

Critical success factors

Give your strategy the best chance of success



Download this pocket sheet to access the linked resources.

Leadership support

Healthy workplaces cannot be imposed, but their formation must be led.

- ☐ Use this tool to help your leaders understand what 'health' and a 'healthy workplace' is, and explain the benefits of pursuing a healthy workplace.
- ☐ Visit **SafeWork SA** to learn about the duties and obligations of your leaders in creating a healthy workplace.*
- ☐ Present a business case to help gain leadership commitment. There are templates and resources on how to do this on the **Healthy Workplaces website**.
- ☐ The leadership team can communicate their support for health and wellbeing via a policy or pledge.
- ☐ Review or formulate an organisational mission and values **How To Create Company Values | Employment Hero**. If you already have a mission and values, you do not need to leap into modifying them. It may be more beneficial to recommit to them and embed them into the everyday practices of your organisation.
- ☐ Agree upon healthy workplace key performance indicators (KPIs). Where possible, use metrics that you already track such as absenteeism, turnover or staff satisfaction. You can use the KPIs outlined in the costs/benefits section of this tool.
- ☐ You should appoint a leader with responsibility for overseeing your healthy workplace initiatives and monitoring your KPIs. Depending on your organisation you may be able to recruit and allocate a dedicated healthy workplaces leader, or the responsibility may be allocated to an existing leader in WHS, HR or Operations.
- ☐ Clearly communicate to leaders their roles and responsibilities in creating a healthy workplace and give them the time, skills and resources to execute these responsibilities.*
- ☐ Review how your operational choices may be impacting worker health and wellbeing eg. shift schedules or work processes. You may find the **Good Jobs Institute - Help companies thrive by creating good jobs** helpful in doing this.
- ☐ Review your process for selecting and promoting leaders.
- ☐ Review your process for evaluating and equipping leaders. You may find the following resources helpful: **Daring Leadership Assessment, Quiz Yourself: Do You Lead with Emotional Intelligence? (hbr.org), How to Develop Emotional Intelligence Skills | HBS Online, Free E-Book | How to Become a More Effective Leader (hbs.edu), Leader Toolkit**.
- ☐ Run online or face to face workshops for leaders on how to lead with wellbeing in mind. Courses and information are available through Fair Work **Online learning centre - Fair Work Ombudsman, Heads Up, Black Dog Institute, Victorian Public Sector Commission** or by contacting **ReturnToWorkSA's Mentally Healthy Workplace Consultants**.
- ☐ Encourage leaders to walk the talk by visibly engaging in health and wellbeing initiatives and prioritising the creation of a healthy workplace.

Remember, values are an all or nothing game – trust can be impacted if your organisation behaves in a manner that is not in accordance with your stated values. It is important to make your values as practical and applicable as possible. For example, if you value 'Excellence', think about what that looks like in daily work.

*Legislative requirement

Collaboration with workers

- ☐ Worker collaboration needs to occur at all stages of your healthy workplace strategy and the method by which it occurs will vary depending on the organisation. Some examples include surveys, focus groups, suggestion boxes etc, however, there is strong evidence that face to face collaboration works best.*
- ☐ The self-audit tool actions are designed with worker collaboration as a central focus. Following the model will help you meet your consultative WHS requirements and generate relevant and effective healthy workplace actions.
- ☐ If you would like more information on how to engage and involve workers you can take a look at the **Involve your Team** section of the Healthy Workplaces Toolkit, or SafeWork SA's information on **Consultation**.*
- ☐ For medium to large organisations, the formulation of a Healthy Workplace Committee is beneficial. You can find further information on setting up a committee in the **Healthy Workplace Toolkit**.
- ☐ Regardless of your consultation methods you should set up processes for ongoing communication that invites feedback and encourages participation

Focus on sustainability

To ensure that your efforts succeed in the long term you need to embed them within your organisation.

- ☐ Review current staffing levels to see if they align with the desired functions and outcomes of your business.
- ☐ Allocate time for workers to formulate, engage with and evaluate healthy workplace initiatives. Please note that if you do not have adequate staffing, this step will be very difficult.
- ☐ Allocate a budget for health and wellbeing activities (remember average ROI is \$3-6 for every dollar spent!). There are many free resources that do not require a monetary investment, but you may be able to invest in infrastructure, equipment or programs. There are options for every budget, however, it may be best to engage with free or low cost options first and then scale up if they do not entirely meet your needs. You may combine this budget with your traditional OHS or HR budget to create a healthy workplaces budget.

- ☐ Create a communication strategy that outlines how you will promote the programs and services. There are resources on how to do this in the **Healthy Workplaces Toolkit**.
- ☐ Include health and wellbeing responsibilities in position descriptions rather than relying on motivated individuals to keep initiatives going. This should occur at all levels of your organisation (eg. CEO, line managers and frontline workers), not just for the roles that are formally appointed to health and wellbeing.
- ☐ Implement simple and effective policies and procedures to support health and wellbeing and ensure that they are lived out. You can find a range of relevant policies and procedures on the **SafeWork SA website** eg. smoke-free workplace, bullying and harassment, mental health, but you should also look at policies to support professional development, injury management etc.
- ☐ Add health and wellbeing as an agenda item when undertaking strategic planning for your organisation and think about the health impacts of your strategic decisions. You can use a simple public health approach here called 'Health in all Policies' – where the health impacts of decisions are considered even if the decision appears unrelated to health. An example is the speed limit, where health impacts (likelihood of surviving a crash or sustaining an injury) are balanced against travel time, traffic flow, terrain, foot traffic etc.
- ☐ Create a healthy workplace activity register that includes health and wellbeing KPIs.
- ☐ Report on health and wellbeing outcomes in your annual report.
- ☐ Review your actions on 6 monthly basis. Where possible, integrate this review into existing procedures, such as safety system reviews or other workplace audits.
- ☐ It is important to assess whether your actions have helped you move toward a healthier workplace or whether there have been unintended consequences that negatively impact health and wellbeing. Make sure to include your workers in this review. It is ok to let go of things that are not having the desired impact.
- ☐ Conduct exit interviews and use this information for continual improvement at both an organisational and team level. **Template for exit interviews**.