

Promote thriving

Optimise wellbeing and improve future capabilities



Download this pocket sheet to access the linked resources.

Promoting purpose, inclusion and connection at work

- Begin the process of formulating team values and behavioural expectations. Where possible these values should echo your organisational values and you should try to come up with explicit ways to apply them. The **How to Change Organisational Culture podcast** contains a case study on how an organisation lives their values.
- Collaborate with workers to see how their roles can better contribute to the mission or big picture of your organisation or how they can better see the societal impact of their work. A strong understanding of this societal impact has been shown to improve performance and productivity. The **SMART Work Design website** has some great ideas.
- Visit **Diversity Council Australia** or Thrive at Work's **Diversity and Inclusion page** to learn about the importance of promoting and celebrating diversity in your workplace.*
- Equip your organisation to practice inclusion by running training. The **Victorian Public Sector Commission** has some good information and SBS has created a workplace **Inclusion Program** that you may wish to look in to. When taking action on workplace diversity and inclusion you should learn from your staff about how your workplace can be more inclusive for them.
- Formally acknowledge the traditional owners of the land on which you work. This can be done in meetings, on posters around the office or in email signatures.
- Formulate a **Reconciliation Action Plan**.
- Visit the Australian Government's Workplace Gender Equality Agency website: **Welcome | WGEA** for more information on how your workplace can act. This may include reviewing gendered position and pay gaps and developing a plan to address them.*
- Collaborate with staff to figure out how workplace social connection could be improved. Some examples include: having workers collaborate on a project or having a central lunch room/tea and coffee points.

It is particularly important to consider how social interaction takes place for remote workers and you should involve them in coming up with some ideas. **More information on creating high quality connections at work.**

- Think about setting up a social committee or ask a team member to volunteer to organise social events. Involve the whole team in deciding what they do and how often they do it. Try to make the events inclusive and health promoting where possible!

Providing recognition and opportunities for professional growth

- Set up and monitor a process for providing workers with recognition and reward in accordance with your team values and their personal preferences. The **Victorian Public Sector Commission** has some great information on setting this up. **SafeWork NSW** has also collated some great information. You can keep it simple and genuine with your reward and recognition actions (a handwritten thankyou note can go a long way), or you can invest in a more formalised program. There are many programs out there, so if you choose to do this, look widely and involve your workers in deciding which one is the best fit for your organisation. Train your managers and workers in how to implement the system that you choose – be it formal or informal.

“Recognition is fundamental to the engagement and retention of top talent and the profitability of our organisations. A recent study found that employees who reported that their managers were great at recognising them were more than 40% more engaged than those with managers who were not. In addition, they were more confident, felt better informed, offered more discretionary effort, and were less likely to quit.” – HBR, 2022

*Legislative requirement

- Conduct performance and progression reviews with your workers. It is best to have a mixture of frequent informal 1:1s, to make sure that things are on track, and infrequent formal reviews to assess performance and set goals. **Information about running successful performance reviews.**

You should ask your workers for input on the review process as a whole to make sure that it is meeting their needs. Reviews can be a great opportunity to undertake a short psychosocial assessment. Consider including questions from the **Gallup 12**.

- Create clear career progression pathways that are accessible to everyone in your workforce. This is a great way to add skill and depth to your organisation and to retain talent. It may include the provision of internships or apprenticeships. **Bridging the advancement gap: What frontline employees want—and what employers think they want.**
- Base career advancement/promotion decisions on professional performance and how the worker has demonstrated organisational and team values. This can contribute to a sense of organisational justice and shows that values of the organisation/team are important, not just tokenistic. **Organisational justice and work-related stress.**
- Provide professional development opportunities for leaders and workers. Remember that this does not always need to be in the form of formal qualifications. It may include: mentoring, shadowing, learning a new skill, peer teaching or access to books/podcasts/online learning materials and it may occur at an individual or group level. Depending on the needs of your workforce you may also be able to offer them assistance with their reading, writing, language, typing or computer skills. The professional development program should be structured, convey a sense of permission and encouragement to learn, have input from workers and be reviewed for effectiveness.

A large proportion of our ageing and front line workers are in physically demanding jobs, placing them at a higher risk of injury (or joblessness in the event of automation). Concurrently, their risk of a chronic health condition is high which may impact their ability to continue in physically demanding work as they age. Having clear career progression pathways and providing professional development opportunities can help workers transition to less physically demanding work while growing their skills and retaining their expertise within the organisation.

- Offer transition to retirement services for your ageing workers. This may include, scaling back on work hours, job sharing or information sessions on preparing for retirement financially. **Transitioning Well** works with organisations to help employees manage the intersections between life and work.

Supporting health and lifestyle improvement

- To better understand how to implement successful health and lifestyle improvements watch this short video **Systems Thinking for health and wellbeing.**
- Based on the size of your business you may consider developing a Healthy Workplaces Committee OR identifying some workplace champions who are keen to advocate for health at work. You can find further information on setting up a committee or finding champions in the **Involve your Team** section of the Healthy Workplaces Toolkit.
- Run a worker interests survey or run a focus group to identify worker priorities and interests. **Worker interest survey template.**
- You can also screen your work environment to see how healthy your infrastructure is eg. adequate kitchen facilities, a change room or bike storage. You can find a checklist for assessing your infrastructure in the appendix of **Managing the Work Environment and Facilities.**
- Based on the results of the above, collaborate with your workers to come up with a plan that addresses 3–4 of their top concerns. You can find chapters on particular health concerns on the **Healthy Workplaces website**. If possible use an array of strategies for each health concern to embed change within your organisation.
- Once you have consulted and decided on your actions, map them out in a health and wellbeing calendar. This calendar might include specific workplace events such as step challenges, activities for mental health month or deadlines for changing the work-environment eg. upgrading the kitchen facilities.
- Further enrich and add purpose to your health and lifestyle improvement strategies by engaging with the community. For example, you could tie your step challenge to a fundraiser for a charity of choice, or increase daily movement by helping out at your community garden once per week. Giving back is a core tenant of the 5 ways to wellbeing. **5 Ways To Wellbeing – Five Ways To Wellbeing Australia.**
- Encourage your staff to fill out the 5 ways to wellbeing action plan **Online Action Plan – 5 Ways To Wellbeing**. If staff are comfortable doing so, encourage them to share some of their action plan items with their team or a wellbeing buddy. Accountability for their actions can increase their chances of success.