

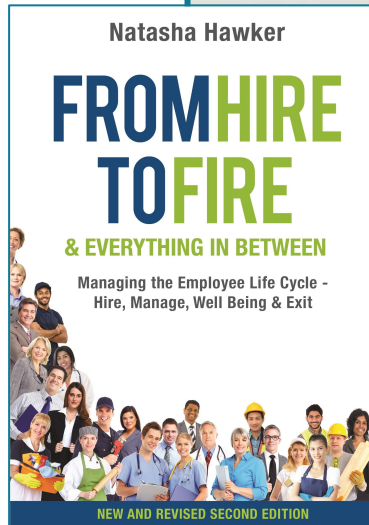


Employee Matters

Mental Health in the Post COVID World of Work

Natasha Hawker

March 2023



Disclaimer

Being general information pertaining to the field of human resources management, the information in this presentation does not constitute specific legal advice and should not be relied upon as such.

Employee Matters is not a legal firm and does not purport to give legal advice. We will happily provide you with general legal information on employment related topics and if we feel you need specific legal advice, we will inform you of this and can refer you to independent specialist employment law firms, as necessary.

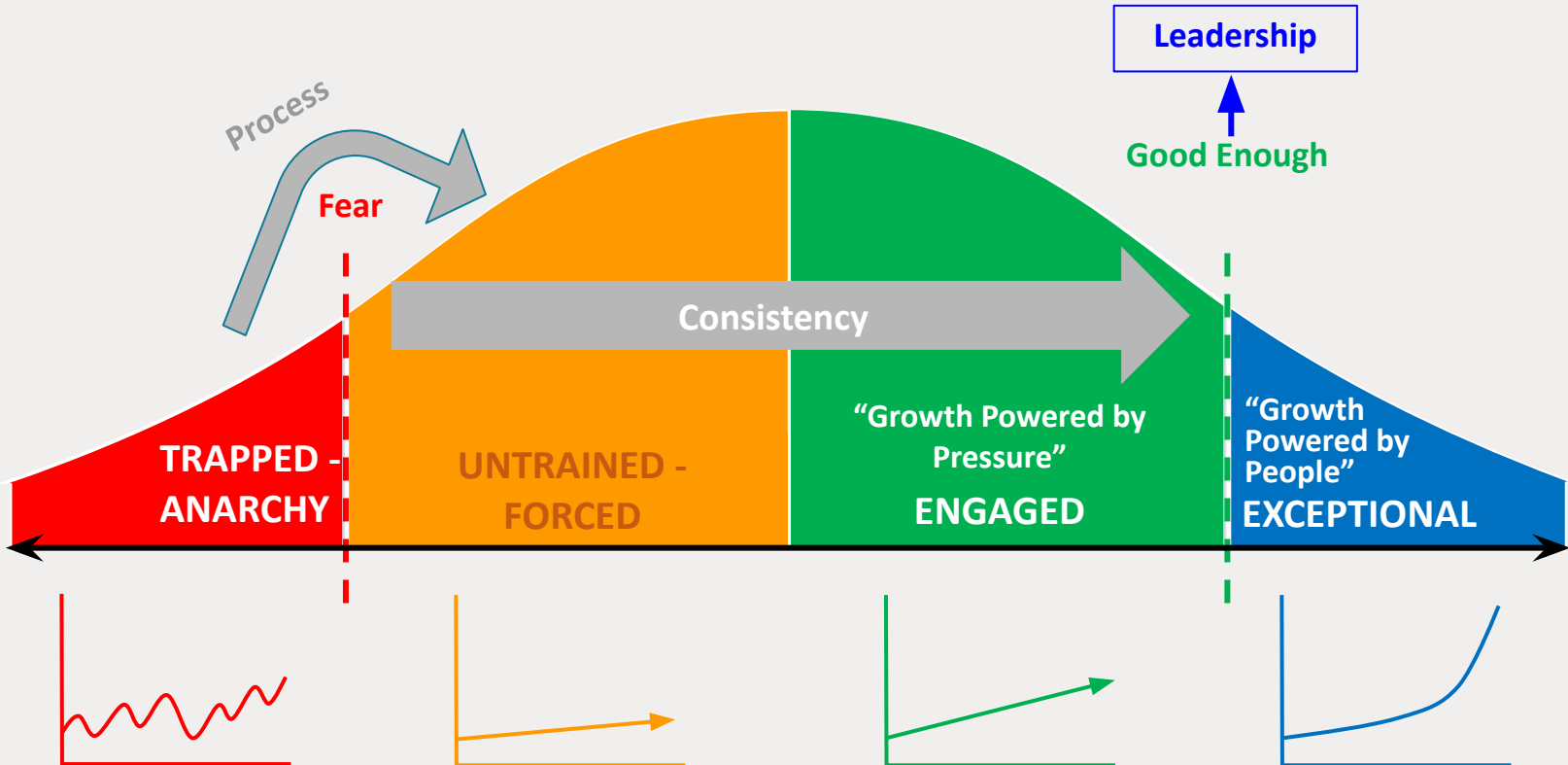


“Exceptional HR doesn’t just fix people issues, or even prevent them from happening again.

Exceptional HR ensures you People become the competitive edge you need to drive your profit, your growth and the sustainability of your business.”

Natasha Hawker

Where are you now?





Employee Asset Model

WHAT WE WILL COVER TODAY



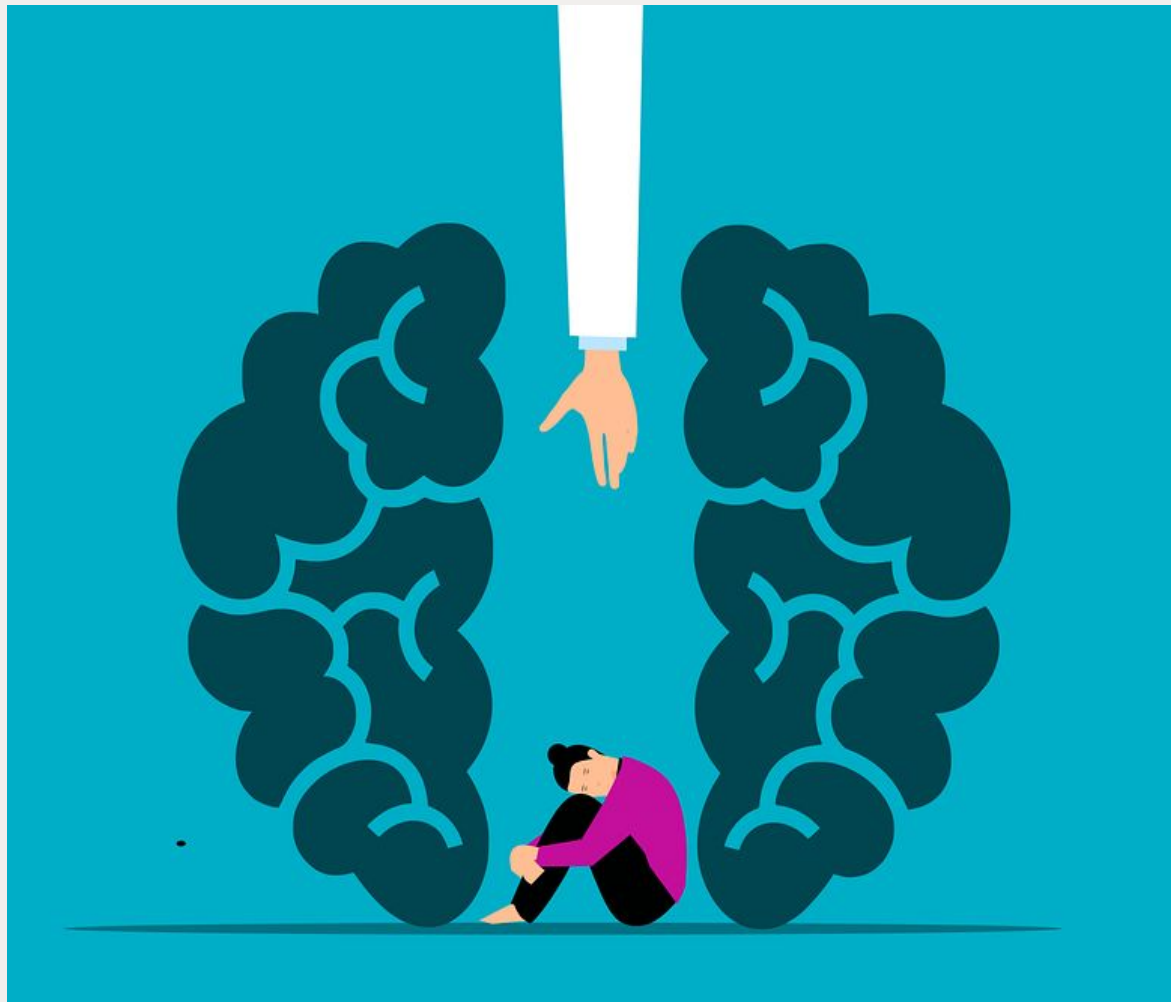
Incidence, types and potential
cost to your business



Your obligations as an
employer



A framework



MENTAL ILLNESS in Australia

65% **DO NOT** receive
professional help.

WHY?

Percentage of Australians with a common mental illness in one year (aged 16-85)



12-MONTH MENTAL DISORDERS, BY DISORDER GROUP AND SEX, 2020-21		
	Males (%)	Females (%)
Anxiety disorders	12.4	21
Affective disorders	6.2	8.5
Substance Use disorders	4.4	2.3
Any disorder	18	24.6



Possible **EARLY SIGNS**



POSSIBLE EARLY SIGNS

BEHAVIOURAL

- Not getting things done
- Erratic behaviour
- Withdrawing from others
- Reducing participation in work activities
- Inability to concentrate
- Indecisive
- Difficulty with memory
- Loss of confidence
- Conflict with team members/manager
- Excessive fear or worry
- Increased errors, accidents

PHYSICAL

- Tired all the time
- Sick and run down
- Headaches
- Persistent / resistant muscle aches and pains
- Moving more slowly or appearing agitated
- Changes in sleep patterns
- Weight loss or gain
- Dishevelled appearance
- Gastrointestinal problems



OTHER FACTORS

- ❑ Lack of connection
- ❑ Workload
- ❑ Psychologically safe
- ❑ Innovation
- ❑ Risk
- ❑ Birthdays
- ❑ Woolworths




IMPACT ON THE EMPLOYEE



- Mental illness tends to occur most during prime working years
- 1 in 5 take sick leave due to a mental health problem
- Extra workload on co-workers and supervisors
- Longer sick leave - less likely to return to work
- Difficulty holding down job, unemployment, early retirement

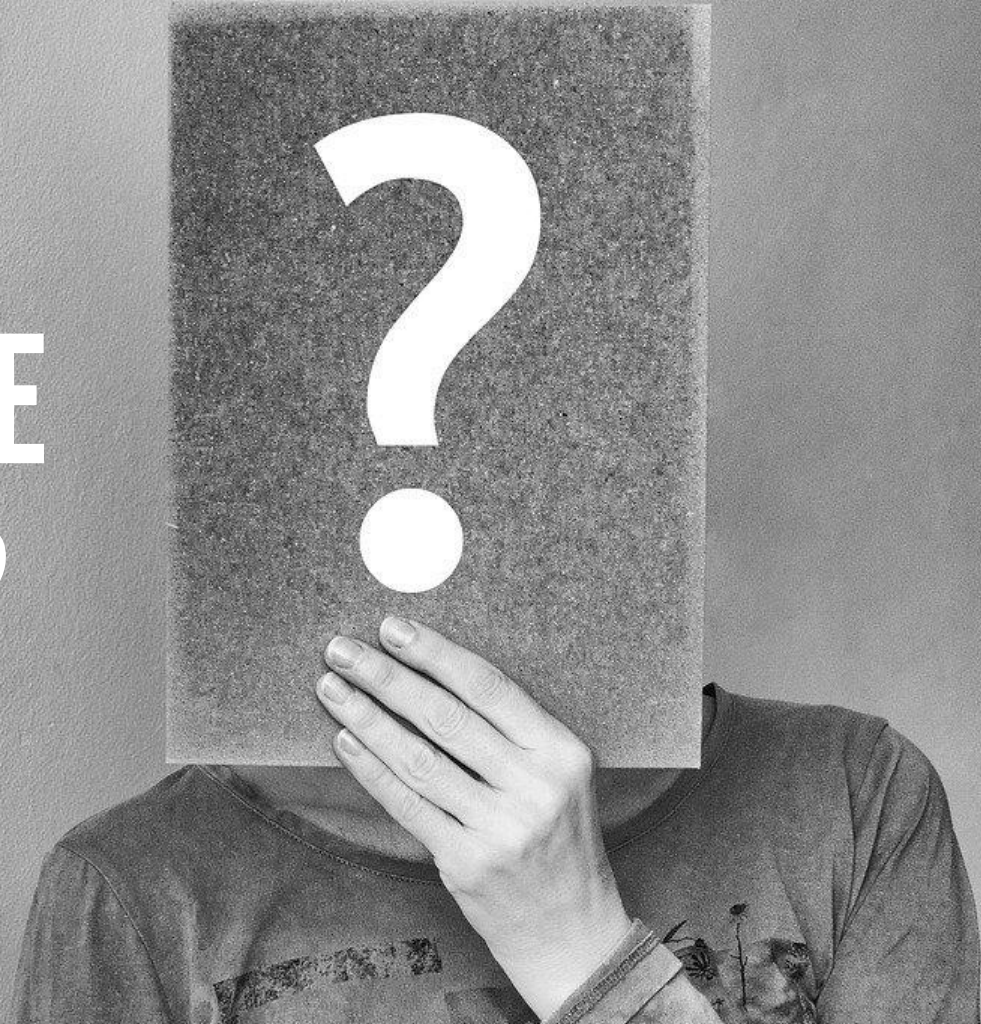




*“Employees are your greatest asset and
also potentially your greatest
liability”*

Natasha Hawker

**HOW DID WE
GET HERE ?**



How can the workplace contribute to mental health problems?



UNBALANCED JOB DESIGN

- Atypical working hours
- Lack of job control
- High job demands
- Effort / reward imbalance

OCCUPATIONAL UNCERTAINTY

- Job insecurity
- Role stress
- Organisational change

LACK OF VALUE & RESPECT

- Workplace conflict/bullying

COVID-19 related workers' compensation claims

From 1 January to 31 December 2020



751

Health care and social assistance

69% of all claims made



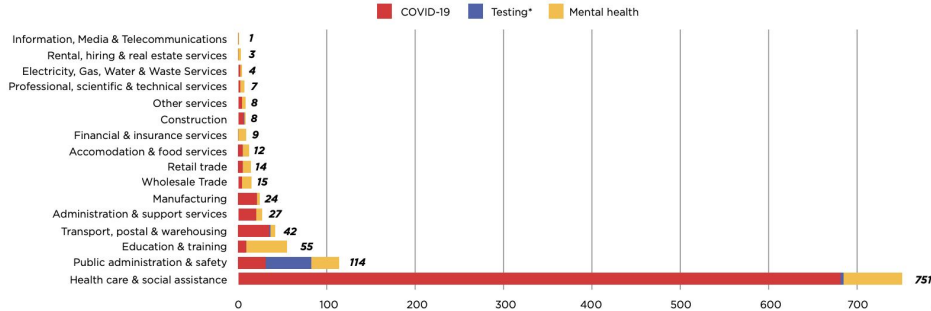
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Public administration and safety

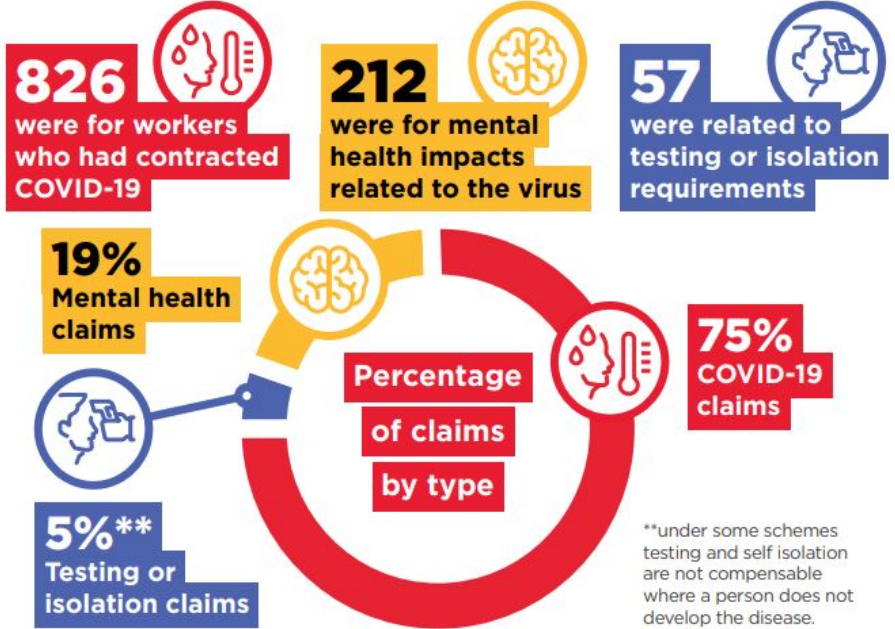
10% of all claims made

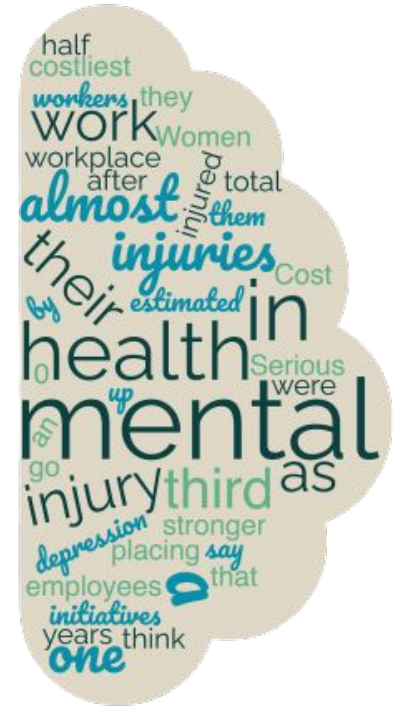
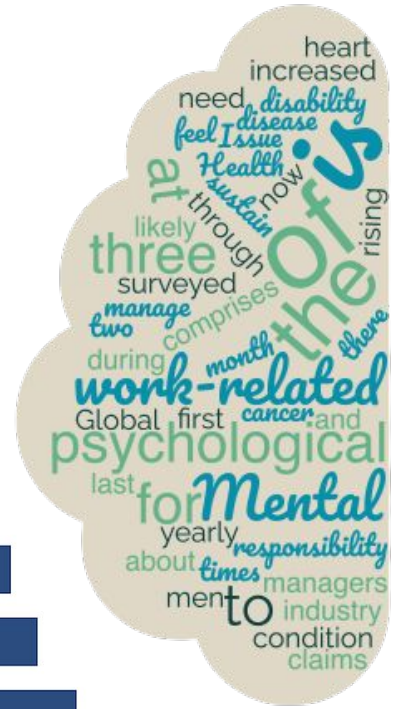
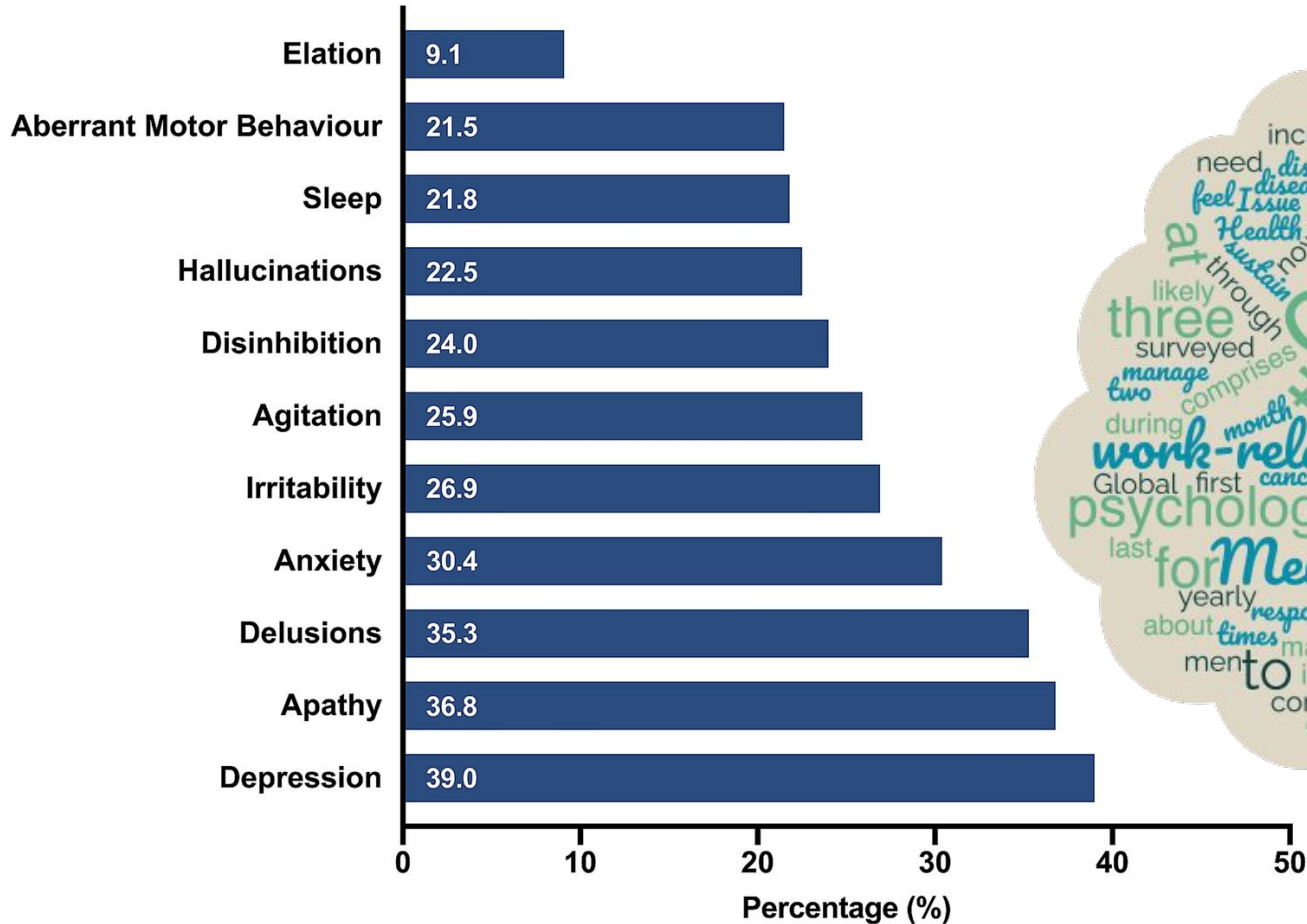
Claims by industry

Number of approved and pending claims by industry and nature of injury or disease



Of the 1,095 accepted and pending claims lodged from 1 January to 31 December 2020





Australian employees suffer mass burnout

HR should be aware of a distressing trend:
'PRODUCTIVITY PARANOIA'

Australian workers suffered a higher level of work burnout than other countries surveyed.

Australian Workers	Global Average
62 %	48 %
Australian Managers	Global Average
66 %	53 %

Source: Microsoft Work Trend (September 2022)

RESPONSIBILITY



EMPLOYER

- Maintain a safe and health workplace
- Not discriminate
- Maintain privacy
- Make reasonable adjustments

RESPONSIBILITY



INDIVIDUALS

- Bear some level of responsibility for their own sensitivity and resilience.
- Tribunals and courts will not necessarily assume that an employee's embarrassment, humiliation or hurt will have been caused by bullying.

Tips for Creating a Strong Mentally Healthy Workplace



It starts from the top! Executives must make the safety, health and wellbeing of employees a critical priority. In addition a successful mentally healthy workplace includes:

- Policies and Procedures
- Good Health & Safety management considerations including reducing work-related risk factors
- Culture & strong advocacy
- Flexible Work opportunities
- Training for Managers



Tips for Creating a Strong Mentally Healthy Workplace



- Employees with a sense of belonging
- Managers empowered
- Mental Health & Well Being for employees
- EAPS
- Culture supportive & adaptive
- Strong open communication from Executives



“A ‘psychologically safe’ workplace is characterised by a climate of interpersonal trust and mutual respect in which people feel comfortable being themselves and to ask for help,” - Graeme Cowan

More About



Raising Awareness



MHFA Training



Policies &
Procedures

MENTAL HEALTH FIRST AID TRAINING AND ACTION PLAN



Approach, assess and assist with any crisis

Listen non-judgmentally

Give support and information

Encourage appropriate professional help

Encourage other supports

3 key actions if someone is suicidal



ASK them directly



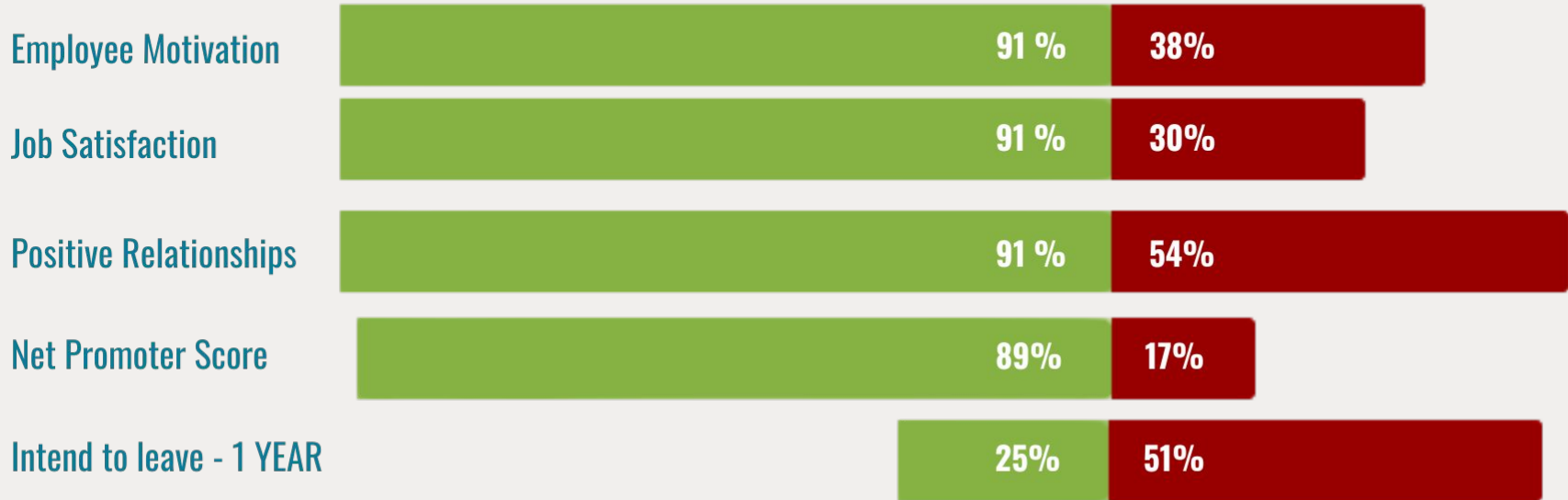
Work together to keep
them SAFE for now



CONNECT them to professional
help - Lifeline: 13 11 14



LEADER SUPPORTS WELL-BEING PROGRAM?

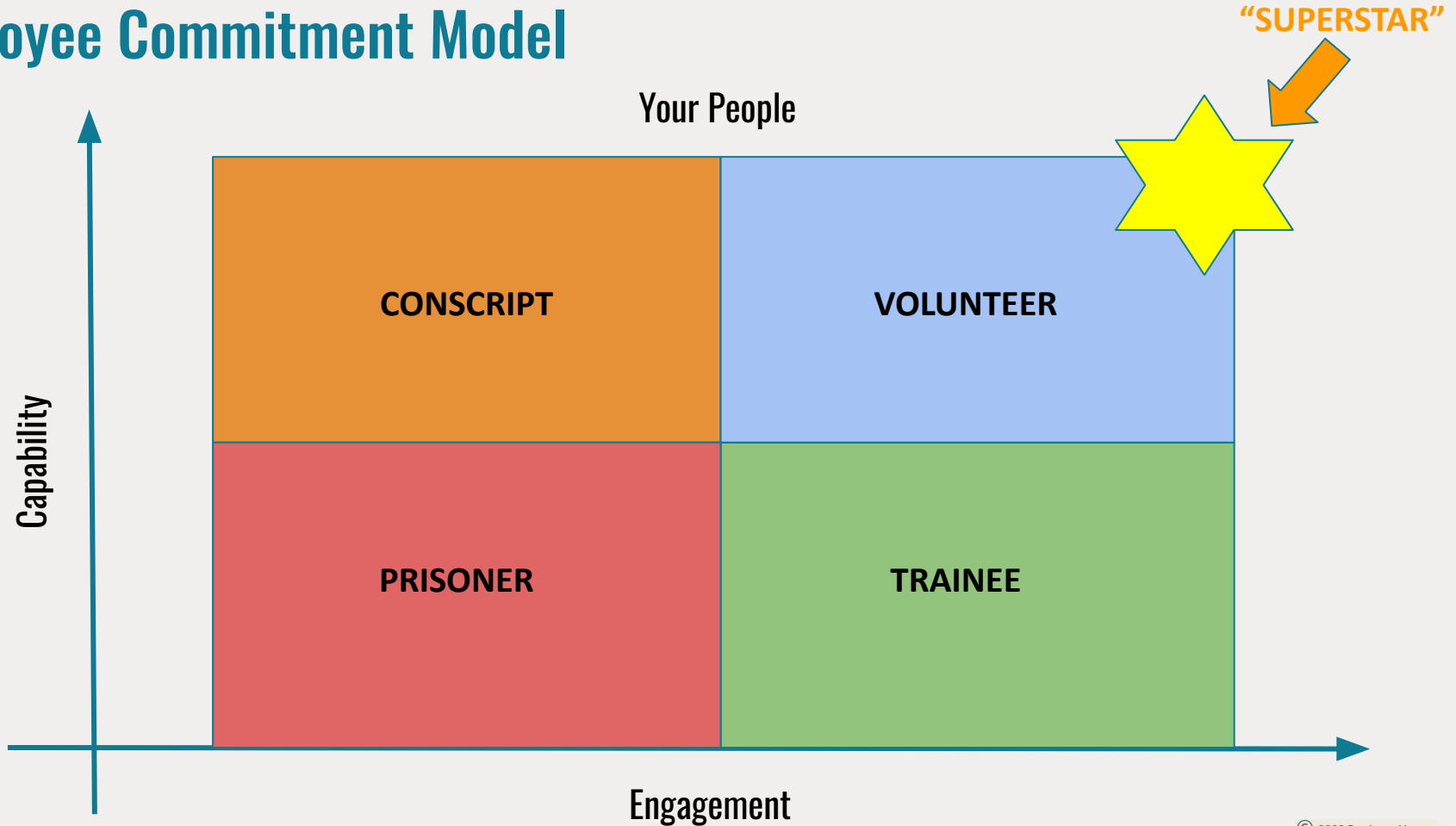




*“Management is above all, a practice where art,
science and craft meet”*

Henry Mintzberg

Employee Commitment Model





Challenges of Managing Performance Issues

- What do you find challenging about managing performance issues?
- Think about an issue you've had in the past/current with someone in your team that you wish you had dealt with differently. Write it down.





DEFINITIONS

Underperformance

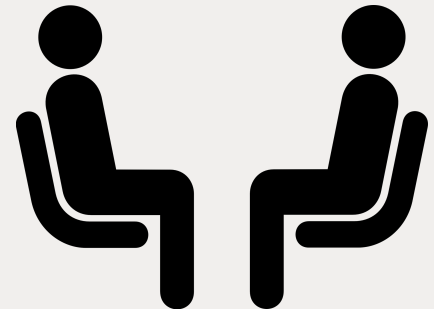
Occurs when an individual is falling below the standard required. It is not a conduct issue as much as a shortfall in performance.

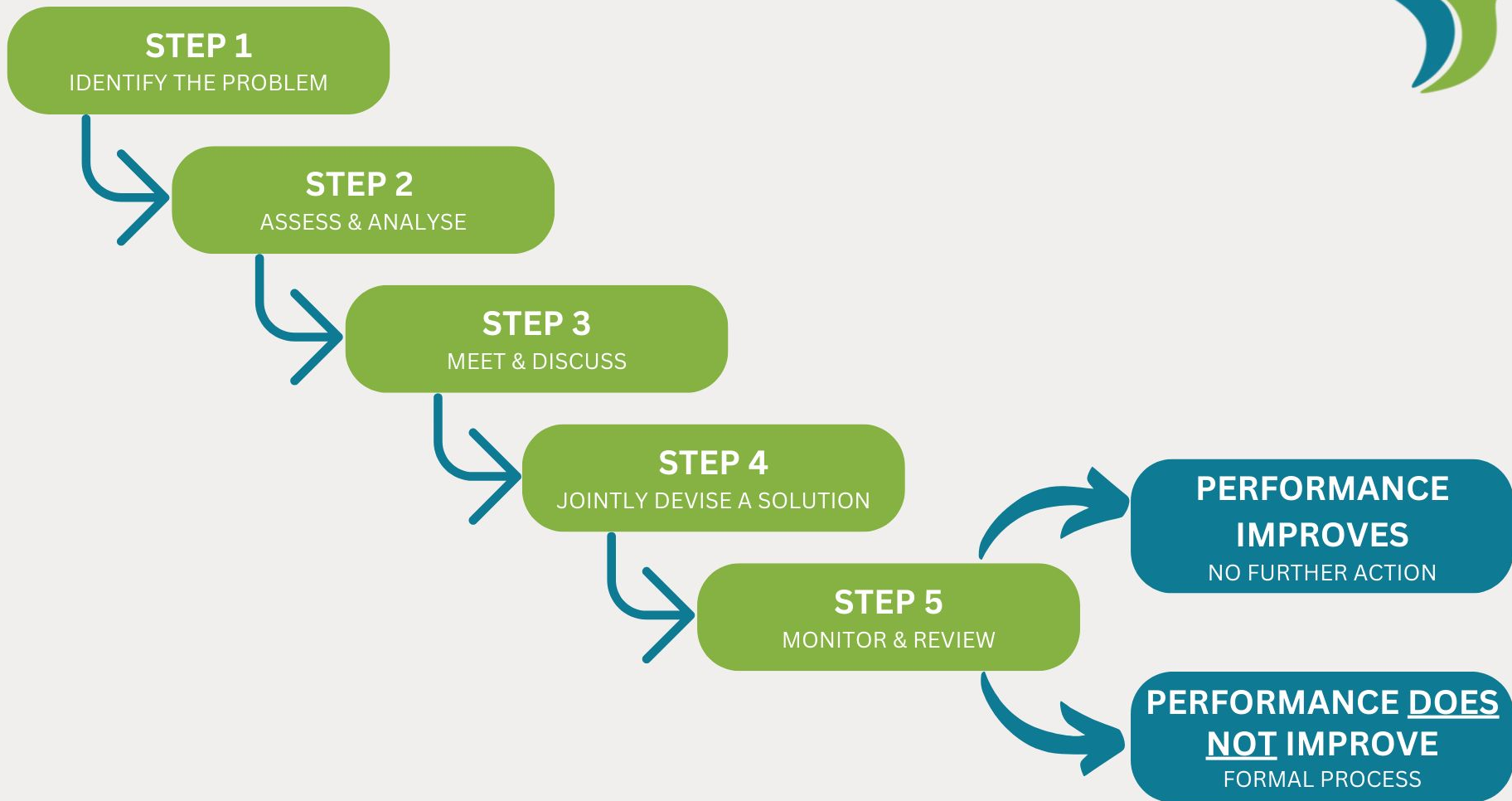
Misconduct

Occurs when a behavioural issue results in expectations not being met. It concerns the poor conduct of the individual, rather than any skills or knowledge deficit (as with underperformance). It often related to attitude issues, disregard for rules or failure or obey or adhere to set standards. eg. attendance`

Serious Misconduct

- Wilful or deliberate behaviour by an employee that is inconsistent with the continuation of
- Employment and;
- Conduct that causes serious and imminent risk to:
 - the health and safety of a person or:
 - the reputation, viability or profitability of the employers business (eg. fraud, theft, violence)







Q&A



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Checklist



Free Discovery
Session

