# RESOURCES AND ENERGY INDUSTRY

# Workforce Mental Health Framework

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A FRAMEWORK TO ASSIST ORGANISATIONS TO IDENTIFY THEIR WORKFORCE MENTAL HEALTH AND WELLNESS CAPABILITY FROM A POLICY, PROGRAM AND PRACTICAL PERSPECTIVE.

## AREEA
AUSTRALIAN RESOURCES & ENERGY EMPLOYER ASSOCIATION

# Foreword

AREEA, the Australian Resources and Energy Employer Association, is immensely proud to present the *Resources and Energy Industry Workforce Mental Health Framework* – the first of its kind assisting employers to build and maintain mentally healthy workplaces.

Working alongside leading specialists including Beyond Blue, Safe Work Australia and state and territory authorities, the resources and energy industry is continuously building upon its workforce mental health policies and initiatives.

This Framework grew from the strong motivation of industry participants to better understand mental health at work and the kinds of actions they could take to drive improvement.

For those in the resources and energy industry, finding the right guidance and support can often be difficult amid the large volume of general resources and information available to employers broadly.

With many unique characteristics, another challenge is understanding how to deal with sector-specific workforce issues including varied roster cycles, remote operating locations and fly-in, fly-out working arrangements.

The 'Organisational Elements' and 'Influence Factors' on pages 4-5 form the heart of this Framework. Together they provide a model in which employers can assess the unique factors creating mental health pressures on their workforces and understand the three elements for taking action – Promote, Protect and Support.

This is supported in detail by the 'Maturity Scale' which illustrates what employer actions look like at five different stages of mental health maturity – from 'Essential' through to 'Progressive'.

This scale allows employers to benchmark themselves in terms of current activities and capacities. In doing so, it is important to note that the maturity of an organisation is not static, but fluid.

Organisations will constantly be moving forwards and backwards depending on how quickly and effectively they react to changing mental health pressures on their workforces.

The programs, actions and initiatives they undertake will be selected based on what is practical and appropriate for their circumstances.

The most important thing is not to benchmark for the sake of it – but for employers and the industry to always be ready and willing to have ongoing, collaborative and constructive dialogue on mental health outcomes for all people.

AREEA acknowledges and thanks its *Mental Health Advisory Board* for helping develop and update this Framework. Comprising professionals across multiple roles and different parts of the industry, their collective passion and knowledge is second to none.

AREEA also acknowledges and thanks *Lifeline WA* for endorsing the Framework. Particular thanks to Ellie Carr, Clinical Governance Manager at Lifeline WA, for reviewing the updated Framework, Tool and Resources.



AREEA further recognises and appreciates *SaferTogether* for endorsing the Framework.



Moreover, AREEA is grateful to Sam Junor, Senior HR Specialist and Implementation Lead, and Maddie Morton, Implementation Adviser, of the Australian Public Service Mental Health and Suicide Prevention Unit, for their review of and valuable input into the updated Framework and Tool.

**STEVE KNOTT AM**
Chief Executive, Australian Resources and Energy Employer Association, AREEA

## 81.8%

PORTION OF LEADERS WHO INDICATE THEIR WORKPLACE HAS MENTAL HEALTH SUPPORT FOR EMPLOYEES

## 35%

PORTION OF EMPLOYEES WHO DON'T KNOW THEY EXIST OR CAN'T ACCESS THEM.

*Beyond Blue State of Workplace Mental Health*

*"Fostering a people-oriented organisational culture through supportive management can aid in the prevention, early identification and management of mental health conditions in the workplace."*

*Safe Work Australia*

# 60%

## PORTION OF EMPLOYEES WHO ARE MORE COMMITTED TO THEIR JOBS WHEN IN A MENTALLY HEALTHY WORKPLACE

*Beyond Blue Employer of Choice Study*

*"Mental health is a key driver of economic participation and productivity in Australia, and hence has the potential to impact incomes and living standards and social engagement and connectedness. Improved population mental health could also help to reduce costs to the economy over the long term."*

*Productivity Commission Inquiry Report into Mental Health*

*"Progress towards establishing a mentally healthy workplace, and the way in which health and safety systems are valued and implemented, requires the commitment of the leadership as well as individuals in the workplace — the level of commitment is reflective of the maturity of its health and safety culture."*

*Mentally Healthy Workplaces for fly-in fly-out (FIFO) workers in the resources and construction sectors (WA Government)*

## $2.30
RETURN ON EVERY $1 BUSINESSES INVEST IN EFFECTIVE WORKPLACE MENTAL HEALTH STRATEGIES

*Beyond Blue / PWC study*

# 40%

## MINING AND CONSTRUCTION INDUSTRY RESPONDENTS WHO RATED THE STIGMA OF MENTAL HEALTH PROBLEMS A SOURCE OF STRESS

*Medical Journal of Australia*

# Organisational Elements



PSYCHOSOCIAL

ENVIRONMENTAL

ORGANISATIONAL

EXTERNAL

PERSONAL

**PROMOTE**
Seek opportunities to enhance productivity and wellbeing and generate capabilities.

**PROTECT**
Take action to prevent harm through risk management and strengthened resilience.

**SUPPORT**
Improve culture to reduce stigma by raising awareness and accommodating illness.

*AREEA's Framework aligns with the World Health Organisation's Healthy Workplace Framework and Model, a globally recognised authority for promoting health, safe and resilient workplaces.*

# Influence Factors

## PERSONAL

Personal factors in the workplace means the supportive environment, health services, information, resources, opportunities and flexibility an enterprise provides to workers to support or motivate their efforts to improve or maintain healthy personal lifestyle practices, as well as to monitor and support their ongoing physical and mental health.

**EXAMPLES**: RESILIENCE, SUPPORT NETWORK, HEALTH AND LIFESTYLE, RELATIONSHIPS, SUBSTANCE ISSUES

## PSYCHOSOCIAL

Psychosocial factors can involve exposure to behaviours or events that are unreasonable, offensive, intimidating or may cause distress or are disturbing for an individual.

**EXAMPLES**: STRESS, FATIGUE, BULLYING, HARASSMENT, BURNOUT, VIOLENCE, LONELINESS, TRAUMATIC EVENTS, CULTURE, LEADERSHIP COMMITMENT

## ENVIRONMENTAL

Environmental factors are part of the workplace facility that can be detected by human or electronic senses, including the structure, air, machines, furniture, products, chemicals, materials and processes that are present or that occur in the workplace, and which can affect the physical or mental safety, health and well-being of workers.

**EXAMPLES**: ACCOMMODATION, CONFINED SPACES, TEMPERATURE, FACILITIES, EQUIPMENT, MATERIALS, EXPOSURE, REMOTENESS

## ORGANISATIONAL

Organisational factors are the organisation of work and the organisational culture; the attitudes, values, beliefs and practices that are demonstrated on a daily basis in the enterprise / organisation, and which affect the mental and physical well-being of employees. These are sometimes generally referred to as workplace stressors, which may cause emotional or mental stress to workers.

**EXAMPLES**: WORK DESIGN, ROSTERS, JOB DEMANDS / PRESSURE, CONSULTATION, POLICIES AND PROCEDURES, EMPLOYMENT CONDITIONS, PERFORMANCE MANAGEMENT

## EXTERNAL

External factors comprise the activities, expertise, and other resources an enterprise engages in or provides to the social and physical community or communities in which it operates; and which affect the physical and mental health, safety and well-being of workers and their families. It includes activities, expertise and resources provided to the immediate local environment, but also the broader global environment.

**EXAMPLES**: COMMUNITY, ECONOMIC, GOVERNMENT / REGULATORS, NATURAL DISASTERS, INFRASTRUCTURE

# Maturity Scale

## ESSENTIAL

### PROMOTE

Mental health strategy/ action plan

Policy and leadership commitment

Leadership training

Consultation and communication

Work design

### PROTECT

Risk management system (incl risk assessment)

Psychosocial hazard and incident reporting and response

Risk and incident management training

Specific behavioural and systemic risks

### SUPPORT

Return to work / injury management processes

Review and audit

Employee Assistance Program (EAP) and other support programs

### DEFINITION ESSENTIAL

**Organisation:** Recognises mental health and wellness in response to legislative requirements.

**Leaders:** Beyond the need for compliance, mental health and wellness is not a focus.

## FUNDAMENTAL

IN ADDITION TO THE PROGRAMS AND INITIATIVES WITHIN 'ESSENTIAL':

### PROMOTE

Standard mental health agenda item for pre-start / team meetings

Awareness campaigns / days of recognition

Community programs/events

Employee check-ins

Engagement / pulse surveys

### PROTECT

Mental health and wellbeing policies

Policies and procedures

General mental health training / inclusion in inductions

Suicide and crisis awareness training

### SUPPORT

Special leave provisions

Workplace adjustments and stay at work management options

Stigma reduction

### DEFINITION FUNDAMENTAL

**Organisation:** Individual programs and initiatives provided but not well coordinated.

**Leaders:** Mental health and wellness is recognised but not a business priority.

## RESPONSIVE

IN ADDITION TO THE PROGRAMS AND INITIATIVES WITHIN 'FUNDAMENTAL':

### PROMOTE

Drug and alcohol campaigns

Mental health and wellbeing surveys

Learning and development

Information packages

Physical health and wellbeing programs / initiatives

### PROTECT

Health screenings

Policies for accompanied, safe and dignified return to home from site

Organisational wellbeing metrics

Effective health management

### SUPPORT

Early intervention strategies / processes

Support provided regardless of cause

Flexible work arrangements

### DEFINITION RESPONSIVE

**Organisation:** Programs and initiatives based on drive and passion of workforce and leaders. Little metrics or strategy alignment across work teams.

**Leaders:** Mental wellness of employees is important but fits around other priorities.

*Maturity Scale, inc. programs and initiatives, developed through consultation and advice of leading mental health authorities and professionals within the resources and energy industry.*

## PROACTIVE

IN ADDITION TO THE PROGRAMS AND
INITIATIVES WITHIN 'RESPONSIVE':

### PROMOTE

Diversity and inclusion programs and initiatives

Mental health working group / committee

Sleep health / fatigue management

Webinars, podcasts, apps and story sharing

Mental health campaigns and partnerships

### PROTECT

Manager / supervisor mental health training

Mental health first aid training

Organisational transparency

Psychological safety in WHS processes

### SUPPORT

Employee support networks

Manager/supervisor contact if away from work

Peer support programs

### DEFINITION PROACTIVE

**Organisation:** Is proactive and recognises benefits of a strategic approach. Policies, programs, interventions and implementation all coordinated and aligned to metrics.

**Leaders:** Strive to be role models and lead mental health and wellness within their organisation.

## PROGRESSIVE

IN ADDITION TO THE PROGRAMS AND
INITIATIVES WITHIN 'PROACTIVE':

### PROMOTE

Mental health research

Mental health resources

Mindfulness programs

Llifestyle programs

Social and recreational activities

### PROTECT

Internal mental health benchmarking

External mental health benchmarking

Suicide prevention programs

Continuous improvement program

### SUPPORT

Access to allied health professionals

Resilience and coping programs

Workforce and family care packages

### DEFINITION PROGRESSIVE

**Organisation:** Mental health and wellness is an integral part of the workforce strategy, business planning and cultural norms. Is considered within every decision. Unrelenting focus maintained through internal and external benchmarking.

**Leaders:** Recognise mental health and wellness as integral to organisational success and aspirations. Continually evolve the organisation's mental health approach and drive cultures that accept, support and enable people.

# Appendix A
# Further Resources

## RECOMMENDED ADDITIONAL RESOURCES

Workplace mental health and substance use conditions in male-dominated industries: A systematic literature review
Beyond Blue

Mentally Healthy Workplaces for fly-in fly-out (FIFO) workers in the resources and construction sectors
Department of Mines, Industry Regulation and Safety, Government of Western Australia

Creating mentally healthy workplaces
Leading Well Queensland

Mentally Healthy Workplaces Toolkit
Office of Industrial Relations – Workplace Health & Safety Queensland

The Mental Health First Aid Skilled Workplace Program
Mental Health First Aid Australia

Mentally Healthy Workplaces – National Workplace Initiative
Australian Government

Work-related psychological health and safety national guidance material
Safe Work Australia

Workers with Mental Illness: A Practical Guide for Managers
Australian Human Rights Commission

*Note: The above resources are readily available online via your preferred search engine. If you are having trouble finding any, contact membership@areea.com.au for support.*

# AREEA'S SPECIALIST SUPPORT

**Resources and Energy Mental Health Training**
AREEA, Australian Resources and Energy Employer Association

**Resources and Energy Workplace Advisory Services**
AREEA, Australian Resources and Energy Employer Association

*Visit areea.com.au for more information and contact details.*

# RECOMMENDED HELPLINES AND WEBSITES

**13YARN**
13YARN is a free 24/7 crisis support line that is led by, co-designed by, developed and delivered by Aboriginal and Torres Strait Islander people for Aboriginal and Torres Strait Islander people.
*13YARN (13 92 76) / 13yarn.org.au*

**800RESPECT**
Confidential information, counselling and support service open 24 hours to support people impacted by sexual assault, domestic or family violence and abuse.
*1800 737 732 / 1800respect.org.au*

**Beyond Blue**
Beyond Blue provides information and support to help everyone in Australia achieve their best possible mental health, whatever their age and wherever they live.
*1300 22 46 36 / beyondblue.org.au*

**Black Dog Institute**
Information on symptoms, treatment and prevention of depression and bipolar disorder.
*blackdoginstitute.org.au*

**Counselling Online**
Counselling Online is a free, confidential 24/7 service supporting people across Australia affected by alcohol or other drug use.
*counsellingonline.org.au*

**Embrace Multicultural Mental Health**
A national platform for multicultural communities and Australian mental health services to access resources, services and information in a culturally accessible format.
*embracementalhealth.org.au*

**Gambling Help Online**
Gambling Help Online is a free, confidential 24/7 service 24/7 to provide online support and referral for anyone affected by gambling.
*1800 858 858 / gamblinghelponline.org.au*

**Head to Health**
An innovative website that can help you find free and low-cost, trusted online and phone mental health resources.
*headtohealth.gov.au*

**Lifeline**
Lifeline provides confidential crisis support that is accessible 24 hours a day. Any person in Australia who is contemplating suicide, experiencing emotional distress, or caring for someone in crisis can call, text or chat with Lifeline.
*13 11 14 / SMS: 0477 13 11 14 / lifeline.org.au/crisis-chat*

**MensLine Australia**
A telephone and online support, information and referral service, helping men to deal with relationship problems in a practical and effective way.
*1300 78 99 78 / mensline.org.au*

**MindSpot Clinic**
An online and telephone clinic providing free assessment and treatment services for Australian adults with anxiety or depression.
*1800 61 44 34 / mindspot.org.au*

**National Aboriginal Community Controlled Health Organisation (NACCHO)**
Aboriginal Community Controlled Health Services and Aboriginal Medical Services in each state and territory.
*naccho.org.au*

**National Alcohol and other Drug Hotline**
A 24/7 free and confidential hotline for anyone affected by alcohol or other drugs. Support includes counselling, advice and referral to local services.
*1800 25 00 15*

**National Debt Helpline**
Financial counsellors are qualified professionals who provide information, advice and advocacy to people in financial difficulty. Their services are free, confidential, independent and non-judgmental.
*1800 007 007 / ndh.org.au*

**QLife**
QLife is Australia's first nationally-oriented counselling and referral service for LGBTI people. The project provides nation-wide, early intervention, peer supported telephone and web based services to diverse people of all ages.
*1800 184 527 / qlife.org.au*

**Relationships Australia**
A provider of relationship support services for individuals, families and communities.
*1300 364 277 / relationships.org.au*

**SANE Australia**
Information about mental illness, treatments, where to go for support and help carers.
*1800 187 263 / sane.org*

**Support after Suicide**
Information, resources, counselling and group support to those bereaved by suicide. Education and professional development to health, welfare and education professionals.
*supportaftersuicide.org.au*

**The Butterfly Foundation**
Phone, webchat and email support for those experiencing an eating disorder, friends, family, carers and professionals.
*1800 33 4673 / butterfly.org.au*

## RESOURCES AND ENERGY MENTAL HEALTH TRAINING

- *Provide your people with the insights, practical tools and strategies to effectively manage mental health and wellness in resources and energy settings.*

- *Ensure your workplace is compliant with psychosocial risk assessments being undertaken by state and territory Work Health and Safety inspectors.*

AREEA's Resources and Energy Mental Health Training provides awareness and practical application of workplace mental health specific to Australia's resources and energy industry.

This online group-based training program provides supervisors and managers with mental health theory and concepts, as well as practical applications to contribute to a mentally healthy workplace.

The program was designed by a variety of resources and energy employers and workplace mental health experts, and is delivered under the direction of the Australian Resources and Energy Industry Mental Health Advisory Board.

## FOR TRAINING AND OTHER SUPPORT CONTACT AREEA, AUSTRALIAN RESOURCES AND ENERGY EMPLOYER ASSOCIATION

E: membership@areea.com.au

P: 1800 627 771  |  www.areea.com.au

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