitations.
- ✓ Create and effectively communicate a positive, realistic vision for the operation and their employees.
- ✓ Execute ideas into action.
- ✓ Demonstrate the vision and values of the operation every day.
- ✓ Consults and collaborates with others.
- ✓ Are purposeful, clear and decisive.
- ✓ Motivate and inspire followers to reach their potential.
- ✓ Look beyond their own self-interest and encourage others to do the same.
- ✓ Promote a sense of belonging and social wellbeing amongst everyone.
- ✓ Promote how the benefits and value that everyone plays.
- ✓ Anticipate and manage conflicts fairly and objectively.
- ✓ Anticipates change and helps other easily adapt to shifting conditions.
- ✓ Exhibit self-confidence and self-awareness and humility.
- ✓ Consistently trustworthy, honest and fair.

(adapted from SuperFriend, n.d.)

Use these skills to form the basis of your ongoing development as a leader. Seeking feedback on your performance from managers and employees will also provide insight on your strengths and opportunities for improvement.

SECTION 4: Tools and 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.



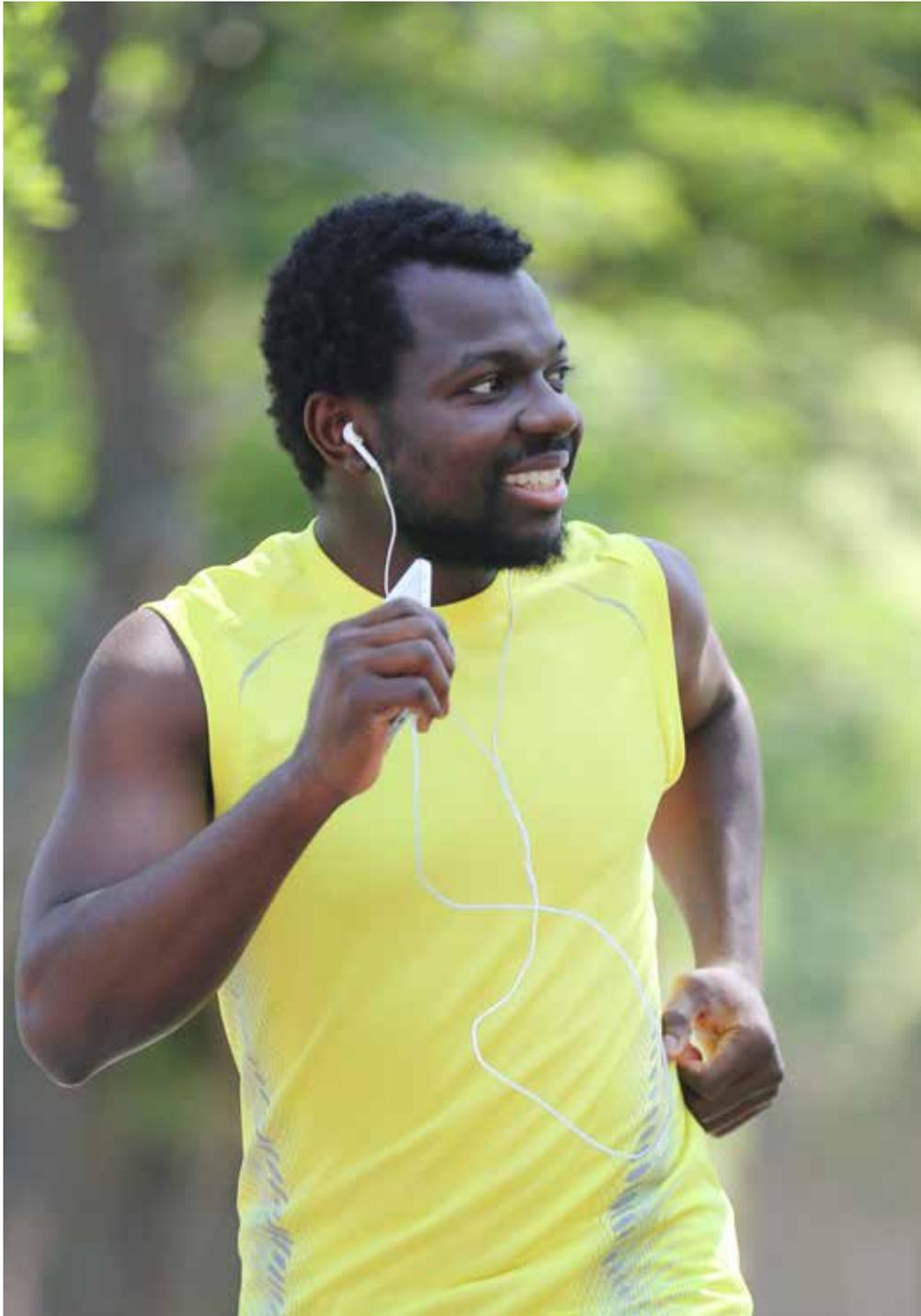
Reports, Guide and References

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