

# Prioritising Employee Wellbeing



Dairy for life

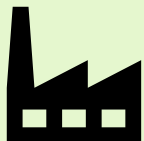
# Key terms



## **Individual Mental health**

*"A state of wellbeing in which every individual realises his or her own potential, can cope with the normal stresses of life, can work productively and fruitfully, and is able to make a contribution to her or his community." World Health Organisation*

**(outcome)**



## **Workplace mental health**

*Workplace mental health encompasses the psychological wellbeing of employees, focusing on creating a supportive environment that promotes mental health, prevents stress, and addresses mental health issues effectively*

**(process)**

# Mental health at work – why?

## External Pressure

- Greater **regulatory** expectation on companies and executives to actively monitor and prevent workplace mental health risks.
- Increasing **public scrutiny** on employers that fail to prioritise employee mental health.
- Employees' **expectations** have changed – e.g. greater focus on flexibility and avoiding burnout.
- **Research** in mental health at work has indicated that a shift needs to be made from “fixing” the person, to **fixing the work** and environment.
- Good work, is good for people! Safe and healthy people do good work! **It makes good business sense** to focus on workplace mental health.

## Internal questions

- *Do we have a good view of the **impact** our workplace has on our people’s mental health?*
- *Do our **leaders feel confident** in their knowledge and capability in managing workplace mental health?*
- *How effectively are we enabling leaders to manage **organisational change**?*
- *What is **MySay** telling us about psychosocial risk factors?*
- *Are we sufficiently focused on **prevention and early intervention** in workplace mental health?*



Moral



Legal



Financial

# Managing Mental Health at Fonterra



Prevent harm by identifying and managing psychosocial risk

Promote a positive and supportive work environment



Provide support mechanisms to help employees cope with stressors, recover from injury and maintain their mental health

# Psychosocial Safety

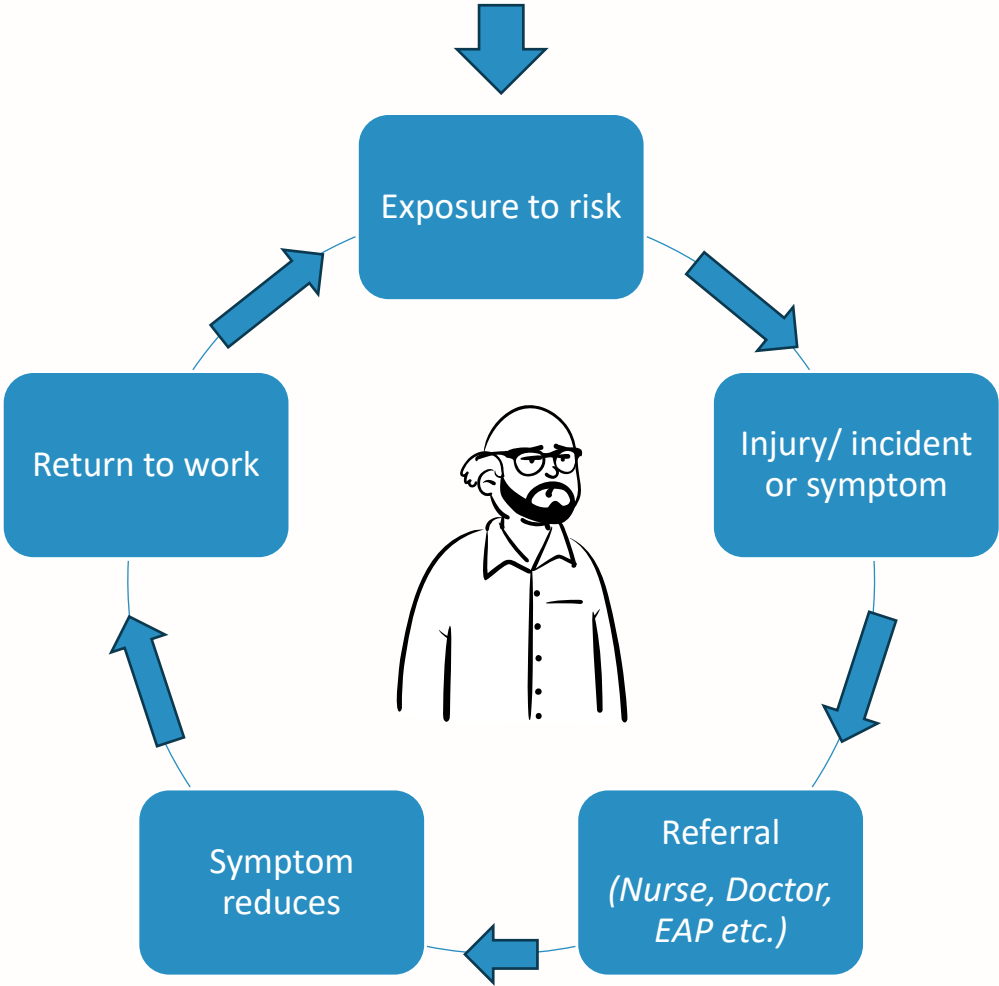
---

Overview

# Managing mental health at work with the individual and injury focus



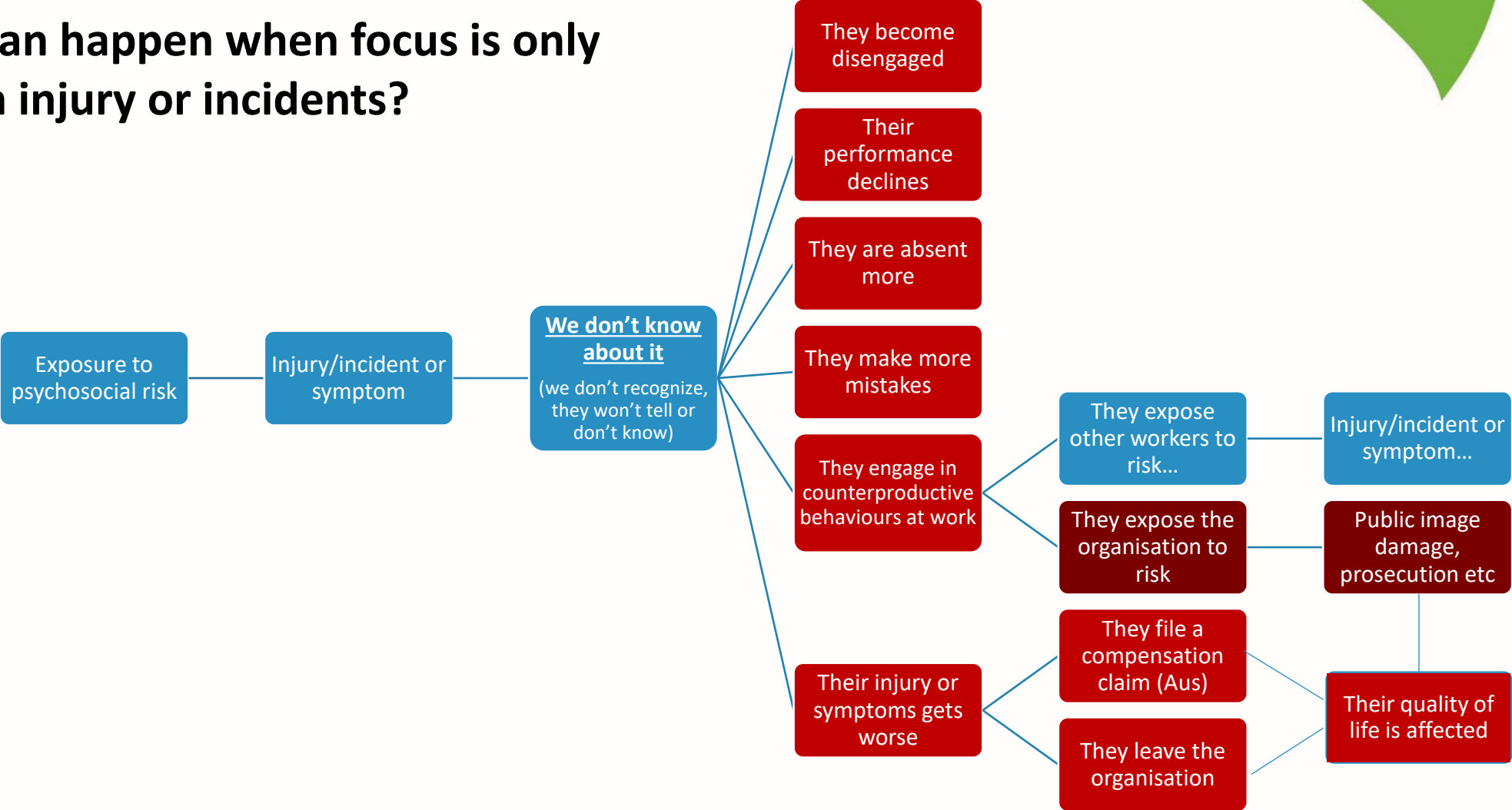
*The vicious cycle...*



*...of course, recovery is the best-case scenario if a worker is exposed to an unmanaged risk and injured as a result...*

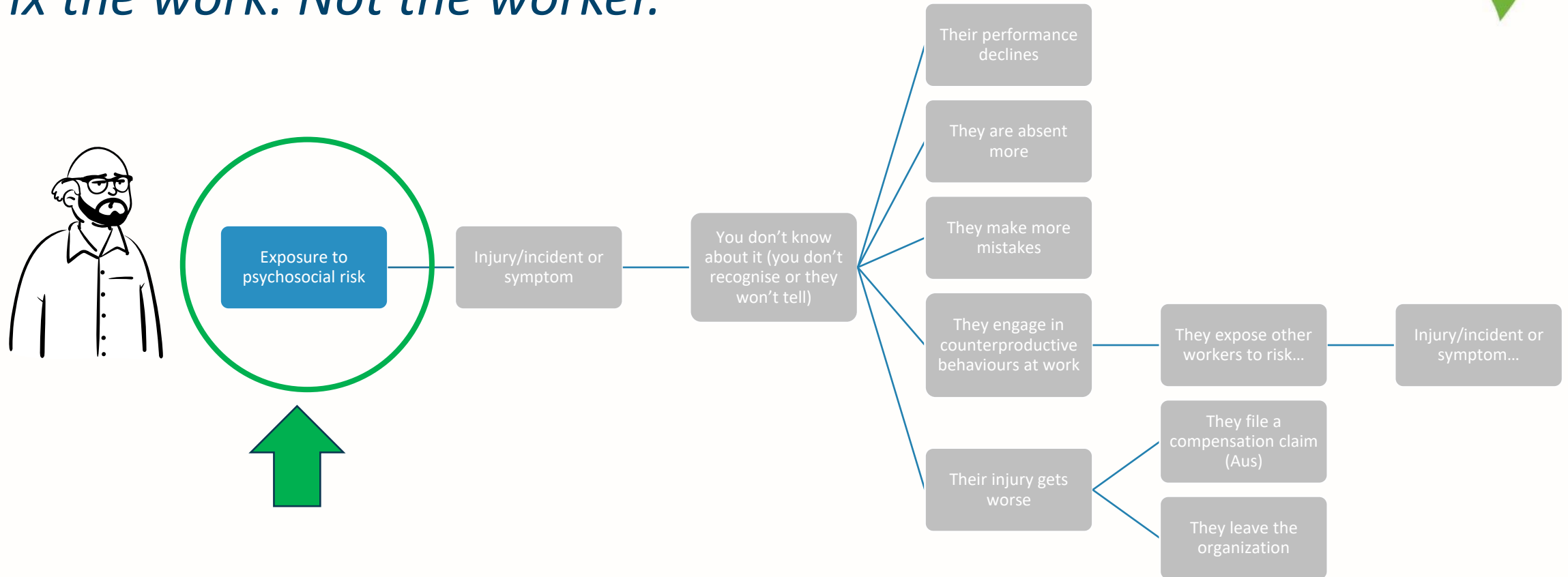
# The individual and injury focus

What else can happen when focus is only on injury or incidents?



# So, what else can be done?

*Fix the work. Not the worker.*



**Supporting individuals and equipping them to support their own mental health is still very important!!** Injuries and stress will still happen, but we can't stop there. Focus must *also* be on what is contributing to the injury or event, specifically, what we have *control over* and where we will make the biggest impact.

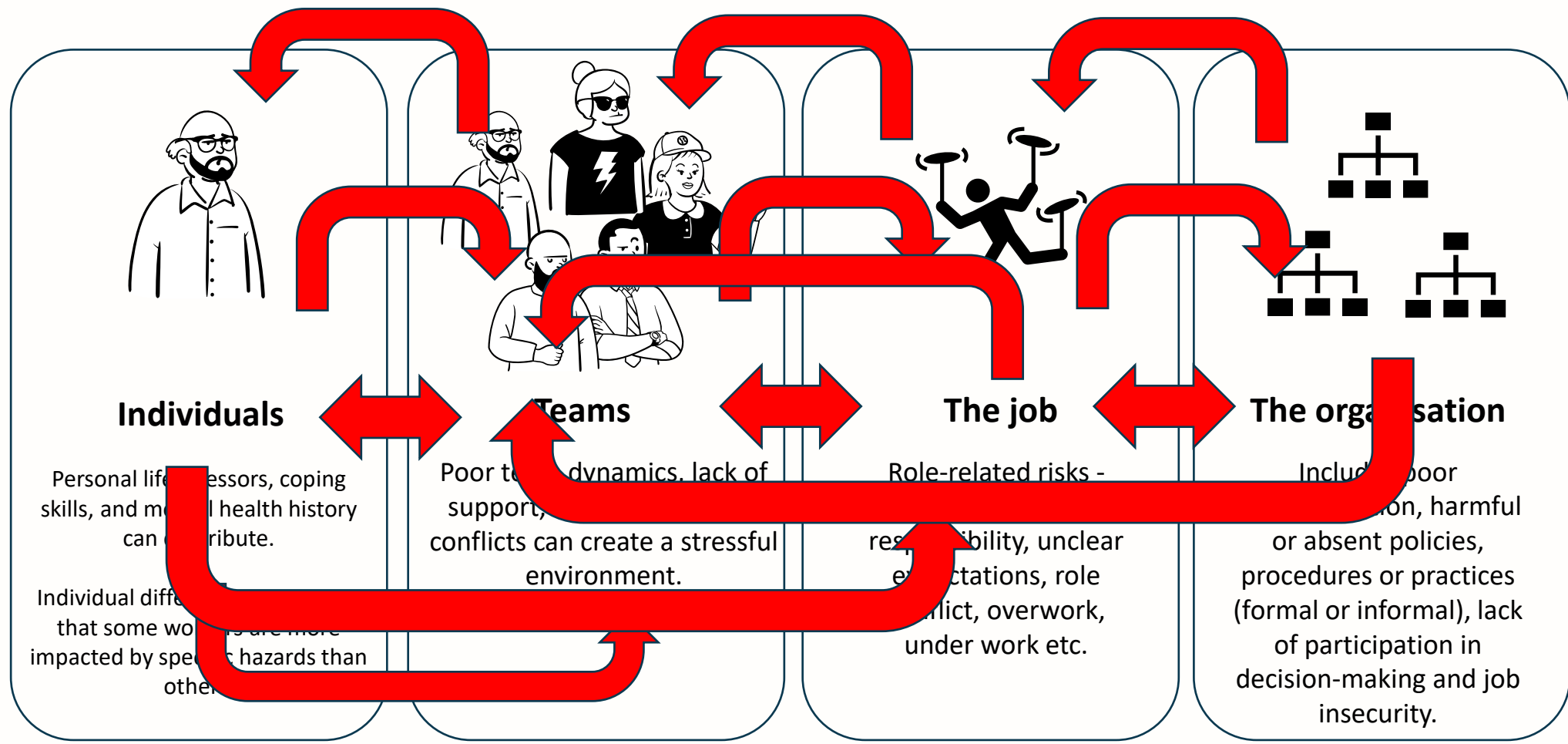


# What is psychosocial risk?



The likelihood that potential hazards in the work and work environment will lead to stress and impact the psychological and physical health of employees.

Where can psychosocial risk come from?



# Workplace psychosocial hazards

Psychosocial hazards are aspects of work design, organisation, and management, as well as the social and environmental context, that have the potential to cause psychological harm to employees.

Unreasonable work demands

Poorly managed workplace relationships

Poorly managed change

Role conflict or lack of role clarity

Low levels of recognition & reward

Discrimination

Low levels of job control/autonomy

Poor leadership support

Bullying & harassment

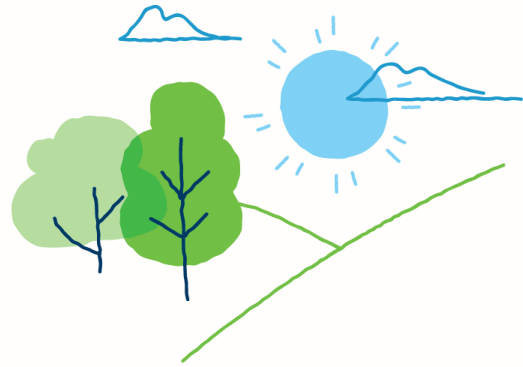
Remote or isolated work

Unsafe/poor physical environment

Low levels of psychological safety

# Psychosocial Protective Factors

Help reduce the impact of harmful factors (hazards).



Stimulating work

Leaders demonstrating supportive leadership behaviours



Meaningful Reward/Recognition

Positive culture role-modelled by strong and effective leaders

Positive Workplace Relationships



Job Control/Autonomy

Good person-job fit

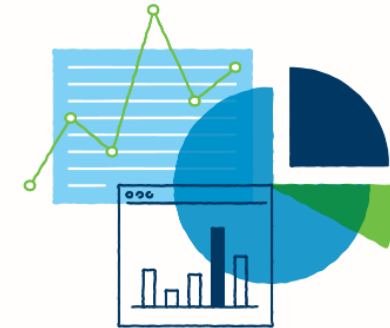
Effective Change Management



Effective Anti-Bullying Policies, Procedures and Reporting Mechanisms

Supportive Supervision and Feedback

Appropriate Psych Risk and Workplace Mental Health Training



Workforce Consultation, Representation and Participation



Strong Support Services (EAP, Peer Support)



Development Opportunities

Role Clarity

Questions?